

Confidential-Discussion/Information

3.0 MONTHLY SITE C PROJECT UPDATE**Executive summary**

This briefing note provides a summary of key areas of concern and risks for the Site C Project (the Project) from **August 17, 2021 to September 20, 2021**, unless otherwise noted.

The site-based COVID-19 outbreak declared on August 19, 2021 remains active. We continue to see a few positive cases daily across all contractors and work fronts, and transmission is not yet fully under control. Three workers have been hospitalized, and all have either recovered or are recovering. As of September 14, 2021, there were 18 active cases, along with 43 isolations (19 in camp, 24 at home, and none in hospital). With Northern Health's support we are implementing targeted rapid testing for asymptomatic individuals identified through contract tracing, and in other limited scenarios. We have launched a project to collect the vaccination status data from all Site C workers, as directed by a Northern Health order to the industrial projects.

BC Hydro continues to work closely with regulators to understand and address the **impacts of the recent BC Supreme Court finding in favour of Blueberry River First Nations**. During the week of September 6, 2021, the Province has approved three authorizations.

As part of a monthly **public opinion polling** for BC Hydro, public opinion related questions on the Site C project are asked of respondents. Over the past few years, overall public support and acceptance for the Site C project has averaged about 83 per cent – which is quite high for a large-scale public infrastructure project.

The current estimate of the **wetland impact** associated with the Site C Project is approximately 714 hectares. The actual impacts continue to be refined as the Project proceeds. To date, we have created 50 hectares of marsh / sedge wetland at Golata Creek, consisting of a 7 hectares large pond and 14 smaller ponds. On September 2, 2021, we received approval from the Agricultural Land Commission to create approximately 100 hectares of sedge wetlands on the "McKnight" property. This property is located along Highway 29 and has low agricultural value due to its topography and existing wetted areas.

As of July 31, 2021, the life-to-date spend on the project is \$7.6 billion and the total project forecast remains at \$16.0 billion. **s.13; s.17**

s.13; s.17

All of the recommendations from the **Milburn Report** have now been fully implemented or substantially completed. A successful candidate for the final risk management position has now been identified and is scheduled to start on September 27, 2021. There is one remaining action for recommendation #17 related to the claims resources and structure. The commercial management position is targeted for completion by the end of September 2021.

Construction updates are provided for the dam construction, roller-compacted concrete and the inlet shotcrete repair. Refer to the bi-weekly construction progress report, week ending September 17, 2021 for an update on the dam site and off dam site progress.

Commercial updates are provided for the **s.13; s.17**

s.13; s.17

BC Hydro continues to advance various aspects of the design work for the **right bank foundation enhancements**. Instrumentation continues to be monitored across the construction site and overall monitoring of instrumentation to date indicates parameters are remaining within expectations.

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Refer to **Appendix G** for a schedule of the approach channel based on the latest design information and commercial strategy requested by the Project Assurance Board.

Project Highlights**1. Safety, Health and Security**

The site-based COVID-19 outbreak declared on August 19, 2021 remains active. We continue to see a few positive cases daily across all contractors and work fronts, and transmission is not yet fully under control. Since August 4, 2021 when we started to see new cases, and as of September 14, 2021, there have been a total of 99 confirmed positive cases (91 specifically related to this outbreak) and approximately 400 isolations. Three workers have been hospitalized, and all have either recovered or are recovering. As of September 13, 2021, there were 18 active cases, along with 43 isolations (19 in camp, 24 at home, and none in hospital).

Mandatory mask use, worker restrictions to camp, a return to restricted crew bus occupancies, health screening at the gates, and increased camp and office cleaning are in place across site. With Northern Health's support we are implementing targeted rapid testing for asymptomatic individuals identified through contact tracing, and in other limited scenarios. This testing is a way to help identify and break the transmission chain. Promotion of onsite vaccinations by all employers continues and we have delivered 3,476 vaccinations (1,947 first doses and 1,529 second doses) as of September 13, 2021. There was a jump in vaccinations when the public health authorities were considering mandatory vaccination. However, it is unlikely health authorities will direct a vaccination mandate for Site C at this time.

We have launched a project to collect the vaccination status data from all Site C workers, as directed by a Northern Health order to the industrial projects. To protect individuals' privacy, their data is being collected by an independent third party health services group and the information will be released at an aggregated level only (i.e. % workers fully vaccinated, % partially vaccinated, % not vaccinated, % not planning to get vaccinated, and % who did not complete the data form). This information will be helpful for planning next steps in both site vaccinations and COVID-19 exposure prevention measures going forward. The data collection and verification process will continue for the next two to three weeks.

As a result of a telehandler rollover incident on Septimus Road (by Gate C), several employers including BC Hydro received orders from WorkSafeBC. BC Hydro engaged our Owner's Engineer team, who had provided the design engineering for both Septimus Road and other permanent roads on the dam site, to complete a current assessment of Septimus Road. This confirmed Septimus Road was designed and built to the BC Ministry of Transportation and Infrastructure (MoTi) guideline for a 60 kilometre per hour design ^{s.13; s.17}

^{s.13; s.17}

^{s.13; s.17}

Accordingly, a system of concrete roadside barriers with reflectors has been agreed to with BC Hydro and Peace River Hydro Partners (PRHP), and is being installed along the edge of the wetlands. Also, a road width of eight meters or more will be maintained to allow two-way traffic, and warning signs for soft shoulders, intersections, curves and the hill have been added. These enhancements are documented and submitted in a Notice of Compliance to WorkSafeBC.

Prior to the September labour day weekend, two new and large public safety signs were successfully installed onto the Memorial Bridge, ensuring boaters are fully aware the river is closed beyond that point (photo). Also, for public safety, work is underway to remove rip rap left behind from some of the

Confidential - Approval**X.X WORKER ACCOMMODATION CONTRACT INCREASE****Risks and Mitigation**

Key risks related to this contract increase request and the related mitigation plans are shown in Table 5.

Table 5: Risk and Mitigation Plans Summary

Risk	Mitigation	Impacts if Mitigations Unsuccessful
Increase in cost due to scope of worker accommodation decommissioning	s.13; s.17	
COVID-19 event(s) continue longer than assumed	<p>Align operational and infrastructure changes to align with direction from Northern Health to mitigate the risk of COVID-19 infection and transmission in the camp.</p> <p>Manage the collection and reporting of Site C's vaccination status at the direction of the Medical Health Officer of Northern Health, and to administer a rapid testing program in partnership with the ISOS Health Clinic on site.</p> <p>Implement BC Hydro and Site C mandatory vaccination policy as announced on October 7, 2021.</p>	<p>Additional costs for COVID-19 related impacts.</p> <p>s.13; s.17</p>
Delay in project past first power in 2024 requires s.13 s.13	s.13; s.17	

Next Steps

Management will return to the PAB and BCH Board to request further approvals for s.13; s.17 only if there are major changes to the forecasted assumptions.

Confidential - Approval**X.X WORKER ACCOMMODATION CONTRACT INCREASE****COVID-19 Related Impacts to Worker Accommodation Operations**

Numerous operational and infrastructure changes have been made within the facility to mitigate the risks related to COVID-19 infection and transmission in the camp. Five of the Phase 1 expansion dormitories have been repurposed as COVID-19 isolation and positive case accommodations. ATCO has implemented measures to enable physical distancing throughout the facility including restructuring the dining room and lounge to allow for single seating and six feet of distance between each table, renovating the coffee seating area to an additional mug up space, implementing an online take out and dining reservation application and implementing an online kiosk based check-in and check-out application. ATCO implemented pandemic Level Three enhanced cleaning protocols and disinfection of high touch point areas every two hours throughout the worker accommodation facility and offices across the construction site. In addition, ATCO mobilized infrastructure and resources via a third party contractor to manage the collection and reporting of Site C's vaccination status at the direction of the Medical Health Officer of Northern Health, and to administer a rapid testing program in partnership with the ISOS Health Clinic on site. Increased housekeeping, janitorial, security and medical staff have been mobilized to address ongoing operational changes as a result of the COVID-19 pandemic.

s.13; s.17 was already used to fund infrastructure and ongoing operational costs for COVID-19 in the facility for the period March 2020 to March 2022.

Requested Contract Value Increase

Management is requesting an increase in the total internal contract value of the Worker Accommodation contract of s.13; s.17 from \$585 million to s.13; s.17. The contract increase will cover worker accommodation costs, assuming first power in 2024 (approved schedule), and de-commissioning starting in 2025.

A summary of the requested increases is shown below in **Table 4**.



Doug Sanders, Borden Ladner Gervais, LLP*

*denotes participation by videoconference

The PAB Chair called the meeting to order with a quorum of PAB members present.

1. In Camera

An in-camera discussion took place.

2. Preliminary Matters

2.1. Meeting Overview

The PAB Chair began with an acknowledgement that he was chairing the meeting from the traditional territory of the Lil'wat People and the Squamish People. He then provided an overview of the items coming before the PAB at its meeting.

2.2. Approval of Minutes from Prior Meetings

The minutes of the August 23, 2021 PAB meeting were approved.

3. Monthly Project Update

Management provided an overview of the materials presented to the PAB and filed for reference with the meeting record.

3.1. Safety: Management provided an update on Safety beginning with the COVID outbreak declared at site on August 19, 2021 in which there are no new cases linked to the Site since mid-September. With Northern Health's support, management implemented rapid COVID testing in mid-September and will use this experience to improve its use of targeted testing. An independent third party health services group has begun the collection of vaccination status data of Site C workers as directed by a Northern Health order. The status of COVID was described as "steady state" with a noticeable increase in vaccination rates. Management also noted improvements to deal with managing traffic on the right bank cofferdam haul roads,^{s.15}

s.15

3C Hydro is working on its technical safety program, developing a Site C safety audit, encompassing: (i) safety management systems; (ii) prime contractor audit of adherence to safety protocols and (iii) a fatal risk audit. COVID has had an adverse effect on in person safety training and some delays on independent review of technical safety matters which management is aware of and taking steps to rectify.

3.2. Environment, Social and Indigenous Relations: Management indicated that since September permits and approvals are being provided and are "on track". However, environmental permits may be subject to further review and management is in regular contact with the regulators to obtain early insight into whether these permits would be affected by the Blueberry River First Nations court decision. Monthly public opinion polling reported record-high support for the project in May and July 2021 at 92 percent.



Management provided a brief overview of BC Hydro's complex wetland plan which includes

s.13

s.13

The PAB requested information on the status

on the s.16; s.17

s.16; s.17

3.3. Risk: Management reviewed the risk report noting that a column titled “Quantitative Schedule Impact Range” has been added to the risk table in response to the PAB’s request for schedule impact information. The numbers of risks this month has decreased to twelve (delamination of inlet shotcrete was removed). The PAB requested that in future material management link the sub-component risks in the update to the risks in the Risk Register. Management is planning a risk workshop for November to discuss attracting and retaining skilled workers, as well as a second topic to be chosen by the PAB. Management continues to provide risk sessions to Site C workers, multiple sessions at the introductory, intermediate, and advanced levels. The Office of the Auditor General will be conducting two audits: payment verification (fraud) audit and a general performance audit.

3.4. Earthfill Dam Summer Works: Management provided an overview of the progress made in the the Summer Works Acceleration program and agreement reached with Peace River Hydro Partners in early July, s.13; s.17
s.13; s.17

4. Approvals

None.

5. Reports and Updates

5.1. Schedule Update for Remaining Project Work

Management provided an overview of the materials presented to the PAB regarding the schedule for the remaining project work and more detailed information on the key construction milestones required for diversion tunnel conversion and reservoir inundation. Information was provided on the steps being taken to de-risk first power in 2024, which may provide the opportunity to achieve first power in 2023. However, management was not seeking a decision on timing from PAB at this time. Members of PAP discussed with Management the risks involved the milestones The PAB requested that management create a separate schedule to link environmental and social issues to milestones that are critical to achieving first power in 2023 versus 2024.

5.2. Break

5.3. Commercial Sub-Committee Update

The sub-committee Chair provided a verbal update to the PAB, describing its September activities including a regularly scheduled meeting and a commercial strategy workshop. At the meeting, the CSC reviewed material on the construction management plan and the engineering budget request. At the workshop, the CSC provided feedback on the claims dashboard which the CSC sees as a powerful tool for tracking claims going forward, a commercial scorecard, s.13; s.17

The PAB requested that management provide a demonstration of the claims dashboard at a future meeting. The CSC advised that at management's request, it will act as a clearing house for requests for information that are made of management (from PAB, government, etc.), while ensuring that the PAB sees all the requests to maintain transparency.

The sub-committee chair also informed the PAB members that she together with Mitchell Gropper and Richard Raine and Management had developed a quarterly cost reporting schedule that would show costs incurred and estimated costs to complete compared to budget. The report would be available about 45 days after the end of each quarterly period with the first report for the November 2021 PAB meeting with information current to September 30, 2021

5.4. Future Agenda Items

Management provided an overview of the materials presented to the PAB filed for reference with the meeting record. With the visit to Site C postponed, management offered to provide screen shots from the drone footage taken at site to the PAB and possibly the BC Hydro Board. Management was also requested to make the "on line" cameras at the site available to PAB members

6. Advisor Updates

6.1. Technical Advisory Board

Joe Ehasz provided a verbal update to the PAB noting that over the last month TAB has been working with the design team on the approach channel and its lining, the roller-compacted concrete construction, and the earthfill dam. In response to questions from the PAB, management indicated that in the initial discussions there is good alignment with PRHP on which approach channel work to retain and which work to de-scope, and that construction activities are continuing during the approach channel design work.

The PAB requested management provide a verbal update at a future meeting regarding the dam safety instrumentation and monitoring during construction and future dam operation.

6.2. Ernst and Young

Ernst & Young provided an overview of the materials presented to the PAB and included in the meeting record noting that will be focussing on three areas in the coming weeks: construction management, schedule maintenance, and claims exposure. Ernst & Young is working well with management and continues to develop its relationships with



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September 27, 2021

subcommittees to ensure it is offering useful support and advice on the overall commercial strategy.

7. Other Business

8. In Camera

An in-camera discussion took place.

Terminate meeting

There being no further business, the meeting then concluded.

Confidential-Discussion/Information**3.0 MONTHLY SITE C PROJECT UPDATE****Executive summary**

This briefing note provides a summary of key areas of concern and risks for the Site C Project (the Project) from September 28 to October 18, 2021, unless otherwise noted.

The site-based COVID-19 outbreak that was declared on August 19, 2021 was cleared on October 12, 2021. We continue to see cases onsite, similar to other industrial sites. As of October 12, 2021, there were 17 active cases, along with 45 isolations (15 in camp, 28 at home, and 2 in hospital). With Northern Health's support we are continuing to administer targeted rapid testing for asymptomatic individuals. To date, rapid testing has detected four individuals that tested positive for COVID-19. We are continuing to collect the vaccination status data from all Site C workers, as directed by a Northern Health order to the industrial projects. On October 7, 2021, BC Hydro announced a COVID-19 vaccination policy that requires all employees, consultants, and contractor workers to be fully vaccinated, including those working on Site C. BC Hydro employees are to be vaccinated by November 22, 2021, and contractor workers by January 10, 2022.

There are 61 commitments for environment, social issues and first nations that are required to be completed/fulfilled prior to inundation. The commitments include past, current and future actions as well as due dates for completion. The regulatory team tracks all commitments and reports to the regulators annually on the status of each, and for some programs, more frequently. They also work with the responsible areas within the project team to ensure the related works are advancing and on-track. A list of the commitments that are required are listed in **Appendix I**.

As of August 31, 2021, the life-to-date spend on the project is \$7.7 billion and the total project forecast remains at \$16.0 billion. As a result, there is approximately **\$8.3 billion of estimated remaining costs** s.13; s.17

The new quarterly financial report format, which will be completed for the November meeting, can be found in **Appendix H**.

All of the recommendations from the **Milburn Report** are now complete.

Construction updates are provided for the dam construction, roller-compacted concrete, the inlet shotcrete repair, approach channel, highways and Hudson's Hope shoreline protection slough. Refer to the bi-weekly construction progress report, week ending October 15, 2021 for an update on the dam site and off dam site progress.

Commercial updates are provided for the s.13; s.17
s.13; s.17

BC Hydro continues to advance various aspects of the design work for the **right bank foundation enhancements**. All aspects of this work are on track and are not delaying any construction activities. This work includes: the design of the region 2 liner and the connection between the regions; design work for the approach channel excavation; the design work of a large temporary stockpile on the right bank of the approach channel; and geotechnical instrumentation.

Refer to **Appendix G** for recent photos from site.

Construction and operation of the Site C project provides lasting benefits for communities and residents in the Peace Region. Refer to **Appendix J** for an update on **BC Hydro's investment in the Northern Communities**.

Confidential-Discussion/Information**3.0 MONTHLY SITE C PROJECT UPDATE****Project Highlights****1. Safety, Health and Security**

COVID-19 Cases - The site-based COVID-19 outbreak that was declared on August 19, 2021 was cleared on October 12, 2021. From August 4 to October 12, 2021, Site C had a total of 159 positive cases with 92 directly connected to the outbreak. During the outbreak, three workers were hospitalized and all three have since been discharged. We continue to see a higher number of cases onsite, similar to other industrial sites. As of October 12, 2021 there were 17 active cases, along with 45 isolations (15 in camp, 28 at home, and 2 in hospital). With the outbreak over, Northern Health has eased restrictions on site including the requirement for camp workers to remain in camp during their rotation. Other measures will remain in place including mandatory mask use, health screening at gates, physical distancing requirements where possible, and increased camp and office cleaning. With Northern Health's support, Site C continues to administer rapid testing for case or contact management. To date, rapid testing has detected four individuals that then tested positive for COVID-19 through a PCR test.

Site C Vaccinations - Promotion of onsite vaccination by all employers continues and the clinic has delivered 3,717 vaccinations (2,076 first dose and 1,641 second dose) as of October 12, 2021. This is an increase of 241 vaccines since last month. There has been a spike in vaccinations since the federal government announced mandatory vaccination for domestic flights (commercial and charter), and BC Hydro introduced a mandatory vaccination policy for all BC Hydro employees and contractors. Specifically, BC Hydro employees are to be vaccinated by November 22, 2021 and contractor workers by January 10, 2022. The January 2022 date for contractors is to provide them with approximately three months to work through implementation of the vaccination policy. The later date also enables contractors to use the winter holiday shutdown period in December 2021 to manage any worker transitions. BC Hydro is monitoring the potential impacts on our employee and contractor workforces as a result of the implementation of the planned vaccine policy.

Vaccination Status Reporting - we have continued to collect Site C workers' vaccination status data over the last month, as directed by a Northern Health order to the industrial projects. As of October 12, 2021 we have received a total of 2,788 completed vaccination status records out of an expected 3,880 forms (72% response rate). Assuming the vaccination profile of workers who did not submit their forms is similar to the Northern Health Region vaccination profile, which is significantly lower than British Columbia overall, our data shows Site C is between 75% to 83% vaccinated. If the number of unvaccinated workers among those who did not submit their forms is substantially higher than the Northern Region rate, the Site C overall percentage would be lower. This information will be helpful for planning next steps for BC Hydro's vaccination mandate and ongoing COVID-19 exposure prevention measures.

Confined Space / Ventilation - Voith are continuing to improve their confined space / ventilation procedures for the installation of generating units in the powerhouse. They are working with a third party provider on an engineered ventilation system to vent welding fumes outside of the powerhouse; expected to be fully installed in the next 4 to 6 weeks. To improve fume capture at source, Voith has installed hard-sided venting in welder work areas and straightened any remaining flexible ducting. They are also striving to make confined space safety procedures more user friendly at the worker level with job aids such as work activity decision flowcharts and current airflows posted on white boards. Voith and BC Hydro Occupational Hygienists are working together on consistent air quality testing methodologies using new WorkSafeBC guidelines. And, learning from their ventilation challenges with Unit 1, Voith has changed their construction procedure to install the bulkheads as a later step in the process, to minimize the creation of confined spaces and improve ventilation.

Discussion/Information

5.5 QUARTERLY PROGRESS REPORT NO. 23 - PROJECT STATUS DASHBOARD
Table 1 Project Status Dashboard

● On Target

● Moderate Issues

● At Risk

Status as of:		September 2021
Overall Project Health	●	<p>Overall Project health remained “amber” during the quarter. The budget and schedule were approved in June 2021 and address significant cost pressures and delays faced by the Project due to the COVID-19 pandemic, as well as the right bank foundation enhancements and other cost pressures being managed by the Project prior to COVID-19.</p> <p>The Technical Advisory Board and independent experts continued to review and confirm BC Hydro’s foundation enhancements solution is appropriate and sound, and will make the right bank structures safe and serviceable over the long operating life of Site C.</p> <p>There are significant risks to the Project that continue to be reviewed, assessed and monitored.</p>
Safety	●	<p>Safety remained “amber” during the quarter. Management of COVID-19, including working through a second declared outbreak and a higher rate of cases in general, remained a priority in the reporting period. BC Hydro continues to work closely with Northern Health on case and contact management, asymptomatic rapid testing, compliance with health orders including vaccination status reporting, and other containment measures. [NTD: will include latest update on the outbreak at November PAB meeting and note post period implementation of vaccine policy].</p> <p>The Site C medical clinic continues to provide vaccinations at site, which are offered to all Site C workers working at onsite and offsite work locations. BC Hydro estimates as of September 30, 2021, XX per cent of active Site C workers had been vaccinated, either at the onsite clinic or through their local communities. [NTD: stats will be updated for November PAB meeting].</p> <p>During the reporting period, there were X serious or significant safety incidents consisting of X near misses with the potential for a serious injury, and X serious injuries that required medical attention. There has been an overall increase in safety incidents during this high activity construction season. To encourage active learning from significant safety incidents across all work fronts and contractors, the Project held XX Safety Incident Reviews and X Safety Theme Workshops this quarter. [NTD: stats will be updated for November PAB meeting.]</p>
Scope	●	<p>Scope remained “amber” during the quarter as certain designs are still being finalized. The Technical Advisory Board and independent experts have confirmed that BC Hydro’s right bank foundation enhancements solution is appropriate and sound and will make the right bank structures safe and serviceable over the long operating life of Site C; they will continue to review the designs as they are finalized.</p>

Exemption Process

- Corporate Governance will establish specified and limited exemptions for workplaces and workers
- Site C is developing exclusion principles and procedures for some project sites, including consideration for scenarios such as (listed below)

For Site C, the mandatory vaccination policy will **not** apply to:

- Work at contractor/subcontractor offices and facilities located off Site C dam site or off BC Hydro premises, including to perform work under consulting or supply only contracts (“Contractor Facilities”);
- Site C contractors providing services in locations that are not a BC Hydro asset or facility (“Non-BCH Asset”);
- Site C contractors working in isolated work locations, where there is limited interaction between contractors and BC Hydro employees, and COVID-19 management measures are in place (“Isolated Locations”);
- Site C contractors and delivery drivers solely engaged in the provision or removal of goods, equipment/machinery or materials where contact is for a short period of time and there is limited interaction with other workers (“Delivery/ Removal”). Some conditions such as rapid testing may apply;
- Service providers and contractors providing emergent or urgent operational services (“Urgent Operations”); and
- Emergency First Responders where the personnel already have infectious disease protocols.

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3.0 MONTHLY SITE C PROJECT UPDATE
Project Highlights
1. Safety, Health and Security

COVID-19 Cases – Since the COVID-19 outbreak was declared over, there have been 47 confirmed positive cases at site (October 12 to November 9), with active cases ranging from 15 to 25 on any given day. We have seen small clusters of cases in Aecon-Flatiron-Dragados-EBC Partnership (AFDE) intakes and headworks areas and Peace River Hydro Partners (PRHP) Maintenance Shop. On November 9, 2021, site had 23 active cases and 53 isolations (30 in camp, 21 at home and 2 people in hospital). None of the Site C workers hospitalized for COVID-19 were vaccinated and one of the current cases is serious. Regular COVID-19 measures, such as mask wearing, remain in place. Efforts to identify and contain transmission remain critical and are being supported by expanded rapid testing for case and contact management. So far, rapid testing has identified nine individuals who have subsequently tested positive through a lab test (PCR). Most of these individuals were asymptomatic and could have spread the virus without knowing.

Site C Vaccinations – Site C continues to see an increase in COVID-19 vaccination requests with 360 vaccines delivered since October 8, 2021. As of November 9, 2021, the iSOS medical clinic has delivered a total of 4,014 vaccines under the Industrial Immunization Program (2,197 first doses, 1,809 second doses and 8 third doses). Northern Health has just approved for the clinic to offer Moderna booster shots for any Site C worker whose second shot was more than six months ago, which will be well received by Site C workers. Site C is working closely with the rest of BC Hydro on the implementation of the mandatory vaccination policy for BC Hydro employees by November 22, 2021. We are working closely with the major contractors/employers at site on planning for the contractor vaccination policy to be in effect on January 10, 2021.

Public Safety Update – For diversion of the Peace River in October 2020, BC Hydro implemented several public safety measures including warning and danger signs upstream and downstream of the river itself. Some members of the public either did not see or did not take the warnings seriously, travelling upstream to or just past the Memorial bridge, into the area of the diversion outlet tunnels. In July and August 2021, Site C responded to 17 incidents involving boater trespassing. In early September 2021, the project installed a large and clear danger sign directly onto Memorial bridge (**photo**), and there have been zero trespassing incidents since.



Scaffolding and Guardrail Safety Forum – On October 29, 2021, based on trends in safety incidents, BC Hydro hosted a collaborative safety forum with Site C's major contractors on scaffolding and guardrail safety. The timing for this forum was good as contractors have a considerable amount of scaffolding work coming up during the winter months, when snow and ice conditions add to the risk of worker injury. Participation in these safety forums has been increasing, with contractors contributing their own presentations on common hazards and best practices. Some of the best practices noted from this recent forum were regular inspections by the workers themselves who are using the scaffolding, and including



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Quarterly Progress Report No. 23
F2022 Second Quarter – July 1 to September 30, 2021

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Table 1 Project Status Dashboard

● On Target ● Moderate Issues ● At Risk

Status as of:		September 2021
Overall Project Health	●	<p>Overall Project health remained “amber” during the quarter. The budget and schedule were approved in June 2021 and address significant cost pressures and delays faced by the Project due to the COVID-19 pandemic, as well as the right bank foundation enhancements and other cost pressures being managed by the Project prior to COVID-19.</p> <p>The Technical Advisory Board and independent experts continued to review and confirm BC Hydro’s foundation enhancements solution is appropriate and sound, and will make the right bank structures safe and serviceable over the long operating life of Site C.</p> <p>There are significant risks to the Project that continue to be reviewed, assessed and monitored.</p>
Safety	●	<p>Safety remained “amber” during the quarter. Management of COVID-19, including working through a second declared outbreak and a higher rate of cases in general, remained a priority in the reporting period. BC Hydro continues to work closely with Northern Health on case and contact management, asymptomatic rapid testing, compliance with health orders including vaccination status reporting, and other containment measures.</p> <p>The Site C medical clinic continues to provide vaccinations, which are offered to all Site C workers working at onsite and offsite work locations. As of September 30, 2021, the onsite Site C medical clinic had administered 3,578 COVID-19 vaccinations, of which 1,985 were first doses and 1,593 were second doses.</p> <p>Subsequent to the reporting period, on October 7, 2021, BC Hydro announced that commencing January 10, 2022, it would require proof of full vaccination from all BC Hydro employees and from all other individuals working at a BC Hydro facility, including those working at the Project.</p> <p>During the reporting period, there were nine serious or significant safety incidents consisting of seven near misses with the potential for a serious injury, and two serious injuries that required medical attention. There has been an overall increase in safety incidents during this high activity construction season. To encourage active learning from significant safety incidents across all work fronts and contractors, the Project held 41 Safety Incident reviews. The safety trends for this reporting period were hot work, confined space, working at heights and object falls from height.</p>
Scope	●	<p>Scope remained “amber” during the quarter as certain designs are still being finalized. The Technical Advisory Board and independent experts have confirmed that BC Hydro’s right bank foundation enhancements solution is appropriate and sound and will make the right bank structures safe and serviceable over the long operating life of Site C; they will continue to review the designs as they are finalized.</p>
Schedule	●	<p>The Project is currently on schedule to achieve the approved 2025 in-service date; however, schedule risks remain.</p> <p>BC Hydro and Site C contractors continue to schedule work and explore strategies to accelerate work delayed by COVID-19. If successful, this could result in an earlier in-service date; however, achieving an earlier in-service date remains subject to uncertainty and to the risks summarized in this report.</p>



1 Refer to Appendix A for site construction photos for the reporting period and refer to
 2 Appendix B for a list of work completed since the project commenced in 2015.

3 **2 Safety and Security**

4 With the Project's work activities shifting to an increased focus on the building of the
 5 dam itself and new work scopes inside the powerhouse (the installation of turbines
 6 and generators and the initiation of the balance of plant sub-project), there was a
 7 shift in safety priorities during the reporting period. Management of COVID-19 was
 8 also a continued focus from July to September 2021.

9 **2.1.1 COVID-19 Outbreak**

10 From July to September 2021, the Project continued to see a steady increase in the
 11 number of COVID-19 cases at site, reflective of the Delta variant surge across the
 12 province. A second outbreak was declared by Northern Health on August 16, 2021,
 13 and subsequently declared over on October 12, 2021. During the quarter, there were
 14 135 positive cases on Site C, including 92 cases that were directly connected to the
 15 second outbreak.

16 Enhanced safety measures were reinstated during the second outbreak, including
 17 mandatory mask wearing in work sites (masks had remained mandatory in camp
 18 common areas prior to the outbreak), restrictions on community access for camp
 19 residents, and limitations on crew bus capacity. Additionally, rapid testing was
 20 implemented and used for enhanced case and contact tracing. With the outbreak
 21 declared over, all measures remain in place, except for restrictions on community
 22 access (camp residents are again able to visit the local community).

23 **2.1.2 Site C COVID-19 Vaccinations**

24 The Site C medical clinic continues to promote and provide vaccinations to all
 25 workers, both onsite and offsite. As of September 30, 2021, the onsite clinic had
 26 administered a total of 3,578 vaccinations (1,985 first doses and 1,593 second



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3.0 MONTHLY SITE C PROJECT UPDATE**Financial Key Project Risks**

#	Risk Event Description	Criteria	Velocity	Quantitative Probability	Quantitative Impact - Optimistic	Quantitative Impact - Most Likely	Quantitative Impact - Pessimistic	P50 Expected Value - Output from CRA	Quantitative Schedule Impact Range	P50 Base Budget	Mitigation Plan Status	Risk Exposure Trend (compared to quarter ending September 30, 2021)	Comments - including discussion on related risks
1	COVID-19 impacts construction activities for Site C	s.13; s.15; s.17											
2	Erosion along Outlet Channel												

Submitted by: **Site C**
 December 20, 2021 **Site C Project Assurance Board meeting**

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Also in attendance: Brian Campbell, Ernst & Young*
Heather McKenzie, Ernst & Young*
Doug Sanders, Borden Ladner Gervais, LLP*

**denotes participation by videoconference*

The PAB Chair called the meeting to order with a quorum of PAB members present.

1. In Camera

An in-camera discussion took place.

2. Preliminary Matters

2.1. Meeting Overview

The PAB Chair began with an acknowledgement that he was chairing the meeting from the traditional territory of the Lil'wat People and the Squamish People. He then provided an overview of the items coming before the PAB at its meeting, as well as mentioning that there is a Project Site visit for the BC Hydro Board and PAB members tentatively scheduled for February 10 and 11, 2022 which could change given the evolving pandemic situation.

2.2. Approval of Minutes from Prior Meetings

The minutes of the November 22, 2021 PAB meeting were approved.

3. Monthly Project Update

Management provided an overview of the materials presented to the PAB and filed for reference with the meeting record.

3.1. Safety: Management provided an update on the COVID response at Site, indicating COVID cases have declined and vaccinations are on-going. Management remains actively engaged with Northern Health on the COVID issues and is preparing for the workers' return to Site in January, taking steps in anticipation of a spike in cases as a result of the recent emergence of the Omicron variant by expanding the use of rapid tests and increasing staffing of the health clinic. In response to the winter conditions at Site, BC Hydro and all contractors have activated their extreme cold protocols. In preparing for 2022, management has set safety priorities including coordination in the powerhouse, implementation of mandatory reliability standards in Unit 1 generating station, and planning for reservoir filling, along with a possible safety and security working session in the first quarter of 2022.

3.2. Environment, Social and Indigenous Relations: Management provided an update on permits with all permits on track s.12; s.13; s.14; s.17
s.12; s.13; s.14; s.17

Confidential-Discussion/Information**3.0 MONTHLY SITE C PROJECT UPDATE**

population is infected or isolated, and scenario two is a site shutdown with a phased restart. Site C is already compliant with many of the directives and are working on the scenario plans.

Rapid Testing for Screening – after a pilot on December 27, 2021, the Project started rapid antigen testing of all workers returning to site starting January 1, 2022, including local workers. As of January 4, 2022, a total of 658 tests have been done; however almost half the returning workers are not yet onsite as many commercial and charter flights have been cancelled due to extreme cold. The screening tests resulted in 10 positives so far, with more workers subsequently developing symptoms (originally tested negative). All workers who have tested positive are in isolation. We will be rapid testing Site C workers for the full month of January 2022, at a minimum.

Mandatory Vaccination Program – BC Hydro's vaccination mandate comes into effect Monday January 10, 2022. Site C security has provided each contractor with listings of their un-validated workers for follow up and continues to actively scan QR codes at the gates. We will have increased security guards, as well as contractor representatives, at the gates for the week of January 10, 2022.

Extreme Winter Conditions – the last couple of weeks have seen extreme cold temperatures in Fort St. John, ranging from minus 30 to minus 50 degrees Celsius with the wind chill. All contractors have their Extreme Cold protocols in place with daily reinforcement with workers. The on-site clinic has had one case of mild frostbite.

Powerhouse Dust Cleaning – concentrations of dust, which potentially include silica, have been accumulating in the powerhouse for the past several months. With the powerhouse now enclosed and large-scale heaters moving air and dust around, there was an increased exposure risk for workers. Over the holidays, BC Hydro contracted with a third party to complete a deep cleaning of the powerhouse. Our occupational hygienist helped prepare safe work procedures, BC Hydro provided HEPA-filter vacuums, and our Site Safety Coordination team provided oversight during the work.

2. Environment, Regulatory, Social Issues and Indigenous Relations**a) Permits and Authorizations**

The Project team continued to work closely with representatives from the Ministry of Energy, Mines and Low Carbon Innovation (MEMLCI) and the Ministry of Attorney General (MAG) regarding

s.12; s.13; s.17

b) Methylmercury Monitoring & Information

The Project team has been working with biologists, health advisors and Indigenous representatives to develop a methylmercury monitoring and informational program which includes a seven minute video (link: <https://www.youtube.com/watch?v=1WReopcpDR0>) and a brochure with information on Methylmercury and fish consumption in the Peace River system. Refer to **Appendix G** for a copy of the "Methylmercury and Fish Consumption Information Sheet".

Methylmercury is a naturally occurring chemical compound found in low levels in air, water, soil, plants, animals and humans. Mercury is released into the environment from natural sources such as volcanoes and forest fires and from human activity such as burning fossil fuels. Mercury in oceans, lakes and rivers is naturally changed by bacteria into methylmercury. Methylmercury levels increase with each step up the food chain as animals absorb methylmercury from their food (e.g. invertebrates eat plankton, big fish eat small fish).

When a reservoir is created, for example the Site C reservoir, the levels of methylmercury in fish gradually increase for approximately 10 years as bacteria in the newly submerged areas change mercury into methylmercury. Methylmercury levels in fish from the Site C reservoir are predicted to increase by 3 - 4 times from the current levels following reservoir filling. This is followed by a decrease over the next 20 - 30 years to levels that are similar to natural lakes and rivers in the area.

Although people are exposed to methylmercury when they eat fish, they can safely tolerate some exposure to methylmercury. Health Canada provides guidelines as to how much methylmercury Canadians can be exposed to without risk to their health. The amount differs depending on age, gender and weight. This issue is of keen interest and concern to Indigenous communities who may include fish in their traditional diet, and as it relates to their Treaty Rights. The Project team is working with



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3.0 MONTHLY SITE C PROJECT UPDATE**Financial Key Project Risks**

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1	COVID-19 impacts construction activities for Site C	s.13; s.15; s.17											
2	Erosion along Outlet Channel												

Submitted by: Site C

January 17, 2022 Site C Project Assurance Board meeting

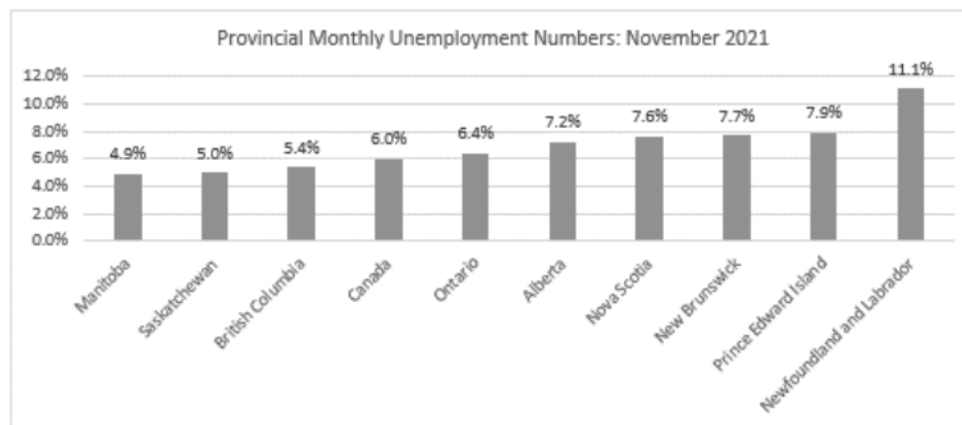
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Confidential-Discussion/Information**3.0 MONTHLY SITE C PROJECT UPDATE****9. Labour Update**

Site C Contractors don't anticipate a major disruption to their workforces in the new year due to the BC Hydro Vaccine Policy. However, they are still cautious as the full effects will not be known until January 10, 2022.

Rapid testing for all workers returning to Site began as a pilot on site in December 2021 and was started officially on January 1, 2022. Contractors have not reported any major worker behaviour issues with the site rapid testing and worker compliance with testing requirements is high.

The unemployment rate in BC's northeast continues to be low. This has decreased slightly from 5.8 per cent in October 2021 to 4.1 per cent in November 2021. Year over year, the unemployment rate is down in the Northeast from November 2020 when it was at 4.8 per cent. The unemployment rate in BC is 5.4% which remains one of the lowest in the country, behind Saskatchewan, Manitoba and Quebec.



Statistics Canada is reporting that the biggest job losses in BC in November 2021 were felt in the construction industry (-9,500 jobs), which will likely see a bounce back in Statistics Canada's next report as rebuilding efforts get underway on flood-affected regions of southern B.C. Job losses in construction are also affected by the seasonal nature of construction work.

Contractors have reported that some Site C workers have stated that they may be leaving for work on the rebuilding efforts, but this has not yet affected the workers returning to work in January 2022.

The unemployment rates in November 2021 for the North West region of Alberta (the Banff-Jasper-Rocky Mountain House and Athabasca- Grande Prairie- Peace River region), located next to the Northeast region of BC, is slightly higher than Northeast BC at 6.7 per cent.

Our three main construction contractors continue to source labour from three main areas in Canada, with no craft workers currently being sourced internationally. Approximately 65 per cent of their workforce is from BC, 20 per cent Alberta, and 15 per cent from the rest of Canada (mainly the maritime provinces).

The labour team has engaged with other Hydro projects outside of BC (specifically Manitoba Hydro and Hydro Quebec) to review lessons learned regarding the attraction and retention of skilled labour for large Hydro projects. Some challenges are specific to each project, such as the contractor's workforce for

s.16

s.16

s.16

Manitoba Hydro provided lessons learned regarding early engagement with unions and contractors regarding specific skilled workers. We continue to meet to share lessons learned.



Also in attendance: Brian Campbell, Ernst & Young*
Heather McKenzie, Ernst & Young*
Doug Sanders, Borden Ladner Gervais, LLP*

Absent: Les MacLaren, PAB member Ministry of Energy, Mines & Low Carbon Innovation

**denotes participation by videoconference*

The PAB Chair called the meeting to order with a quorum of PAB members present.

1. In Camera

An in-camera discussion took place.

2. Preliminary Matters

2.1. Meeting Overview

The PAB Chair began with an acknowledgement that he was chairing the meeting from the traditional territory of the Lil'wat People and the Squamish People. He then provided an overview of the items coming before the PAB at its meeting.

2.2. Approval of Minutes from Prior Meetings

The minutes of the December 20, 2021 PAB meeting were approved.

3. Monthly Project Update

Management provided an overview of the materials presented to the PAB and filed for reference with the meeting record.

3.1. Safety: Management started by providing an update on COVID. ATCO has been able to effectively manage the workers isolating at camp, with all individuals who tested positive either asymptomatic or only mildly ill. The rapid testing process has been fully in place since January 1, 2022 to manage the workers returning to site after the break. It has been effective at screening out workers with positive test results before other workers could be exposed. Also, the mandatory contractor vaccination policy took effect on January 10, 2022, with very few exemptions having been given and no contractors having raised the policy as impacting their workforce. However, the new Omicron strain has been detected with 91 workers having tested positive and 61 active cases exist. The infections have especially impacted the kitchen and medical staff. The contagion of the Omicron strain is raising a concern about the availability of the workforce and has particularly impacted Voith. Management submitted its response to Northern Health Authority's Statement of Expectations regarding bi-weekly vaccination status reporting, and two planning scenarios. Lastly, over the holiday break, management undertook dust cleaning in the powerhouse due to concerns regarding a silica inhalation risk. Management will ensure that contractors keep their areas clean on an on-going basis.

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3.0 MONTHLY SITE C PROJECT UPDATE**Executive summary**

This briefing note provides updates to key risks, financial results, and construction and commercial progress updates for the Site C Project (the Project) from January 18, 2022 to February 3, 2022, unless otherwise noted.

Site C contractors have not experienced a major disruption to their workforces due to the **BC Hydro Vaccine Policy which became effective January 10, 2022**. However, some Site C contractors have been impacted by the large number of their resources being in isolation due to testing positive for COVID-19.

Pre-access rapid testing of all workers returning to site in January 2022 has gone well. **Over 8,300 screening tests have been administered and identified about 530 positive workers.** About 40% of the positive cases were local, and not from camp. Most positive workers experienced mild symptoms or remain asymptomatic; none have had to be hospitalized. As cases are stabilizing, the Project is now planning for the managed wind-down of our screening programs. As of February 3, 2022, there were 67 active cases at site of which 39 were isolating in the camp accommodations.

Area E permits are expected to be received in early February 2022. The Project team received confirmation on January 26, 2022 from the Ministry of Energy, Mines and Low Carbon Innovation (MEMLI) **s.12; s.13; s.17**

s.12; s.13; s.17

As of December 31, 2021, the life-to-date spend on the Project is \$8.4 billion and the total Project forecast or estimate at completion remains at \$16.0 billion. As a result, there is approximately \$7.6 billion of estimated remaining costs **s.13; s.17**

s.13; s.17

The Site C Payment Verification audit, completed by BC Hydro Audit Services, was **rated a “green” audit** and confirmed there are effective controls in place on the Site C Project for payment verification and approvals. There were no significant issues identified.

Construction updates are provided for the inlet shotcrete repair, approach channel, piles, balance of plant, highways and transmission. Refer to the bi-weekly construction progress report, week ending January 28, 2022 for an update on the dam site and off dam site progress.

Commercial updates are provided for the Main Civil Works Commercial Strategy, Generating Station and Spillways Commercial Strategy, Right Bank Foundation Enhancements Commercial Strategy and Voith Hydro.

Value engineering and constructability reviews are scheduled to continue in February 2022 with AFDE related to the construction of the central channel berm located within the approach channel in front of the spillways. Refer to the **Significant Design Changes** section for more details.

The **unemployment rate in BC’s northeast continues to be low**. In November 2021 it was 4.1% and then it further dropped in December 2021. In December 2021, the unemployment rate was so low that Statistics Canada suppressed the rate to meet the confidentiality requirements of the Statistics Act. More information can be found in section nine (**labour update**) of this report, including an update on unemployment rates and statistics and labour sourcing.

Refer to **Appendix F** for recent photos from site.

Project Highlights**1. Safety, Health and Security**

Managing COVID-19 at Site – in managing the pandemic, we have worked to balance across three key drivers: (1) health and safety of the workforce; (2) support for the public health system, especially in the north; and (3) keep the construction activities moving forward safely. As a result we have:

- Invested significantly in our onsite medical clinic and worker accommodation facilities;
- Implemented a vaccination policy and continue to provide vaccines (about 4,800 to date);
- Established a rapid testing program, used for case and contact management prior to January 2022.

To manage the omicron risk with the large numbers of workers returning in January 2022, we expanded the rapid testing program to pre-access rapid test all returning workers. For the month of January 2022,

Confidential-Discussion/Information**3.0 MONTHLY SITE C PROJECT UPDATE**

the Project has administered over 8,300 screening tests and identified about 530 positive workers – many of which were asymptomatic but still isolated for five days. About 40% of the positive cases at site were local, not from the camp. There have been no worker hospitalizations.

Based on the BC Centre for Disease Control's transmission rate, we may have avoided up to 1,200 additional cases related to site in January 2022. As cases are stabilizing in B.C., the Northern Health Region, and at site, we are now planning for the managed wind-down of our screening programs, including pre-access rapid testing of all workers. Instead we will focus on symptomatic testing and case/contact management, including providing employers with the flexibility to request tests for individual workers, entire crews, or even continued screening. For example, ATCO plans to continue screening their housekeeping and kitchen staff.

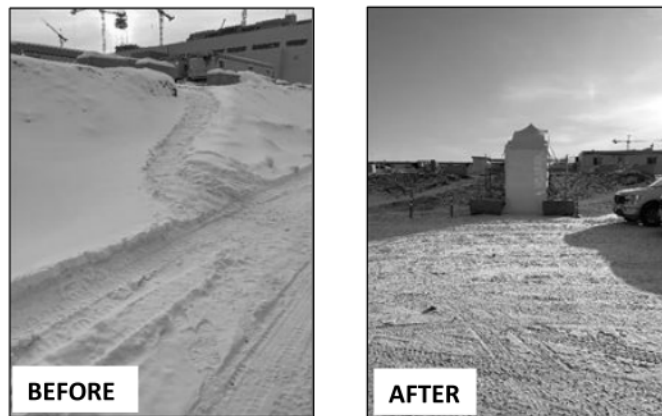
Safety Mentoring Program – our internal safety team has been developing a Safety Mentoring Program to support BC Hydro front line workers in the field – construction officers, resident engineers, quality inspectors, etc. The mentoring program has two goals – identify a group of employees motivated to help safety performance and provide these employees with tools and skills to feel confident as safety ambassadors.

As a first step, we developed a Site C Respectful Interventions course, a foundational skill for effective interactions with our contractors' workforce. The course was developed with input from our safety OSHS, a senior construction manager, a coach from BC Hydro's coaching program and an external expert in Industrial Safety. We recently piloted this course, which was very well received and strongly suggested for every front-line employee (or direct contractor) at site. We will provide more information on this Safety Mentoring Program in the future.

Forestry Operations – preparations are underway for the limited clearing and grubbing work to support the new aggregate programs.

s.13; s.17

Winter-Safe Pedestrian Access – As an example of a measure that was taken to improve winter safety at site, our site safety coordinators initiated the daily snow shovelling of a small access route between the parking lot and the offices and work locations in Areas 32 A&B at the powerhouse. This daily shovelling will continue until the balance of plant construction team are able to have a covered walkway constructed over an access route. This access route is used by approximately 200 BC Hydro and contractor workers. As shown in the pictures below, the walkway is now clean, safe, and inspected daily.

**2. Environment, Regulatory, Social Issues and Indigenous Relations****a) Permits and Authorizations**

The Project team received confirmation on January 26, 2022 from the Ministry of Energy, Mines and Low Carbon Innovation (MEMLCI) that the s.12; s.13; s.17

s.12; s.13; s.17



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3.0 MONTHLY SITE C PROJECT UPDATE**Financial Key Project Risks**

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1	COVID-19 impacts construction activities for Site C	s.13; s.15; s.17											
2	Erosion along Outlet Channel												
3	Inability to attract and retain sufficient skilled BCH employees to work on the project												
4	Portage Mountain rock yield and site conditions worse than planned												

Submitted by: Site C

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February 14, 2022 Site C Project Assurance Board meeting



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3.0 MONTHLY SITE C PROJECT UPDATE

#	Risk Event Description	Criteria	Velocity	Quantitative Probability	Quantitative Impact - Optimistic	Quantitative Impact - Most Likely	Quantitative Impact - Pessimistic	P50 Expected Value - Output from CRA	Quantitative Schedule Impact Range	P50 Base Budget	Mitigation Plan Status	Risk Exposure Trend (compared to quarter ending September 30, 2021)	Comments - including discussion on related risks
5	Project contractors cannot attract and retain sufficient skilled craft workers	s.13; s.15; s.17											
6	Right Bank Foundation Enhancement Interface Conflicts												
7	Insufficient acceptable On-Dam site aggregate supply to meet demand												
8	On-going main civil works contractor claims including earthfill dam design changes												

Submitted by: Site C

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February 14, 2022 Site C Project Assurance Board meeting

Confidential-Discussion/Information**3.0 MONTHLY SITE C PROJECT UPDATE**

s.14; s.17

8. Significant Design Changes**Foundation Enhancements Measures Update**

s.13; s.17

The design of the instrumentation within the roller-compacted concrete buttress gallery was issued to AFDE in January of 2022 to seek constructability input. Instrumentation continues to be monitored across the construction sites.

s.13; s.17

9. Labour Update

Site C Contractors have not experienced major disruption to their workforces due to the BC Hydro Vaccine Policy.

Rapid testing continued in January 2022 for all workers returning to site from their turnaround, and every subsequent third day (72 hours) afterwards for all local non-camp workers.

The unemployment rate in BC's northeast continues to be low. In November 2021 it was 4.1%, and it dropped even lower in December 2021. In December 2021, the unemployment rate was so low that Statistics Canada suppressed the rate to meet the confidentiality requirements of the Statistics Act. Year over year, the unemployment rate has been down in the Northeast from December 2020 when it was at 4.3%. The unemployment rate in BC is 5.2% which remains one of the lowest in the country, behind Saskatchewan and Manitoba.

Discussion/Information

5.1 ANNUAL PROGRESS REPORT NO. 6 – EXECUTIVE SUMMARY AND PROJECT STATUS DASHBOARD
Table 1 Project Status Dashboard

● On Target

● Moderate Issues

● At Risk

Status as of:		December 31, 2021
Overall Project Health	●	<p>As of December 31, 2021, overall Project health remained “amber.” The revised budget and schedule were approved in June 2021 and address significant cost pressures and delays faced by the Project due to the COVID-19 pandemic, as well as the right bank foundation enhancements and other cost pressures being managed by the Project prior to COVID-19.</p> <p>The Technical Advisory Board and independent experts continued to review and confirm that BC Hydro’s foundation enhancements solution is appropriate and sound, and will make the right bank structures safe and serviceable over the long operating life of Site C.</p> <p>The Project is more than 55 per cent complete. BC Hydro continues to review, assess, manage and monitor significant potential risks to the Project.</p>
Safety	●	<p>Management of COVID-19 on the Project was a continued health and safety focus during 2021, with 328 confirmed cases. The Project worked through two outbreaks (June and August 2021) with Northern Health. Rapid testing capability was implemented in late September 2021 and was used for case and contact management. In anticipation of the potential impacts from the more transmissible Omicron variant for workers returning in January 2022, BC Hydro extended rapid testing as a screening method for local and camp workers.</p> <p>BC Hydro’s vaccine mandate announced in October 2021 came into effect on January 10, 2022. The onsite medical clinic had administered about 4,800 vaccinations and continues to offer booster shots.</p> <p>Extreme weather events were a safety issue in 2021, with a heat dome in the summer and extreme cold in December and January. Contractors implemented their heat and cold management plans to keep workers safe.</p> <p>Safety performance in 2021 (all contractors, all work sites) was consistent with 2020 results, with 1,036 safety incidents in total including near misses. To encourage active learning, 129 safety incident reviews were held, including reviews for 25 incidents classified as serious. Safety trends in 2021 were hot work, confined space, scaffolding and guardrails, working at heights and object falls from height.</p>