



P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 21.6
Halifax Regional Council
June 24, 2025

TO: Mayor Fillmore and Members of Halifax Regional Council
FROM: Cathie O'Toole, Chief Administrative Officer
DATE: May 30, 2025
SUBJECT: Cogswell District Project Update Report #7

INFORMATION REPORT

ORIGIN

- September 14, 2021 Regional Council motion (Item 11.1.6):

MOVED by Councillor Mason, seconded by Councillor Smith

THAT Halifax Regional Council:

1. Suspend the rules of procedure under Schedule 2, the Audit and Finance Standing Committee Terms of Reference, of Administrative Order One, the Procedures of the Council Administrative Order, requiring the Standing Committee to review and make recommendations on proposals coming to the Council outside of the annual budget or tender process;
2. Award Tender No. 21- 003, Request for Tender - Cogswell District Project to the lowest bidder meeting specifications, Dexter Construction Ltd. for a Total Tender Price of \$95,663,633.52 (net HST included) with funding from Capital Account No. CT000007- Cogswell Interchange Redevelopment as outlined in the Financial Implications section of the staff report dated September 6, 2021;
3. Approve an increase to RFP 16-047 (PO# 2070765948) to WSP for design services required to cover additional work to support the extended tender bid period in the amount of \$26,665.93 (net HST included) from Capital Account CT000007- Cogswell Interchange Redevelopment as outlined in the Financial Implications Section of the staff report dated September 6, 2021;
4. Approve an increase to Project CT000007 – Cogswell Interchange Redevelopment in the amount of \$27,531,946 with funding to be provided by debt financing, as outlined in the Financial Implications Section of the staff report dated September 6, 2021;
5. Give First Reading to proposed By-law S-316, amending By-law S-300, Respecting Streets as set out in Attachment A of the staff report dated September 6, 2021 to mandate the undergrounding of utility infrastructure in the Cogswell District; and
6. Direct the Chief Administrative Officer to report back to Regional Council with project status updates on a semi-annual basis.

MOTION PUT AND PASSED

SUMMARY

On September 14, 2021, Regional Council awarded Tender 21-003 to Dexter Construction Ltd. for construction of the Cogswell District Project and requested bi-annual updates on the progress of the four-year project. The purpose of this report is to provide the seventh project update since tender award. This report highlights construction progress to date, expected activities in the next six months, and updates on benefits realization, budget, schedule, and project risks.

DISCUSSION

A. CONSTRUCTION ACTIVITY

The following construction activities have been completed since submission of the sixth status report to Regional Council on September 3, 2024:

- Completion of Barrington Street from the new roundabout to Duke St. returning a desired route to road users.
- Completion of the Scotia Square Transit Terminal, providing transit riders with a modern transit hub characterized by new shelters, new benches, bus bay signs, and extensive landscaping.
- Realignment of Upper Water and Barrington Street intersection improving vehicle flow through this area of the site.
- Completion of Dr. Alfred Waddell Street from Brunswick Street to Barrington Street, providing a new east-west street connection to the North-End neighbourhood.
- Creation of building lots A, B & C, readying them for future disposition.
- Underground works approx. 85% complete and street network allowing a clear picture of the layout of the district to materialize.
- Completion of the installation of the future District Energy piping that is ready for Halifax Water use.
- Opening of the Valour Way leg of the new roundabout providing a key connection to the Dockyards for DND.
- Connection of Cogswell Street to Upper Water Street completing a desired east-west corridor.
- Completion of Reconciliation Way between Barrington Street and Upper Water Street to help with Transit bus circulation within the transit hub.

The following construction activities are expected to be completed in the next 6 months (November 2025):

- Completion of the realignment and reconstruction of Upper Water Street, finalizing underground infrastructure and completing grade changes to accommodate rising sea levels.
- Completion of all underground services in the project site finalizing all servicing to each of the development lots.
- Completion of Amalamek Way from Nora Bernard to Dr Alfred Waddell Street including adjacent bike lanes and park space.
- Completion of Nora Bernard Street and connection to the new roundabout returning another key east-west connection in the project site.
- Finalization of the Granville Park space, with exception of the Water Feature, and opening this park to the public
- Issue Tender and begin construction of Water Feature in Granville Park to be completed in 2026.
- Completion of the AAA bike network through the project site connecting the Barrington Greenway to the bike lanes on Hollis Street and Lower Water Street.
- Completion of Crombie Land Exchange Agreement finalizing land parcel transfers enabling the disposition of Block A.
- These activities will result in 95% completion of the project.

The Cogswell management team is aware that at times there is congestion due to construction as the work progresses. While moving ahead to completion, the project still has numerous temporary conditions that should be completed by the end of June:

- Bus lane painted markings are scheduled to be replaced by the final thermoplastic markings.
- The temporary traffic poles will be replaced with the permanent installations.

B. BENEFITS REALIZATION UPDATES

There are numerous initiatives directly or indirectly tied to the construction project that will provide broader benefits beyond those associated with the removal and replacement of the Cogswell interchange infrastructure. The following is an update on those benefits:

- i) **Social Benefits**
 - The Social Benefits Advisory Committee (SBAC) continues to meet monthly with the Cogswell Team, Diversity & Inclusion staff, and Dexter.
 - Data for workforce diversity and supplier diversity is updated and presented monthly to the SBAC for review and discussion. Excerpts from the April 2025 report are included in Attachments A and B.
 - Overall, 35% of the workforce for Dexter have self-identified as belonging to one or more equity-deserving groups in the past 12 months. When sub-contractors are included, this number changes to 33.4%.
 - In the past 12 months, 11.1% of project work hours have been completed by self-identified African Nova Scotians, which exceeds the target of 5% set out in the project tender and contract.
 - Stats remain below the targeted 5% specified in the construction contract for the Mi'kmaq community. Dexter and the SBAC are committed to increasing this number.
 - \$2.43M of goods and services have been invoiced to diverse suppliers, representing 2.0% of construction spend to date. Work continues toward the 10% minimum specified in the construction contract.
 - Attachment B illustrates the distribution of diverse work hours for the month of April 2025 across occupation groups and the diverse owned business summary.
- ii) **Art & Commemoration**
 - An RFP is being developed by Parks & Recreation staff, in concert with the Cogswell team, to engage a consultant to identify and cost opportunities to translate the ideas of the Cogswell Storytelling strategy into actual art and commemoration features in the District.
 - In the interim, a contract has been issued to IOTA Studios to perform temporary and permanent art installs within the project boundary in alignment with the Cogswell Art & Storytelling strategy.
 - 1% of the Cogswell District budget has been allocated for the Art and Storytelling Program.
- iii) **Bikeway Integration Projects**
 - Opportunities to extend the Cogswell Greenway from Brunswick Street to the Halifax Common continue to be investigated by Planning & Development staff as part of the Downtown Gateway initiative.
 - Funding for the Downtown Gateway functional plan was approved as part of the 2025/26 budget process. Staff are now preparing an RFP and are working to hire a consultant later this year.
- iv) **RCMPS/ RCLUB Amendment Process**

Planning & Development staff have prepared draft policies and zoning provisions for the Cogswell District based on public engagement feedback. These, along with draft options

for affordable housing within the district, are under review by staff. The staff report is expected to be presented to Regional Council in summer 2025.

v) Rick Hansen Gold Certification

- Work continues towards the designation of Rick Hansen Gold Certification for the Cogswell District. Changes to the design because of construction are monitored considering Rick Hansen accessibility criteria. There is currently a preliminary review underway to confirm the constructed elements against Rick Hansen Gold Certification criteria.

C. SCHEDULE/ SCHEDULE IMPACTS

- The project is proceeding on schedule. Phase 2 of the project is now complete. The project entered phase 3 in January and is on schedule.
- Works will continue on Upper Water Street for most of the year to complete items adjacent to the roadway. Periodic traffic interruptions are expected.
- There is an ongoing communication program in place to keep the public and adjacent property owners up to date on changes as they happen.
- The projected substantial completion date of the full project is December 2025.

D. BUDGET STATUS

- Spend to date (Q4 2024/25) from the approved \$95.6M construction award is \$78.6M, representing 82.2% completion.
- Spend to date represents expenditures for the design phase, pre-construction activities, and 38¹ months of construction.
- Project cost and funding details are outlined in the table and bullets below.
- 196 change orders for the project, with a total value of \$15.9M (net HST included) have been issued to the end of Q4 2024/25. The change orders relate to the following categories: a) DND land agreement, b) communication/ power infrastructure, c) Halifax Water infrastructure, including asset renewals, d) material disposal, e) design clarifications, f) project documentation, g) third-party partnership opportunities, and h) internal HRM capital projects. The number of changes orders issued to date is not inordinate for a project of this scope and complexity.
- Asset renewal projects completed on behalf of Halifax Water valued at \$953,023 (HST included). Replacement of these end-of-life assets during the project is effective since overall costs are reduced. Costs for the asset renewal projects will be reimbursed by Halifax Water, therefore not adding to the net cost of the project.
- Partnership opportunities have been completed with Crombie REIT, Department of National Defense (DND), Bell Aliant, NSPI, and other HRM business units, to the end of this reporting period. These projects, valued at \$693,633 (net HST included) take advantage of current construction to advance future projects or prepare for future servicing expansions. These opportunities are 100% funded by the third parties therefore not adding to the net cost of the project.
- As part of the cost sharing agreement with Halifax Water, we have invoiced for 50% of material handling totaling \$ 2.5M
- 51.7% of the project contingency has been committed to date.

¹ Based on issuance of Phase I construction permit in March 2022.

Cogswell Interchange Project Q2,Q3 & Q4 2024/25 (in thousands of dollars)							
	Up to and including March 31, 2024	Q2,Q3 & Q4 2024/25	Total Project Actuals	Budget	Additional Cost Share/Asset Renewal	HRM Budget Net of Recoveries	
Construction Costs							
Dexter Contract	46,428	31,496	77,924	95,664		95,664	
Asset Renewal		-			450	450	
Third Party Partnerships		-			5,289	5,289	
Professional Services	7,042	1,821	8,863	9,485		9,485	
Fees & Permits	1,132	-	1,132	2,043		2,043	
Land Acquisition	1,750	-	1,750	2,607		2,607	
Internal PMO Charges	3,623	876	4,499	4,893		4,893	
Project Contingency	12,071	3,219	15,290	23,469		23,469	
Additional Funding							
Cost Shared Funding					-25,206	-25,206	
Asset Renewal Recovery					-450	-450	
Third Party Partnerships					-5,289	-5,289	
Total Cost Construction (Net of Recovery/Cost Share)	72,046	37,412	109,458	138,161	-25,206	112,955	

E. RISKS

A risk register was developed for the project during the design phase and is now being maintained for the construction phase. Key risks identified and being managed include:

- Supply chain issues continue to be a risk for the project, particularly underground pipe and service fixtures, general construction materials, in addition to HRM purchased materials such as streetlight cabling, controllers and fixtures. Managing this risk is the responsibility of the contractor and has been managed to date by placing early orders for materials and reusing existing equipment, on a temporary basis, where possible.
- The quality and completeness of existing underground infrastructure information continues to be a challenge. While this issue was identified as a risk, the extent to which errors and omissions in existing underground infrastructure data has exceeded earlier expectations. This risk is being managed by the constructor completing advance exploratory work to the maximum extent possible.
- The Crombie Land Exchange Agreement provides for a license to allow early access and construction on their lands prior to closing of the land transaction. The closing is tied to timing of creation of Lot CI-B, the lot which ultimately will be transferred to Crombie as part of the land exchange. HRM was originally responsible to pay Crombie a monthly license fee until the closing date, which was originally intended to occur by December 31, 2023. As a result of land exchange agreement negotiations Crombie asked to extend the closing date to May 2025. This is to allow additional time to complete pre-purchase due diligence on the site. As a result, Crombie has agreed to waive the monthly license fee, thus mitigating this risk.
- Sales of land made available through the project are expected to be used to pay down the debt used to fund this project. Of the \$138.1M budget, \$19.7M is expected to be funded through cost sharing agreements, leaving \$118.3M of the project to be funded through debt. If the sales of land do not materialize, this debt, both the principle and the resulting interest, will have to be repaid through the General Rate. As part of the report for the Municipal Planning Strategy/ Land Use Bylaw (MPS/LUB) amendment process which will be presented to Regional Council in summer 2025, staff will include details on a disposal plan and schedule which will outline the sales process, expected lot availability, and projected sale proceeds from the sale of the development blocks.

F. COMMUNICATION

Communication continues to be a very important component of the project. The following communication approaches / mechanisms have been implemented as part of the construction phase and are on-going:

- Weekly construction meetings with the constructor to ensure close coordination and responsiveness.
- Monthly meetings (virtual) with key partners (abutting property owners and those who have specific interest in the project) to provide project updates and discuss issues and concerns specific to each property. Currently, these meetings are open to 120+ people. 41 monthly update meetings have been held with this stakeholder group.
- Weekly meetings are held, often on site, with property owners when construction directly impacts their property.
- Public Service Announcements (PSAs) are issued for all modifications to travel routes through the project and for project milestones. PSAs are accompanied with visual assets (i.e., maps, photos) where possible and are posted on halifax.ca and social media.
- Regular social media posts are issued to update the public on construction activity, highlight interesting developments, and announce project milestones.
- Five-time lapse cameras continue to record the progress of the project.
- Site tours are arranged for key partners, and conference attendees as requested. The Cogswell team continue to do outreach presentations on the project. During the past six months, presentations were made to the Urban Development Institute (UDI), Dalhousie Planning students, REMAX NOVA agents, Project Management Institute (PMI), Canadian Reclamation Association, and the Financial Executives Institute (FEI).
- The sixth bi-annual project information report was presented to Regional Council on September 3, 2024.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report as this is an information report and does not contain any recommendations. An update on the project budget is provided in the Discussion section.

COMMUNITY ENGAGEMENT

See “Communication updates” in Discussion section.

ATTACHMENTS

Attachment A: Diverse Workforce Hours Summary April 2025

Attachment B: Diverse Workforce Occupation Summary April 2025 and Diverse Owned Business Summary April 2025

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Matthew MacEachern, Acting Project Director- Cogswell District Project, 902.943.1829

ATTACHMENT A: Diverse Workforce Hours Summary April 2025

Cogswell District Redevelopment Program - Workforce Equity Seeking Report																											
Diverse Workforce Hours Summary - April 2025																											
Company	Trade	Time Period	Mi'kmaq		Indigenous		African Nova Scotian		Black or Persons of African Heritage		Racially Visible Persons		Women		2SLGBTQIA+		Person with Disability		Immigrant / Newcomer		Other _____		Diverse Workforce	Total Workforce	Diverse Workforce		
			Hours	%	Hours	%	Hours	%	Hours	%	Hours	%	Hours	%	Hours	%	Hours	%	Hours	%	Hours	%	Hours	Hours	%		
Dexter Construction Ltd	Civil/ Utilities/ Paving	May-24	0.0	0.0%	96.0	0.6%	1075.9	6.9%	33.0	0.2%	1393.0	8.9%	1650.0	10.6%	11.0	0.1%	710.0	4.5%	1930.0	12.3%	0.0	0.0%	5,433	15,634	35%		
		Jun-24	0.0	0.0%	64.0	0.3%	1491.5	7.4%	138.0	0.7%	2618.5	13.0%	1953.0	9.7%	13.0	0.1%	705.0	3.5%	3105.5	15.5%	0.0	0.0%	7,247	20,075	36%		
		Jul-24	0.0	0.0%	64.0	0.3%	1886.2	10.2%	24.0	0.1%	1722.4	9.3%	1479.8	8.0%	13.0	0.1%	765.4	4.2%	2202.7	12.0%	0.0	0.0%	6,120	18,428	33%		
		Aug-24	0.0	0.0%	64.0	0.3%	1907.4	9.4%	41.5	0.2%	2135.5	10.5%	1880.5	9.2%	0.0	0.0%	718.5	3.5%	2393.5	11.7%	0.0	0.0%	6,891	20,378	34%		
		Sep-24	0.0	0.0%	64.0	0.3%	1967.1	9.2%	765.0	3.6%	2370.5	11.1%	1553.0	7.3%	0.0	0.0%	875.8	4.1%	2947.3	13.8%	0.0	0.0%	7,682	21,300	36%		
		Oct-24	0.0	0.0%	40.0	0.2%	2204.5	9.3%	741.0	3.1%	2627.5	11.1%	1875.0	7.9%	0.0	0.0%	791.5	3.3%	3012.0	12.7%	0.0	0.0%	8,417	23,743	35%		
		Nov-24	0.0	0.0%	60.0	0.3%	1379.5	6.1%	757.5	3.4%	2737.0	12.2%	1938.5	8.6%	0.0	0.0%	696.0	3.1%	3194.5	14.2%	0.0	0.0%	7,657	22,463	34%		
		Dec-24	0.0	0.0%	40.0	0.3%	716.0	4.9%	223.0	1.5%	1153.0	7.9%	1373.5	9.5%	0.0	0.0%	421.5	2.9%	1484.5	10.2%	0.0	0.0%	4,156	14,528	29%		
		Jan-25	0.0	0.0%	40.0	0.5%	339.2	4.0%	20.0	0.2%	647.5	7.6%	920.0	10.8%	0.0	0.0%	492.0	5.8%	1020.0	12.0%	0.0	0.0%	2,776	8,480	33%		
		Feb-25	0.0	0.0%	40.0	0.5%	202.6	2.4%	10.0	0.1%	726.3	8.7%	1006.3	12.0%	0.0	0.0%	538.7	6.4%	1100.5	13.2%	0.0	0.0%	2,854	8,353	34%		
		Mar-25	0.0	0.0%	24.0	0.2%	536.0	5.0%	338.5	3.2%	662.0	6.2%	1003.3	9.4%	0.0	0.0%	596.0	5.6%	1151.5	10.8%	0.0	0.0%	3,554	10,706	33%		
		Apr-25	0.0	0.0%	24.0	0.2%	870.6	5.5%	811.7	5.2%	1763.7	11.2%	1145.1	7.3%	0.0	0.0%	342.5	2.2%	2346.9	15.0%	0.0	0.0%	5,408	15,690	34%		
		Project To Date	1826.7	0.3%	4115.0	0.8%	59457.0	11.1%	4540.0	0.8%	41081.3	7.7%	46512.3	8.7%	2037.9	0.4%	24248.0	4.5%	54632.3	10.2%	0.0	0.0%	190,032	535,381	35%		
		Atlantica	Electrical	May-24	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0	1,660	0%
Jun-24	0.0			0.0%	0.0	0.0%	460.0	19.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	460	2,420	19%		
Jul-24	0.0			0.0%	0.0	0.0%	310.0	17.8%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	310	1,740	18%		
Aug-24	0.0			0.0%	0.0	0.0%	220.0	11.2%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	220	1,960	11%		
Sep-24	0.0			0.0%	0.0	0.0%	200.0	9.9%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	200	2,030	10%		
Oct-24	0.0			0.0%	0.0	0.0%	220.0	9.9%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	220	2,220	10%		
Nov-24	0.0			0.0%	0.0	0.0%	200.0	10.0%	0.0	0.0%	0.0	0.0%	190.0	9.5%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	390	2,010	19%		
Dec-24	0.0			0.0%	0.0	0.0%	150.0	9.4%	0.0	0.0%	0.0	0.0%	150.0	9.4%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	300	1,600	19%		
Jan-25	0.0			0.0%	0.0	0.0%	200.0	14.8%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	200	1,350	15%		
Feb-25	0.0			0.0%	0.0	0.0%	190.0	14.5%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	190	1,310	15%		
Mar-25	0.0			0.0%	0.0	0.0%	180.0	8.8%	0.0	0.0%	0.0	0.0%	190.0	9.3%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	370	2,050	18%		
Apr-25	0.0			0.0%	0.0	0.0%	210.0	8.0%	0.0	0.0%	390.0	14.8%	200.0	7.6%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	800	2,640	30%		
Project To Date	0.0			0.0%	3538.0	6.7%	2540.0	4.8%	0.0	0.0%	390.0	0.7%	1277.5	2.4%	518.0	1.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	7,228	53,081	14%
All Star Rebar	Reinforcing Steel			Last Month	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0	0	0%
		Project To Date	0.0	0.0%	5.0	1.0%	55.0	11.3%	0.0	0.0%	0.0	0.0%	49.0	10.1%	15.0	3.1%	0.0	0.0%	9.0	1.9%	0.0	0.0%	40	485	8%		
Harbourside	QA/QC	Last Month	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0	0	0%		
		Project To Date	61.8	1.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	1092.5	17.3%	211.5	3.3%	0.0	0.0%	0.0	0.0%	968.5	15.3%	0.0	0.0%	1,584	6,318	25%		
TOTALS			1888.48	0.3%	7658	1.3%	62052	10.5%	4539.95	0.8%	42563.8	7.2%	48050.3	8.1%	2570.9	0.4%	24248	4.1%	55609.8	9.4%	0	0.0%	198,883	596,081.69	33.4%		
*Project To Date Hours reporting from Project Commencement (September 2021) to end of Current Reporting Period (April 30th, 2025)																											

ATTACHMENT B: Diverse Workforce Occupation Summary April 2025 and Diverse Owned Business Summary April 2025

Cogswell District Redevelopment Program - Workforce Equity Seeking Report													
Diverse Workforce Occupation Summary - April 2025													
Occupation	Mi'kmaq	Indigenous	African Nova Scotian	Black or Persons of African Heritage	Racially Visible Persons	Women	2SLGBTQIA+	Person with Disability	Immigrant / Newcomer	Other _____	Diverse Workforce	Total Workforce	Diverse Workforce
	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Personnel	Unique Personnel	Unique Personnel	%
Labourer	0	0	7	6	20	2	0	1	19	0	38	85	44.7%
Operator	0	0	1	0	2	0	0	0	2	0	3	25	12.0%
Supervisor/ Management	0	1	1	1	2	2	0	2	2	0	7	34	20.6%
Traffic Control	0	0	1	0	16	10	0	1	17	0	28	51	54.9%
TOTALS	0	1	10	7	40	14	0	4	40	0	76	195	39.0%
*Project To Date Hours reporting from Project Commencement (September 2021) to end of Current Reporting Period (April 30th, 2025)													

Cogswell District Redevelopment Program - Workforce Equity Seeking Report										
Diverse Owned Business Summary - April 2025										
Vendor Name	Business Information			Equity Seeking Group - Ownership Self-Identification						\$ Invoiced to date
	Field	Services/Product	Small Enterprise?	African Nova Scotian	Indigenous	LGBTQIA2S+	Racially Visible Person	Women	Youth	
K & M Inspection Consultants Limited	Operations Services & Subcontractors	Services Blasting/Explosives	Yes		Yes		Yes	Yes		\$533,920.20
Stanhope Insurance Ltd.	Corporate	Insurance						Yes		\$465,540.00
Blacktop Paving	Operations Services & Subcontractors	Trucking Services		Yes						\$155,909.50
Glasgow Trucking	Operations Services & Subcontractors	Trucking Services	Yes	Yes						\$330,981.73
Zachias Trucking	Operations Services & Subcontractors	Trucking Services	Yes	Yes						\$327,338.85
Ranan Trucking	Operations Services & Subcontractors	Trucking Services	Yes	Yes						\$304,460.67
Adriana Trucking	Operations Services & Subcontractors	Trucking Services	Yes					Yes		\$33,799.35
Various Independent Truck Owners	Operations Services & Subcontractors	Trucking Services	Yes				Yes			\$253,371.64
Total Invoiced Cost to Date				\$1,118,690.75	\$533,920.20	\$0.00	\$787,291.84	\$1,033,259.55	\$0.00	\$2,428,825.75
*Reporting from Project Commencement (September 2021) to end of Current Reporting Period (April 30th, 2025)										