

Monthly Status Report

Reporting Period: April 2020

1. Project Dashboard

		Objectives	Overall Project	DB Contract	Owner/Other Works	Comments
Project Delivery	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.	●	●	●	The Project has an approved capital budget of \$601 million and continues to track on budget.
	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 PMP. Work place OHS committee in place and active. Monitoring of COVID-19 situation is ongoing.
	Quality	Implement an effective Quality Management System.	●	●	●	Quality Management Plan developed
	Environmental	Ensure our work is performed in an environmentally responsible manner.	●	●	●	No environmental or regulatory issues.
	Archaeology	Ensure the work is performed in a manner that meets the standards of the Heritage Conservation Act.	●	●	●	Project has implemented a program with an Archaeologist to ensure these requirements are met.
	Operations	Implement improvements to the Alternate Route along H93/95	●	●	●	Work is on schedule to meet the Project Implementation.
	Property Acquisition	Acquire any required property in time for construction.	●	●	●	No property acquisition identified at this time. Project is on Crown Land.
	Community Benefits	Work collaboratively with BCIB and successfully implement the Community Benefits Agreement.	●	●	●	Project Team working closely with BCIB through the procurement process.
Partners/Stakeholders	Indigenous Groups	Continue to build and maintain a positive collaborative working relationship.	●	●	●	Project Team is actively engaging Indigenous Groups during procurement process.
	Third Parties	Continue to build and maintain positive relationships and secure agreements with Project partners and other third parties.	●	●	●	Early and frequent engagement and advancing agreements with Project partners (railways, utilities, municipalities). BC Hydro working through Protocol Agreement.
	Public and Stakeholder Engagement	Continue to build and maintain positive relationships with the community and other stakeholders.	●	●	●	The Project Team continues to engage and work closely with stakeholders.

Status	Description
●	Not currently applicable, as the Project is in Procurement Phase
●	Managing critical issues, negotiating resolution; action required immediately
●	Managing some issues, negotiating resolution; action required in the near term
●	On track

2. Introduction

2.1 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.

2.2 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.

2.3 Key Milestones Achieved to Date

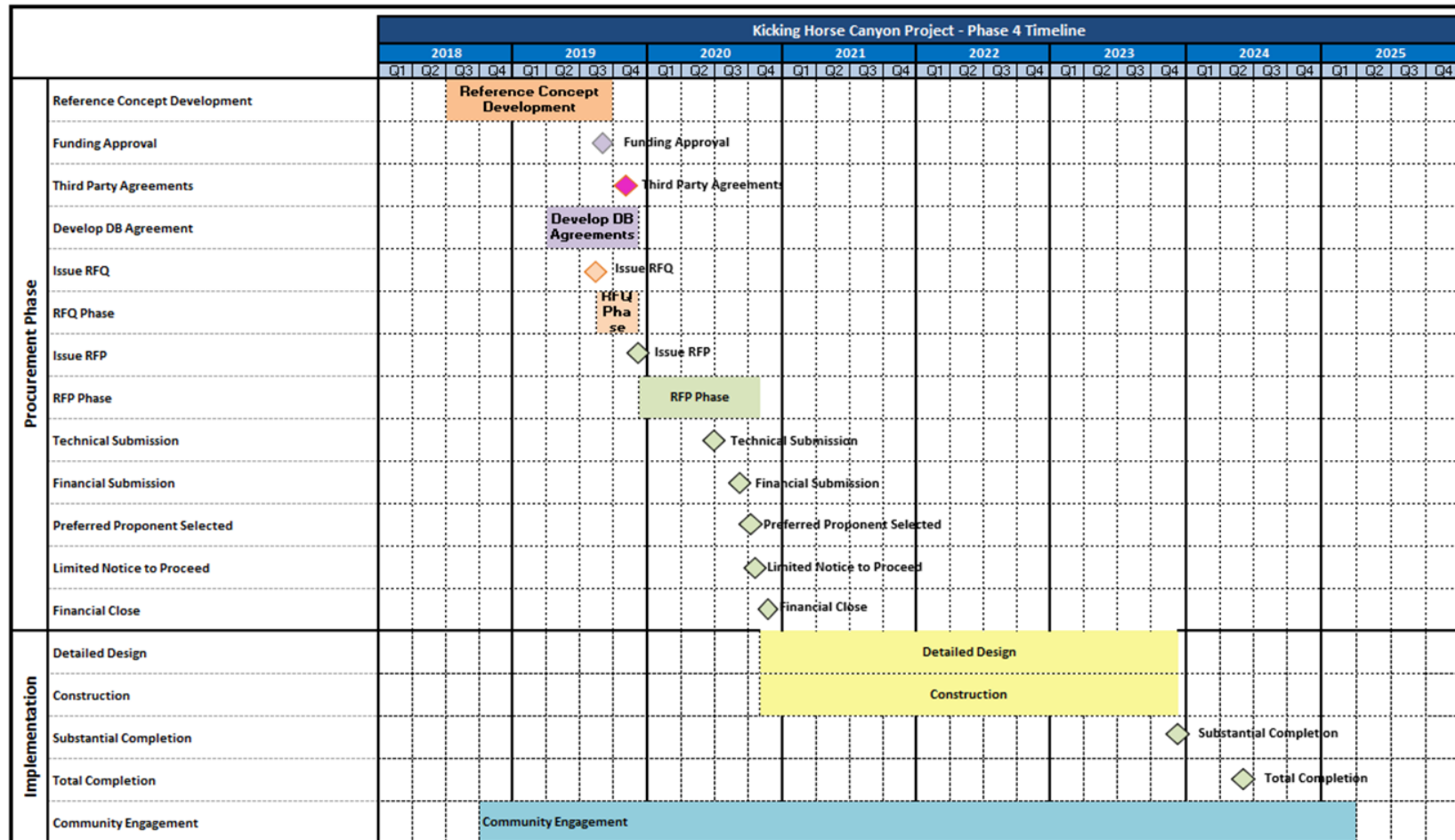
Project Delivery	Project Planning and Development	<ul style="list-style-type: none"> • Preliminary Design Report (2008) • Options Evaluation (2014) • Delivery Options Report (2016) • Business Case (2016) • Business Case Supplemental Memo (2019) • Cost Report (2019) • Risk Report (2019) • Budget Disclosure Statement
	Procurement	<ul style="list-style-type: none"> • 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
	Environmental	<ul style="list-style-type: none"> • Environmental Synopsis Report (2016) • Various Environmental Reports (2005 – 2016)
	Archaeology	<ul style="list-style-type: none"> • Completed Archaeological and Heritage Resource Management Plan for Kicking Horse Canyon Phase 4 Project (May 2020)
	Operations	<ul style="list-style-type: none"> • Planning for Traffic Management and Closures during construction
	Technical	<ul style="list-style-type: none"> • Reference concept design developed (2016) • Reference concept design updated (2019) • Various geotechnical reports (2005-2019)
	Community Benefits	<ul style="list-style-type: none"> • 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)
Partners/ Stakeholders	Indigenous Groups	<ul style="list-style-type: none"> • Ongoing engagement and consultation
	Third Parties	<ul style="list-style-type: none"> • Contribution Agreement – Government of Canada (2017)
	Public and Stakeholder Engagement Third Parties	<ul style="list-style-type: none"> • Community Liaison Committee established (2018) • Held Public Information Sessions in Golden and Radium (2019) • Held public presentations to various stakeholders (2019-2020)

2.4 April Highlights

Project Delivery	Project Management	<ul style="list-style-type: none"> Align project controls processes with Transportation Investment Corporation plans and policies
	Safety	<ul style="list-style-type: none"> Ongoing health and safety orientation to Project team members Monitoring of COVID-19 situation ongoing
	Quality	<ul style="list-style-type: none"> Internal audit performed on the Geotechnical and terrain mapping discipline as well as a review of the brown bat reporting interdisciplinary coordination process
	Procurement	<ul style="list-style-type: none"> Interim Financials received from three Proponents Completed Workshop B Responses to RFIs continue
	Environmental	<ul style="list-style-type: none"> Completed Bat Habitat Survey Field-work planning for additional studies
	Archaeology	<ul style="list-style-type: none"> Started fieldwork with physical distancing and COVID-19 mitigations Chance Find Procedure reviewed and updated Finalized the Archaeological & Heritage Resource Management Plan
	Operations	<ul style="list-style-type: none"> Designs and Plans Complete for Golden Arterial Enhancements. Ongoing coordination with municipalities and road authorities on the alternate route (Hwy 93/95)
	Technical	<ul style="list-style-type: none"> Finalized traffic reports
	Community Benefits	<ul style="list-style-type: none"> Continued work on Enabling Agreement for project specific amendments to the CBA Participated in Topic Meetings with proponents Began evaluation of Camp Standards
Partners/Stakeholders	Indigenous Groups	<ul style="list-style-type: none"> Archaeology work with participation from Identified Indigenous Groups occurred All Indigenous groups provided letters of support for the Systematic Data Recovery workplan to the Archaeology Branch
	Third Parties	<ul style="list-style-type: none"> Ongoing coordination with CP Rail, BC Hydro, and TELUS
	Stakeholder Engagement	<ul style="list-style-type: none"> On-line meeting with Community Liaison Committee (CLC) Escalated engagement with BC Trucking Association Annual plan content

3. Schedule

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



4. Project Delivery

4.1 Project Management

Scope:	<ul style="list-style-type: none">• Effectively manage Project's contracts, scope, schedule and cost• Implement and efficient document control and records management system• Ensure Project controls are governed by provincial policies such as the Ministry of Finance Capital Asset Management Framework (CAMF) and the Core Policy and Procedures Manual (CPPM)
Accomplished in Month:	<ul style="list-style-type: none">• Continued to update project plans• Participated in regular TI Corp Project Controls meetings to align processes and procedures along all projects• Managed transition to new status report templates
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Continue aligning project plans to Transportation Investment Corporation plans and policies• Monitor project schedule, scope, and budget through monthly reporting from Leads• Update Project Management Plan and sub-plans

4.2 Safety

Scope:	<ul style="list-style-type: none">• Establish health and safety project delivery objectives and performance measures• Manage Project health and safety activities• Monitor relevant health and safety 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
Accomplished in Month:	<ul style="list-style-type: none">• Ongoing health and safety orientation to Project team members• Monitoring of ongoing COVID-19 situation and adjustment of work practices• Ensure all staff on the Project are set up to work in a safe environment that practices social distancing (at home or in the office on a limited basis)• Liaising with on-site staff to ensure personnel involved in investigations have a compliant and specific Safety Plan and are oriented to Project requirements
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Ongoing health and safety orientation to Project team members• Review safety plans submitted for Project site work• Optimize and fine tune Occupation Health and Safety Plan for Project Team Members and manage safety on site• Continue monitoring of COVID-19 situation

4.3 Quality

Scope:	<ul style="list-style-type: none">• Establish quality management objectives and processes• Monitor relevant quality management performance metrics• Identify specific quality management roles and responsibilities
Accomplished in Month:	<ul style="list-style-type: none">• A number of opportunities for improvement were developed as a result of the internal audits and review in order to more effectively coordinate the interdisciplinary reviews conducted by the Project team
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Continued internal auditing• Random reviews of quality records will also be performed

4.4 Procurement

Scope:	<ul style="list-style-type: none">• Prepare and issue Request for Qualifications (RFQ)• Prepare and issue Request for Proposals (RFP)• Prepare Data Room for Proponents• Prepare Draft Project Agreement• Select Design-Build Contractor• Acting as Contact Person for all external communication with Proponents
Accomplished in Month:	<ul style="list-style-type: none">• Received Interim Financial Submissions• Coordinated and supported the facilitation of Workshop B Meetings with Proponents• Coordinated the management and responses to RFIs• Draft technical evaluation manual• Daily liaison with Proponent Representatives to coordinate Procurement activities
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Issue definitive RFP and DBA• Finalize evaluation manual• Coordinate and manage technical evaluation• Acting as Contact Person for all external communication with Proponents• Management of RFIs (i.e. drafting, review, and issuance) and Enquiry tracker

4.5 Environmental

Scope:	<ul style="list-style-type: none">• Complete environmental reviews• Finalize obligations for inclusion in the contract• Support Communications Team with stakeholder engagement
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	<ul style="list-style-type: none"> Finalize protection measures and explore alternate water source for Dart Creek
Accomplished in Month:	<ul style="list-style-type: none"> Liaising with Indigenous Relations team on environmental monitoring opportunities Responding to stakeholder comments and questions as required Bat habitat survey completed Water sampling at Dart Creek Occupant Licence to Cut permit coordination Danger tree removal in and around Dart Creek
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> Water sampling at Dart Creek on a monthly basis until September 2020. Planning for spring field program Completion of three additional field programs including: <ul style="list-style-type: none"> Vegetation Survey Wildlife Tree Survey Amphibian Survey

4.6 Archaeology

Scope:	<ul style="list-style-type: none"> Managing, directing and undertaking all archaeological work, including AIA, systematic data recovery, and archaeological monitoring Providing the Province and Design-Builder with information for the management of archaeological and heritage resources Responding to chance archaeological or heritage finds
Accomplished in Month:	<ul style="list-style-type: none"> Completed the Archaeology and Heritage Resources Management Plan Reviewed Request for Proposal and Draft Design Build Agreement Field work ongoing within Project Lands
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> Advance AIA and systematic data recovery program As and when reporting for shift summaries and monthly reports Concurrent artifact analysis in the lab Prequalification and contracting of additional Indigenous contractors

4.7 Operations

Scope:	<ul style="list-style-type: none">• Develop Plans for managing traffic along the Alternate Route H93/95 during full project closures• Develop and implement Plans for Enhancements along Arterial Route in Golden to support Detour Traffic• Establish Agreements with other jurisdictions for provision of services along the Alternate Route
Accomplished in Month:	<ul style="list-style-type: none">• Alternate Route Signage Plans Complete• Golden Enhancement Engineering Documents and Plans Complete• Agreements for Line Painting, Sweeping, Enhanced Maintenance, Communication Centre Operations, Rest Area Operations near complete• Agreement with Parks Canada for Enhanced Maintenance, Line Painting, Sign installation and Maintenance near complete• Traffic Volume Modelling for alternate route and traffic management strategies within project site
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Finalize Agreements for Line Painting, Sweeping, Enhanced Maintenance, Communication Centre / Rest Area Operations• Secure procurement approach for Golden enhancements and establish construction schedule• Co-ordinate Sign order / delivery for alternate route signage

4.8 Property Acquisition

Scope:	<ul style="list-style-type: none">• No property acquisition currently planned
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4.9 Technical

Scope:	<ul style="list-style-type: none">• 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
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Accomplished in Month:	<ul style="list-style-type: none"> • Finalized traffic reports • Provided technical response to Proponent RFIs • Participated in Workshop B and various Topic Meetings with Proponents
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Participate in the Technical Proposal Evaluation • Prepare technical responses to Proponent RFIs • Develop technical content for, and participate in, Topic Meetings on as needed basis • Finalize the Alternate Route Report for posting in the data room

4.10 Community Benefits

Scope:	<ul style="list-style-type: none"> • Work collaboratively with BC Infrastructure Benefits Inc. (BCIB) to successfully implement the Community Benefits Agreement (CBA)
Accomplished in Month:	<ul style="list-style-type: none"> • In preparation for April collaboratives, responded to proponent information from February collaboratives pertaining to wage rates, name hiring and how the local workforce would be defined • Worked with BCIB to draft Enabling Agreement • Participated in weekly joint operations meetings with BCIB
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Work with BCIB to finalize Enabling Agreement • Ongoing collaboration with BCIB on Project requirements and implementation readiness • Continue to consider proponent concerns pertaining to qualified workers for highest-risk components of the project work and provision of labour during multiple schedule ramp-ups • Respond to RFIs and conduct Topic Meetings as necessary and appropriate • Continue to have weekly meetings with BCIB

5. Partners/Stakeholders

5.1 Indigenous Groups

Scope:	<ul style="list-style-type: none">• 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• Determine Indigenous requirements for inclusion in the draft Project Agreement
Accomplished in Month:	<ul style="list-style-type: none">• Regular meetings continued to be held with all identified Indigenous Groups, including the Pespesellkwe, Ktunaxa, and Shuswap Indian Band• Archaeology work with participation from Identified Indigenous Groups occurred• All Indigenous groups provided letters of support for the Systematic Data Recovery workplan to the Archaeology Branch• Continue to work to reach final accommodation agreements
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Finalizing accommodation agreements• Reaching agreement on monitoring activities with Ktunaxa Nation Council• Providing support to Indigenous Groups to navigate contracting opportunities with the Proponents

5.2 Third Parties

Scope:	<ul style="list-style-type: none">• Develop Utilities and Rail agreements as required• Secure local and regional government approvals as required
Accomplished in Month:	<ul style="list-style-type: none">• Ongoing coordination with CP Rail, BC Hydro, and TELUS
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Ongoing coordination with CP Rail, BC Hydro, and TELUS• Finalize Agreement with CP Rail

5.3 Public and Stakeholder Engagement

Scope:	<ul style="list-style-type: none">• Public and stakeholder engagement, including materials development.• Communications strategy and activities• Determine Communications and Community Relations for inclusion in the contract
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Accomplished in Month:	<ul style="list-style-type: none"> Planned, tested & facilitated online meeting with CLC with approximately 35 participants Collaboration with Tourism Golden on travel information publicity / accessibility messaging Engagement with BC Trucking Association for outreach to members Responded to public/stakeholder inquiries Various ongoing work, including team meetings, website updates, GCPE & TI Corp communications briefings & liaison with BCIB & CBO
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> Additional stakeholder outreach, including regional emergency service providers Continued collaboration with Tourism Golden for travel information publicity Develop webinar for commercial transportation sector in collaboration with BCTA to help industry plan for construction traffic management

6. Project Cost Report

The approved project budget has increased by \$151 million from \$450 million in 2016 to \$601 million. The budget increase reflects the re-allocation of \$23 million of interest during construction from a general capital budget and a \$128 million increase in project costs.

The general capital budget increase is due to several factors, including additional engineering, design and geotechnical work, additional foundation supports for bridges and retaining walls, application of the Community Benefits Agreement (CBA), consultation with Indigenous communities and higher contingency based on the risk and complexity of the project.

The project spending for the month of April 2020 was \$0.9 million and total project spending to date is \$20.7 million. Total Federal Recoveries to date are \$7.2 million.