



Monthly Status Report

Reporting Period February 2021

1. Introduction

1.1 Project Overview

The Kicking Horse Canyon Project — Phase 4 (KHCP4) is located on the Trans-Canada Highway approximately 4 km east of the Highway 95 junction at Golden BC. It is the final phase of the 26 km-long Kicking Horse Canyon Project which has been incrementally improving the highway to a modern four lane standard at a 100 km/h design speed, including bridge replacements and natural hazard reduction features to improve safety and reliability. The scope of work includes:

Widening 4 km of two lane and 0.8 km of three lane highway to four lanes Highway realignment to a 100 km/h design speed Installation of median barrier, wildlife exclusion fencing and passages Provision of snow avalanche and rock fall hazard reduction measures; and Shoulder widening for cyclists

Construction of the fourth and final phase to complete the remaining – and most difficult – 4.8 kilometres is expected to be substantially complete in winter 2023-24.

Additional information and updates about the Project can be found on the Project's website https://www.kickinghorsecanyon.ca/

1.2 Project Delivery

Transportation Investment Corporation, a provincial Crown corporation, is delivering and overseeing this \$601 million Project. The Project will be delivered under B.C.'s Community Benefits Agreement and the Project workforce will be provided by B.C. Infrastructure Benefits.

The project is cost-shared, with the Government of Canada contributing \$215 million.

Kicking Horse Canyon Constructors (KHCC) has been selected to design and construct the fourth and final phase of the Kicking Horse Canyon Project near Golden.

The Project is a multi-phase project to improve safety and mobility over approximately 26 kilometres of two-lane highway. Three phases of work have been completed. The fourth and final phase to transform the remaining section of about 4.8 kilometres is being prepared for construction and is expected to be substantially complete in winter 2023-24. This section will also feature four lanes of divided highway, along with improved avalanche and rock fall protection, fencing and passage for wildlife, and wider shoulders to accommodate cyclists.

1.3 Project Goals

Based on the Ministry's mandate and results of consultation to date, seven primary goals have been identified for the Project:

Transportation: Improve highway safety, capacity, and reliability of the highway corridor.

Financial: Plan and deliver the project, that meets the approved scope, schedule and budget targets cost effectively.

Environment: Reduce wildlife collision rates and minimize impacts on future wildlife movements.

Economic Development: Support the growth of the local and regional economy by improving highway safety and reliability and assist the efficient movement of people and goods along the project corridor.

Social and Communities: Engage with Indigenous Communities, local communities, and key stakeholders to identify opportunities, issues and information pathways that will inform the delivery of the project.

Deliverability: Constructible and operable.

2. Project Update

2.1 Project Dashboard

		Objectives	Project Status	Comments
	Scope	Meet the approved scope.		The project includes the widening of 4.8km of Highway 1 to a 4-lane 100km/hr. standard.
	Schedule	Delivered within the approved schedule.	•	The Project is on schedule to be completed by Winter 2023/2024.
	Budget	Delivered within the approved budget Total project budget is \$601 million.	•	 Project spending for the month of February was \$12.1 million, total project spending to date is \$116.9 million. The Project remains on budget.
Project Delivery	Safety	Take every reasonable step to ensure that our work is performed safely and in compliance with all applicable safety regulations, and in accordance with government policy.	•	 The Project is defining Health and Safety requirements within Project Management Plan (PMP). Workplace OHS committee in place and active. Monitoring of COVID-19 situation is ongoing.
	Quality	Implement an effective Quality Management System.	•	Reviewed contractor Quality Management Plan and provided comments.
	Environmental	Ensure our work is performed in an environmentally responsible manner.	•	Submission reviews for Environmental Quality Management Plan, Dart Creek Forest Service Road Design, Construction and Environmental Quality Management Plan, and permit submissions. Complete tree removal for archaeological investigation

	Archaeology	Ensure the work is performed in a manner that meets the standards of the Heritage Conservation Act.	•	 Initiated winter Systematic Data Recovery (SDR) fieldwork. Site form update provided to the Branch Winter Methods permit amendment issued by Branch Program timing delays
	Operations	Implement improvements to the Alternate Route along H93/95	•	 Golden Enhancement electrical and civil works completed for the season - Last set of new signal heads installed Construction cameras received in Golden Office - Installation sites confirmed - installation procurement initiated. Alternate Route Signs - Post installation by KHCC. KHCC committed to March 2021 installation of Alternate Route Signage. Weekly meetings with Parks Canada to identify local commuters for the Extended Closure Pass system. Pass system strategy finalized.
	Design and Construction	Development of a reference concept, technical requirements/specifications, and related technical studies for the Project	•	Geotechnical borehole drilling at Cut 3 was completed Rockfall attenuator repair at KM 6.9 was completed
	Community Benefits	Work collaboratively with BCIB and successfully implement the Community Benefits Agreement.	•	 Project Team is actively working with BCIB. BCIB labour working onsite; permits have been issued.
	Indigenous Groups	Continue to build and maintain a positive collaborative working relationship.	•	Received signatures on Accommodation Agreement Continued drafting on second Accommodation Agreement
olders	Third Parties	Continue to build and maintain positive relationships and secure agreements with Project partners and other third parties.	•	 Provided BC Hydro with Letter of Authority to support approval of temporary utilities. Phase 1 temporary utility relocation starting April 2021 CP Rail Agreement finalized.
Partners/Stakeho	Public and Stakeholder Engagement	Continue to build and maintain positive relationships with the community and other stakeholders.	•	 Issued inaugural edition of project newsletter. Raised awareness of traffic management activities, including growing media coverage. Development of local/commuter traffic pass system for extended closures. Meetings with key stakeholders including Community Liaison Committee, BC Trucking Association, Rocky Mountain School District #6 and Parks Canada and the Village of Field. Collaborated with School District to refine school safety program.

Status	Description
	Managing critical issues, negotiating resolution; action required immediately
0	Managing some issues, negotiating resolution; action required in the near term
	Stay the Course – no action required

3. Project Documents and Achievements to Date

	Project Planning and Development	 Preliminary Design Report (2008) Options Evaluation (2014) Delivery Options Report (2016) Budget Disclosure Statement (2017) Business Case (2016) Business Case Supplemental Memo (2019) Cost Report (2019) Risk Report (2019)
Project Delivery	Procurement	 Relationship Review Process Description (2019) Relationship Review Consultant Protocol (2019) Design-Build RFQ Closed November 2019 Archaeology RFP Closed January 2019 Design-Build RFP Issued December 2019 Preferred proponent chosen (September 2020) Limited Notice to Proceed Agreement (LNTP) signed and implemented (September 2020)
	Environmental	 Environmental Synopsis Report (2016) Various Environmental Reports (2005 – 2016)
	Archaeology	Archaeological and Heritage Resource Management Plan (<u>AHRMP)</u> (July 2020)
	Operations	Planning for Traffic Management and Closures during construction
	Technical	 Reference concept design developed (2016) Reference concept design updated (2019) Various geotechnical reports (2005-2019)
	Community Benefits	 Community Benefits Agreement (July 2018) BCIB Health and Safety Program (March 2020) BCIB Apprenticeship and Training Targets (March 2020) BCIB Sub-Appendix with the Kicking Horse Project Information (March 2020) BCIB – AIRCC Enabling Agreement Executed (May 2020)

ers	Indigenous Relations	Ongoing engagement and consultation
Partners / Stakeholders	Third Parties	Contribution Agreement – Government of Canada (2017)
Partner	Public and Stakeholder Engagement Third parties	 Community Liaison Committee established (2018) Held Public Information Sessions in Golden and Radium (2019) Held public presentations to various stakeholders (2019-2020)

4. February Highlights and Three Month Lookahead

4.1 Safety

Scope:	 Establish Occupational Health and Safety (OH&S) Project delivery objectives and performance measures. Manage Project OH&S activities. Monitor relevant OH&S performance metrics. Ensure the Project complies with relevant WorkSafeBC regulations and government requirements. Identify specific health and safety roles and responsibilities Outline relevant health and safety management processes and activities
Highlights:	 Implementation phase risk analysis and mitigation development Updated construction phase planning Reviewed Kicking Horse Canyon Contractors (KHCC) site specific Safety and Emergency Response Plans Procured and maintained Personal Protective Equipment (PPE) and other safety related equipment as required Quality surveillance tech monitoring KHCC early work Managed Province's field crews and provide oversight of Design Build Contractor
Three Month Lookahead:	 Prepare, review, and implement site specific implementation plans, processes, and flow diagrams for Project Team, includes safety and operational processes Prepare for and oversee KHCC work onsite including implementation of Province staffing, site office supplies, PPE, and vehicles Maintain Province's Safety Management Plan for implementation under Design Build Agreement (DBA) to align with Design Builder, TIC, Owner's Engineer (OE) and Ministry of Transportation (MoTI) requirements Manage field surveillance technicians Oversee KHCC project work onsite Mobilize quality surveillance team to Golden

4.2 Quality

Scope:	 Establish quality management project objectives and performance measures. Monitor relevant quality management performance metrics. Manage Project quality management activities. Identify specific quality management roles and responsibilities
Accomplished in Month:	 Reviewed senior KHCC Quality Management Plans and provided comments under consent procedure Provided oversight of KHCC onsite work and documentation for quality, performance, and compliance to the DBA No NCR's to date on the project
Key Activities for Next 3 Months:	 Review KHCC quality specific management plans and provide comments Oversee quality of KHCC's work onsite, beginning in March 2021 Record daily observation reports of work on site

4.3 Environmental

Scope:	 Complete environmental reviews of Proponent's submissions Support communications team with stakeholder engagement Provide environmental support to Project as and when needed
Accomplished in Month:	 Reviewed and commented on contractor submission for Environmental Quality Management Plan, Dart Creek Forestry Service Road (FSR) Design, Construction and Environmental Management Plan Rev B, and Environmental Manager Key Individual Completed tree removal for archaeological investigation Reviewed and provided input on Design Builder environmental permit submissions
Key Activities for Next 3 Months:	 Support at stakeholder and Indigenous group meetings, and responding to follow-up comments and questions, as requested by the Province Review and comment on Design Builder's environmental submissions Provide environmental support to Project as and when needed Site environmental surveillance

4.4 Archaeology

Scope:	 Managing, directing, and undertaking all archaeological work, including Archaeology Impact Assessment (AIA), systematic data recovery (SDR), and archaeological monitoring Providing the Province and KHCC with information for the management of archaeological and heritage resources Responding to chance archaeological or heritage finds
Accomplished in Month:	 Initiated winter systematic data recovery (SDR) and completed seventeen days of fieldwork with 9-13 crew members. Dart Creek site was revisited and SDR was initiated at three locations

	Site form update provided to the Branch
	Winter methods permit amendment issued by Branch
	Submitted one site form and finalizing two site forms for updated sites revisited during
	field work
	Executing ongoing lithic analysis
	 Executing ongoing reporting on 2020 AIA and SDR programs
Key Activities	Artifact analysis ongoing in the laboratory (1,500+ artifacts)
for Next 3	SDR and AIA reporting
Months	Reporting on results of geotechnical testing
	 Submission of remaining site forms and updates to archaeological sites

4.5 Operations

Scope:	 Develop plans for managing traffic along the Alternate Route H93/95 during full project closures Develop an implement plans for enhancements along Arterial Route in Golden to support Alternate Route Establish agreements with other jurisdictions for provision of services along the Alternate Route
Accomplished in Month:	 Electrical works for Golden Enhancement ongoing; one controller cabinet, programming, and activation of new signals remains Development of pass system for local commuters during extended closures (ongoing) Preparation for first scheduled traffic impacts commencing in March 2021 Developed commercial truck chain-up strategy in consultation with Parks Canada and Rocky Mountain District KHCC completed repair of rockfall attenuator along Black Wall Bluffs that was damaged in November 2020 rockfall event Golden Enhancement electrical and civil works completed for the season - last set of new signal heads installed Construction cameras received in Golden office; installation sites confirmed with installation procurement initiated Alternate Route Signs - Post installation by KHCC; KHCC committed to March 2021 installation of Alternate Route Signage Weekly meetings with Parks Canada to identify local commuters for the extended closure pass system; pass system strategy finalized.
Key Activities for Next 3 Months:	 Golden Enhancement Civil Works (Park Drive) completion; line painting and 9th Street South works to be completed by end of March 2021 Commercial truck chain-up strategy to be developed Golden Enhancements - pavement marking to be completed in March 2021 Controller cabinet, controller programming and activation to be completed by end of March 2021 Commuter Pass System for Extended Closures in place by end of March 2021 Monitoring and oversite of alternate route performance during closures

 DriveBC notifications and traffic management strategy added to Trans Canada Highway Coordination group via Survey 123

4.6 Design and Construction

Scope: • Development of a reference concept, technical requirements/specifications, and related technical studies for the Project • Travel demand forecasting, traffic operations modelling, traffic data collection, and other related engineering services in support of the traffic management regime proposed for the Project Technical input to the procurement processes • Compliance reviews during construction Provide technical support to the Project Team during the review of contractor submittals **Accomplished** • Undertaken reviews of KHCC contractual and design submissions in Month: Participated in technical update meeting with MoTI discipline leads Provided support to KHCC for their development of traffic control plans • Participated in risk review sessions for technical and construction elements • Developed content for Management Plans • Geotechnical borehole drilling at Cut 3 was completed on February 3 • Rockfall attenuator repair at KM 6.9 was also completed on February 3 **Key Activities** • Site visit by key OE Team members for construction kick-off and for project walkthrough for Next 3 with CP Rail Months: Support resolution of key issues including, traffic management plan and traffic control plan compliance, and support CP Rail's review of submissions Mobilize additional field staff to Golden for construction observation and monitoring, in March and April 2021 Support slope survey monitoring program - onboarding of new survey providers

4.7 Community Benefits

Scope:	Work collaboratively with BC Infrastructure Benefits Inc. (BCIB) to successfully implement the Community Benefits Agreement (CBA)
Accomplished in Month	 Continued regular meetings with BCIB and KHCC to understand workforce requirements BCIB permit issued for clearing Pre-job conference held
Key Activities for Next 3 Months	 Work with KHCC and BCIB to understand workforce requirements (ongoing) Continue regular meetings with BCIB Support KHCC and BCIB in executing CBA and BCIB Sub-Contract Agreements (as necessary) for KHCP4

4.8 Indigenous Groups

Scope:	 Fulfill Province's duty to consult with identified Indigenous communities Reach accommodation agreements with Indigenous communities through negotiation Facilitate Indigenous community engagement in environment and socio-economic review Develop indigenous requirements for inclusion in DBA Reach accommodation agreements with Indigenous Groups
Accomplished in Month:	 Preliminary review of Indigenous Participation Plans submissions completed Biweekly Indigenous Relations meeting schedule with KHCC initiated Continued collaboration with KHCP4 Environment team on Construction Environmental Management Plan (CEMP) and appendices review Received signatures from two Indigenous Groups on Accommodation Agreement Prepared KHCP4 Indigenous Engagement Management Plan British Columbia Infrastructure Benefits (BCIB) Indigenous Relations meeting Met with Indigenous groups to discuss Indigenous employment opportunities Continued drafting of Accommodation Agreement Continued meeting with Indigenous groups to discuss project and provide relevant updates Provided guidance on required documents (e.g. Cultural Monitoring Plan) for construction start-up
Key Activities for Next 3 Months:	 Regular meetings continued to be held with all identified Indigenous groups, including the Pespesellkwe, Ktunaxa, and Shuswap Indian Band Continued work with legal and Indigenous groups to finalize accommodation agreements Detailed review of KHCC Indigenous Participation Plan, CEMP, and appendices Collaborate with KHCC Indigenous Contract Employment Coordinator (ICEC) to ensure Schedule 22 DBA requirements are met

4.9 Third Parties

Scope:	Develop utilities and rail agreements as required
	Secure local and reginal government approvals as required

Accomplished in Month:

- Met with BC Hydro, KHCC and the Province to discuss temporary utilities design and proposed scope and schedule
- Province review of KHCC's temporary utilities design completed
- Finalized agreement with CP Rail
- Selected preferred proponent for Province's ongoing slope monitoring

Key Activities for Next 3 Months:

- Review of KHCC utilities designs
- Phase 1 temporary utility relocation starting April 2021
- Execute CP Rail Agreement
- Execute contract with slope monitoring contractor and commence monitoring activities
- Attend ongoing meetings with CP Rail, BC Hydro, and Telus

4.10 Public and Stakeholder Engagement

Scope:

- Manage ongoing public and stakeholder communications and engagement
- Communications strategy and activities
- Determine communications and community relations for inclusion in the contract

Accomplished in Month:

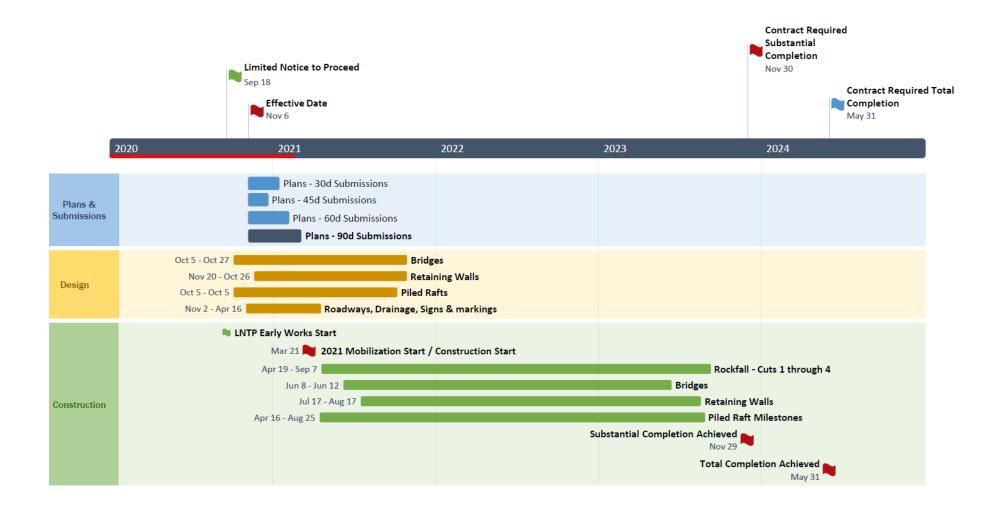
- Meetings with key stakeholder committees and working groups in advance of upcoming construction and closures completed
- KHCC submittal reviews; progress in collaborative activities with KHCC through Communications Working Group toward improving timeliness and accuracy of traffic notifications
- Issued inaugural edition of project newsletter and update
- Raised awareness of traffic management activities, including growing media coverage
- Meetings with key stakeholders including Community Liaison Committee, BC Trucking Association, Rocky Mountain School District #6, Parks Canada, and Village of Field
- Collaborated with School District to refine school safety program completed

Key Activities for Next 3 Months:

- Oversee Design Builder's Communications and Public Engagement (C/PE) obligations and activities
- Continue to build awareness of construction and traffic management activities with media info bulletins, interviews, website updates, newsletters and advisories, and social media
- Update and continue to implement Communication/Public Engagement (C/PE) plan, including Community Liaison Committee (CLC), BC Truckers Association (BCTA) and other key stakeholder outreach
- Complete "what we heard" report to include responses to input received in past engagement
- Prepare for public information session on KHCC's Design and Traffic Management Plans, in advance of construction
- Prepare for possible virtual event to mark construction start in spring 2021
- Complete and refine incident communications plan and stakeholder management portion of Project Management Plan

5. Schedule

The following schedule depicts deliverables, milestones and associated dates and timelines for the implementation phase of the Project, as well as anticipated construction timelines.



6. Project Photos

FIGURE 1 - ACCESS ROAD AND DRAINAGE ALIGNMENT



FIGURE 2 – COMPLETED BOREHOLE 2. REACHING THE ARTESIAN WELL. SUPPORT EQUIPMENT MOVING TO BOREHOLE 2



FIGURE 3 – CREWS START DRILLING AT BH2

