



**City of Kingston
Information Report to Council
Report Number 21-016**

To: Mayor and Members of Council
From: Peter Huigenbos, Commissioner, Business, Environment & Projects
Resource Staff: Mark Van Buren, Deputy Commissioner, Major Projects
Date of Meeting: December 15, 2020
Subject: Third Crossing – Quarterly Update Q4 2020

Council Strategic Plan Alignment:

Theme: 3. Improve walkability, roads and transportation

Goal: See above

Executive Summary:

The Major Projects Office continues to provide quarterly reports to update Council on the status of the Third Crossing. This quarterly report covers activities during Q4 of 2020.

This report provides an update to Council on major work activities that have been completed since September 2020, including detailed design activities, permits and approvals, and on-site construction activities. This information report also provides details regarding ongoing efforts to communicate and engage with the public, near neighbours, Indigenous communities and stakeholder groups. In addition, the report provides a look ahead to upcoming major activities that the project team will be undertaking.

Approximately one-third of the construction work has been completed and the overall project continues to target completion at the end of 2022.

Recommendation:

This report is for information purposes only.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Peter Huigenbos, Commissioner,
Business, Environment &
Projects**

ORIGINAL SIGNED BY CHIEF
ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services Not required

Brad Joyce, Commissioner, Corporate Services

Jim Keech, President & CEO, Utilities Kingston Not required

Desirée Kennedy, Chief Financial Officer & City Treasurer

Sheila Kidd, Commissioner, Transportation & Public Works

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Options/Discussion:**A. Detailed Design**

The Integrated Project Delivery (IPD) team has completed the detailed design work for the Third Crossing project. All of the main design packages for the bridge and roadworks have now been issued for construction.

B. Permits and Approvals

The IPD team has continued to provide environmental compliance monitoring together with weekly reports submitted to federal agencies including Parks Canada, Fisheries and Oceans Canada, and Transport Canada. These reports provide regular information on water quality, wildlife and construction noise monitoring. The reports also detail inspections of on-site turbidity curtains, turtle fencing and wildlife eco-passages. Following completion of the boating season on the Rideau Canal which closed on October 12th, both Transport Canada and Parks Canada provided approval on November 1st to lower the lift span on the temporary trestle for the winter season. Provisions are in-place with the Canadian Coast Guard to raise the lift span in the event of an emergency.

The IPD team continued to advance various Component Environmental Management Plans (CEMPs) which are detailed work plans that cover appropriate environmental controls for various aspects of the bridge construction. During the last quarter, focus was given to updating the sediment management plan to address the peat mounds adjacent to the rock causeway that were larger than anticipated during construction of the rock causeway. The IPD team is continuing to work with both Parks Canada and Fisheries and Oceans Canada to provide a plan that will manage the excess peat material together with the future removal of the rock causeway once in-water construction access is no longer needed.

C. Construction Activities

The IPD team continues to maintain a vigilant approach to monitoring, updating and sharing any information with all project staff on the COVID-19 Response & Prevention Plan that has been developed specifically for the Third Crossing project. This document is currently on its tenth revision with ongoing efforts to ensure the Plan stays current and up to date.

Although construction work on the project has been largely unaffected by COVID-19 to date, the IPD team continues to monitor potential risks and is regularly liaising with trade partners and subcontractors to identify potential disruptions/delays with supply chains for critical materials and equipment and any related financial or schedule impacts. In September, the Ready Mix Concrete Association of Ontario issued a notice on the potential disruption to the supply of cement, slag (an additive to concrete mix) and concrete as a result of COVID-19. The supply concerns are the result of (1) the economic shutdown in the spring and early summer that placed unusual pressure on supply chains and cement inventories, (2) pent-up demand as a result of jobsites that were deemed non-essential having to postpone their projects, leading to an unexpected increase and resurgence in construction activity, causing record high demand for concrete, and (3) favorable fall weather conditions, such as mild temperatures and long periods without rain, creating ideal concreting conditions which impede the cement industry's ability to replenish their inventory. The IPD team is working closely with St Mary's CBM Ready Mix,

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who are supplying concrete to the Third Crossing, to mitigate any risks that the project may encounter.

A considerable amount of construction work has been undertaken on the Third Crossing during Q4 of 2020. Construction of the temporary trestle bridge near the east shore of the Cataraqui River has now been completed. The temporary trestle, in conjunction with the rock causeway, will provide access for construction equipment and materials during in-water construction of the Third Crossing. The temporary trestle includes the lift span section that allows for boat passage as part of navigation requirements established with Transport Canada and Parks Canada.

Bauer Foundations Canada is one of the trade partners for the IPD team who are responsible for work associated with the construction of the bridge foundations and piers. Steady work has progressed on this critical part of the bridge construction during Q4 of 2020. At present, Bauer has advanced work on 19 of the 21 pier groups that are part of the bridge crossing. This work involves advancing large diameter steel caissons down to bedrock, drilling rock sockets into bedrock, excavation of soils within the steel casing, installation of rebar cages, and concrete placement to complete the foundation construction. At present, 17 of the pier groups have been fully completed with the remaining 4 in progress.

ABF Reinforcing Steel is one of the main project subcontractors who are responsible for completion of the bridge pier caps. With most of the bridge construction focused on in-water construction access and pier foundation work so far, the construction of the pier caps provides the first permanent elements of the bridge that are visible above water. At present, 4 pier caps have now been completed with an additional 2 pier caps underway with formwork and steel reinforcing being installed. Kiewit has also completed the foundation elements for both the west and east shore bridge abutments.

The IPD team continues to update the project website <https://thirdcrossing.cityofkingston.ca/> with a number of photographs and drone videos that show the construction progress on-site.

D. Communications and Public Engagement

Although some of the traditional ways in which the IPD team engages and consults with key stakeholders and the general public have changed due to COVID-19, the team continues to communicate with residents through well-established channels and has seen many communication and engagement successes throughout 2020. A number of the communication and public engagement activities are outlined below:

- Community e-newsletter - The number of subscribers continues to grow with a 31 percent increase over the year for a total of 1,289 subscribers. The open rate remains to be the highest average for all City digital newsletters with an open rate of 51 percent. A total of 13 newsletters have been issued this year which can be found on the project website along with all of the project engagement activities at <https://thirdcrossing.cityofkingston.ca/engagement/past-engagement>
- Email correspondence with residents - The dedicated email address (thirdcrossing@cityofkingston.ca) continues to be a main connector for residents to the

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project team. This year up, until the end of October, the project has received 305 emails from residents.

- Project website - Traffic to the website continues to grow with an increase of over 100 percent from 2019 with over 42,000 total page views in 2020 compared to about 19,000 in 2019. Top visited pages are the home page, photo gallery and video page, and about the bridge page.
- Social media - Social media remains an important channel to amplify the work and progress of the project. Throughout 2020, Facebook, Twitter and Instagram engagement (shares, likes and comments) has tripled compared to 2019 (35,395 engagements for 2020 compared to 5,742 engagements in 2019). Using the hashtag #ThirdCrossing, analytics for the project are tracked to ensure targeted messaging reaches and is shared by the Kingston community. Some examples of community sharing on social media for 2020 up to the end of October are as follows: there has been 976 shares of content on Facebook, 463 shares on Twitter and 2,327 likes of Third Crossing content on Instagram.
- Videos - Videos detailing construction progress are released on the City of Kingston's YouTube channel. The Third Crossing playlist is the top playlist (out of 26) for watch time. A total of 19 videos from 2016 to 2020 have been released. For 2020 a total of 7 videos have been released with almost 20,000 views in total. Project videos can be found at <https://thirdcrossing.cityofkingston.ca/photos-videos/videos>.

Current Engagement on Point St. Mark Drive and Gore Road Intersection (South Leg)

The IPD team is engaging residents on the intersection of Point St. Mark Drive and Gore Road. In August, a survey was issued to gauge sentiment on keeping the south leg of the intersection permanently open, permanently closed or modifying to provide right turn out only. The response to the survey was very good with a total of 210 responses received and 70% indicating to fully or partially restrict access into the neighbourhood. The results provided good direction in preparing the final design of the intersection that will restrict vehicular access to provide a right-out only turn onto Gore Road. The team has been meeting with Kingston emergency service providers on the final design of the intersection and will present the final design in Q1 of 2021. Further information and a document detailing what was heard and the responses to the survey is available on the project website at the following link:

<https://thirdcrossing.cityofkingston.ca/engagement/detailed-design>.

Indigenous Consultation

As part of our continued consultation with Indigenous communities, 12 mailouts have been sent to 13 different Indigenous nations. Mailouts are an opportunity to provide updates about the project, latest construction activity, environmental findings and mitigation, and opportunities for involvement in the project's activities that align with the interests of various Indigenous nations.

On July 8, 2020, Kingston City Council committed to naming what is now called the 'Third Crossing' in a way that reflects and celebrates the stories and contributions of Indigenous communities in this region, both past and present. Staff from the project team and the Cultural Services Department have begun to map out the consultation process related to the naming of

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the Third Crossing and have brought on the support of the First Peoples Group. The naming of the Third Crossing will follow the consultation process established for the project and will involve consultation with Indigenous nations, including the Alderville First Nation and Tyendinaga Mohawk Council, local Indigenous residents, and various project partners along with opportunities for broader community education and input around proposed names and their meanings.

Local Project Benefits

The IPD team continues to monitor local benefits from the Third Crossing construction including key performance measures such as hours of local workforce used and total dollar value of locally procured material and sub-contracts. As of October 2020, the IPD team has achieved the following:

- Over \$5.6 million spent on locally sourced material and contracts.
- Over 45,000 hours of labour has been hired from less than 115 kilometres away from Kingston.
- Over 30,000 hours of local labour was secured from less than 40 kilometres away from Kingston.
- 67 contracts have been secured with local businesses.
- 21 staff have moved to Kingston to work on the project.
- More than \$2,550 in charitable donations have been given to local residents by the contractors (Kiewit, Hatch and Bauer).
- 56 community service hours have been offered by contractors.

E. Project Upcoming Activities

As the 2020 construction season concludes, the project team is looking ahead to 2021 work. All work on pier foundations, abutments and pier caps will be completed in Q1 of 2021. The completion of this work will then enable the start of the next two significant components of the overall bridge. First is the erection of the steel main span section of the bridge which will commence in Q1 of 2021 following the completion of the main span piers. Fabrication of the main span is currently underway and being managed by Walters Group who is one of the project's main trade partners, located in Hamilton, Ontario. Second is the placement of concrete girders on the approach spans for the bridge which will also commence in Q1 of 2021. Fabrication of the girders is currently underway and being managed by DECAST who is one of the project's major subcontractors and are located near Barrie, Ontario. The logistical details including haul routes into the City are currently being planned to support delivery of these significant structural elements of the bridge.

The project team will continue to work with near neighbouring residents on both the west and east shores to provide information regarding the planned work hours as construction work progresses. In the spring of 2020, the team initiated extended working hours to support ongoing work with the pier foundations construction. These extended work hours will continue in order to support completion of pier cap construction and the aforementioned construction work planned for Q1. Construction activities utilizing heavy equipment are occurring from 7am to 10 pm with non-noise generating activities from 10 pm to midnight. Non-noise generating activities are

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typically preparation work for construction activities on the following day. Nighttime construction noise mitigation measures are being utilized and contact information for the construction site supervisor has been made available for any complaint handling and resolution.

Existing Policy/By-Law:

None

Notice Provisions:

None

Accessibility Considerations:

The design for the Third Crossing bridge and associated road works includes the provision of accessible sidewalks/pathway, street benches, para-ramps, pedestrian countdown devices and audible pedestrian traffic devices in conformance with the requirements of the provincial Accessibility for Ontarians with Disabilities Act (AODA). The Municipal Accessibility Advisory Committee (MAAC) has appointed two project representatives for the Third Crossing and the project team will continue to provide updates to MAAC as required or upon request.

Financial Considerations:

Table 1 provides a financial status update of the Third Crossing capital project as of October 31, 2020. The report reflects the approved budget of \$180 million together with total project to date actual expenditure information. The table provides a breakdown of budget and actuals to date, percentage complete and resulting variances as at the end of October 2020. With respect to the overall results, the table summarizes actuals and budget by phases and major work activities to date.

The financial information provided in this report is derived from the financial accounting records of the Corporation as of October 31, 2020. Expenditures (actuals and budget) are tracked using the City of Kingston's corporate financial management system - Microsoft Dynamics. The project team also has access to advanced technology project management software systems and tools that are utilized by the contractor, which provide more detailed tracking and cost analysis functions.

To ensure that spending remains within approved budget parameters, staff regularly monitor and review budget variance information through internal cost monitoring and the use of cost tracking tools. This allows for variances to be reviewed on a timely and frequent basis to apply any necessary corrective actions.

Overall, the Third Crossing capital project is at 37% spent as of October 31, 2020. Actuals to date are \$66 million as compared to the approved budget of \$180 million. Expenditures are tracking as expected based on the construction schedule. The IPD team continues to review and update construction costs and schedule forecasts and assess all opportunities for potential savings to offset against any potential budget impacts that may arise.

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Relatively minor incremental costs due to COVID-19 continue to be incurred by the project. These additional costs include protection measures for workers, worksite cleaning and disinfection, and added measures to ensure physical/social distancing. The project team is continuing to forecast and work to mitigate any potential future costs with ongoing assessment of risk factors due to COVID-19.

Table 1: Third Crossing Works in Process – October 31, 2020

| Financial Performance | Actuals to Date (\$) | Approved Budget (\$) | Variance (\$) | % Spent |
|-------------------------------|----------------------|----------------------|----------------------|------------|
| Expenditures: | | | | |
| Validation phase fees | \$4,190,313 | \$4,172,160 | \$(18,153) | 100% |
| Design engineering fees | \$10,419,736 | \$10,852,852 | \$433,116 | 96% |
| Planning & project management | \$1,694,284 | \$3,312,578 | \$1,618,294 | 51% |
| Construction costs | \$50,156,393 | \$161,662,410 | \$111,506,017 | 31% |
| Total Expenditures | \$66,460,726 | \$180,000,000 | \$113,539,274 | 37% |

Note: Validation phase fees include pre-design work, pre-planning, project management and early work activities. Validation phase fees are final and complete.

Note: Design engineering costs to date include design efforts for all advanced and main design packages.

Note: Planning & project management costs to date include salaries allocated to capital, communication costs, consulting/owner advisor fees and planning/preparation fees.

Note: Construction costs to date include site mobilization, site preparation, rough grading, utility relocation, permanent noise fencing, installation/maintenance of turbidity curtains, fish and turtle exclusion measures, bridge abutments, temporary rock causeway, temporary trestle bridge, fabrication of major bridge elements, bridge foundations and piers construction.

The capital project funding for the bridge is based on an equal contribution from the federal, provincial and municipal governments. The Government of Canada, the Province of Ontario and the City of Kingston are each contributing \$60 million. Semi-annual reports are submitted to both the Federal and Provincial governments, as per the reporting obligations specified in the grant funding agreements. Grant claims continue to be processed and submitted by the Third Crossing project staff on a regular basis as the project work continues, and claim payments are being received from both levels of government. As of November 30, 2020, \$28.4M of funding has been received.

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Other City of Kingston Staff Consulted:

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Marie Bartlett, Communications Officer, Communications & Customer Experience

Ian Semple, Director, Transportation Services

Colin Wiginton, Cultural Director, Cultural Services

Exhibits Attached:

None