

Monthly Status Report

Reporting Period: May 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. Workplace 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) • BCIB – AIRCC Enabling Agreement Executed (May 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)

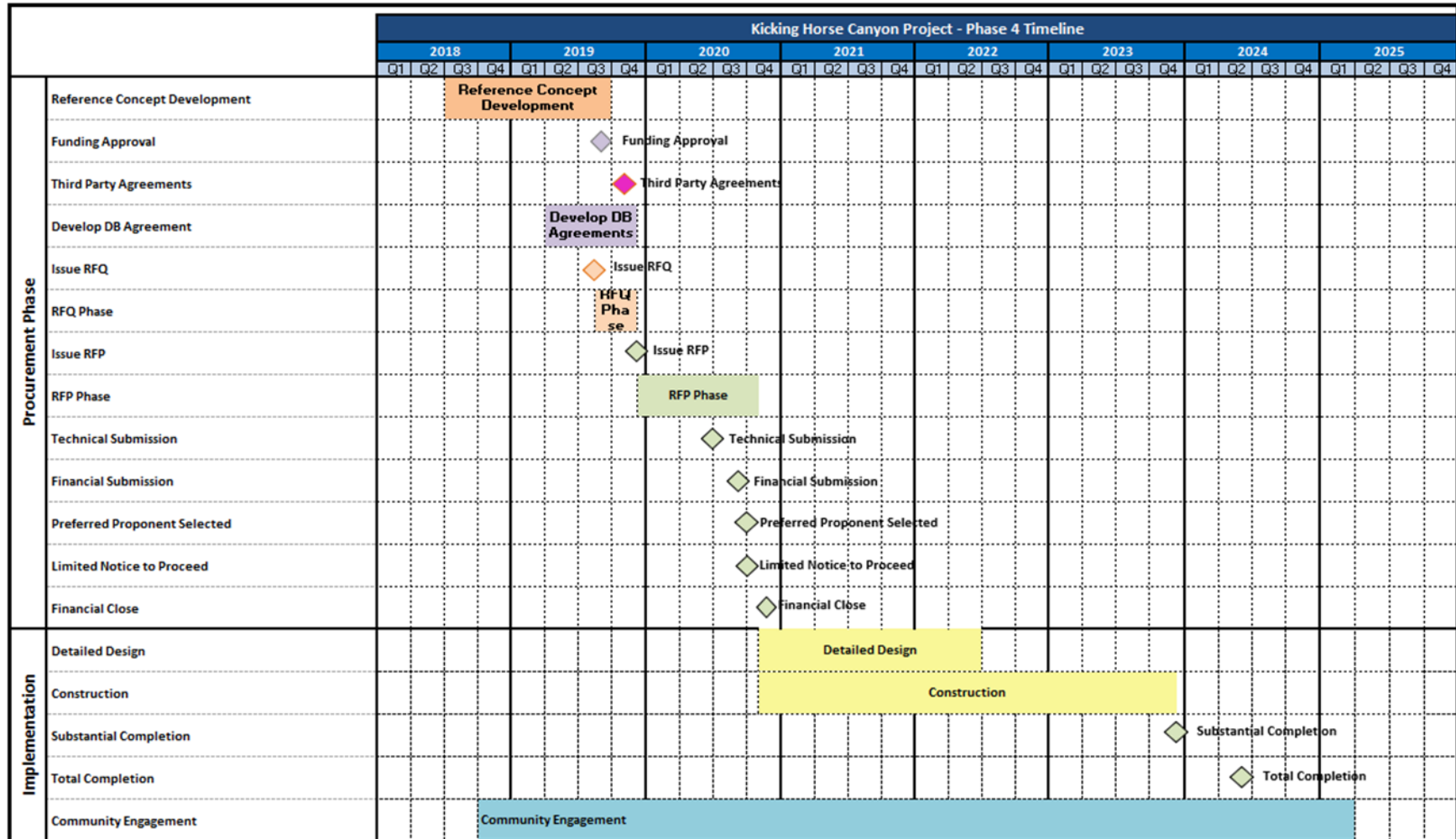
2.4 May Highlights

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"> Preparing annual Audit Plan Reviewing SharePoint site to ensure all quality documents are the latest Revision Preparing the avalanche discipline audit plan
	Procurement	<ul style="list-style-type: none"> Issued Definitive DBA to Proponents Concluded Workshop B debriefs with Project Management Drafting Technical Evaluation Manual, and submitted invitations to the Evaluation Team Ongoing engagement with Proponent teams via RFI Process and facilitation of Topic Meetings.
	Environmental	<ul style="list-style-type: none"> Completed water quality monitoring at Dart Creek Completed first field visit for amphibian and wildlife tree survey
	Archaeology	<ul style="list-style-type: none"> Ongoing field work, with physical distancing and COVID-19 mitigations Shift Summary reports submitted Updated Archaeological & Heritage Resource Management Plan submitted Reviewed geotechnical investigations and provided monitoring recommendations for two areas
	Operations	<ul style="list-style-type: none"> Designs and Plans complete, under further review and refinement due to comments received during tender Draft Agreement for Parks Canada near completion - being reviewed Agreement established for maintenance works for H95.
	Technical	<ul style="list-style-type: none"> The Definitive DBA was issued on May 25, 2020 and included updates in response to DB Proponent RFI's received through the procurement process

	Community Benefits	<ul style="list-style-type: none"> • Executed the Enabling Agreement between BCIB and the AIRCC for the project. • Initiated a review of the camp standards to ensure they are contemporary, consistent with the provincial policies and market competitive • Provide proponents with updated local labour force information on key trades • Posted a revised BCIB Contractor Agreement (BCA) and the BCIB Sub-Contractor Agreement (BSA)
Partners/Stakeholders	Indigenous Groups	<ul style="list-style-type: none"> • Completed draft accommodation agreements and sent to Indigenous groups • Facilitated schedule change of Indigenous Contracting opportunities • Reached an understanding with KNC regarding the KNC Monitoring requests
	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"> • Joint Communication Working Group established with BC Trucking Association • Bulk water station / Dart Creek replacement supply communications and engagement strategy

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 costImplement and efficient document control and records management systemEnsure 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 plansParticipated in regular TI Corp Project Controls meetings to align processes and procedures along all projectsManaged 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 policiesMonitor project schedule, scope, and budget through monthly reporting from LeadsUpdate 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 measuresManage Project health and safety activitiesMonitor relevant health and safety performance metricsEnsure the Project complies with relevant WorkSafeBC regulations and government requirementsIdentify specific health and safety roles and responsibilitiesOutline relevant health and safety management processes and activities
Accomplished in Month:	<ul style="list-style-type: none">No safety incidents or near misses have been reportedNo audits have been conducted due to the limited amount of work undertaken
Key Activities for Next 3 Months:	<ul style="list-style-type: none">Ongoing health and safety orientation to Project team membersUpdate the Occupational Health and Safety Plan (OHS)Liaison with WorkSafe BC will be undertaken to ensure the Project is fully compliant with regulation including the response to the COVID 19 situation.The Project's Safety Consultant will assist in developing plans and processes in advance of implementation in the field.Incorporate any new requirements associated with COVID19 in the relevant safety plans.

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">• Reviewed all audit reports done to date• Updated quality library• Prepared Avalanche discipline audit plan
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Prepare master audit schedule• Audit key engineering discipline• Continue to input on procurement

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">• Issued Definitive DBA to Proponents.• Confirmed participants of the Technical Evaluation team and submitted invitations to Evaluators and Advisors.• Continued significant ongoing engagement with all Proponents through coordination and facilitation of 10+ Topic Meetings.• Coordinated the intake, distribution, and review of RFI's and responses to RFI's.• Management of the KHCP4 Enquiry Tracker.
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Coordinate response to all outstanding RFI's.• Manage the Technical Evaluation process, establishing training, managing execution of review, and drafting of final reports.• Manage the Financial Evaluation process and selection of Preferred Proponent.

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• Finalize protection measures and explore alternate water source for Dart Creek
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Accomplished in Month:	<ul style="list-style-type: none"> • Responding to comments/clarifications from Indigenous Groups on the 2020 Environmental Workplans • Meetings with Indigenous Groups to discuss work plans • Responding to stakeholder comments and questions as required • Water sampling at Dart Creek • Erosion and sediment control approach for archaeology investigations in and around Dart Creek • First of two amphibian and wildlife tree surveys completed • Worked with archaeology team to update constraints mapping based on new archaeological sites and areas to be investigated
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Support at community stakeholder, First Nations meetings and responding to follow-up comments and questions, as requested by the Ministry • Update Data Room with outstanding items as they are completed • Water sampling at Dart Creek on a monthly basis until September 2020 • Planning for spring/summer field program based on commitments to Ktunaxa First Nation • Participation in technical evaluation • Completion of the second stage of the amphibian and wildlife tree surveys, and conduct vegetation 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"> • Secured archaeology services with 4 additional Indigenous Groups • Shift 2 field work completed • New archaeological sites identified during field work • Updated Archaeological & Heritage Resource Management Plan submitted • Reviewed geotechnical investigations and provided monitoring recommendations for two areas • Opinion of Probable Costs for Shifts 4 and 5 submitted and approved
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Fieldwork <ul style="list-style-type: none"> ○ Continue Archaeological Impact Assessment (AIA) along Dart Creek FSR ○ Continue Systematic Data Recovery (SDR) for 3 sites ○ Initiate mechanical testing along Dart Creek FSR

	<ul style="list-style-type: none"> ○ AIA additional priority areas as directed ● As and when reporting for shift summaries and monthly reports ● Concurrent artifact analysis in the laboratory ● Finalize prequalification and contracting of Indigenous contractors
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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"> ● Golden Enhancement Design and Plans approved by SIR Regional traffic engineering Team ● Golden Enhancement documents submitted for quotation ● Agreements established for Line Painting, Sweeping, Enhanced Maintenance, Communication Centre Operations, Rest Area Operations ● Agreement in principle 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"> ● Secure procurement approach for Golden enhancements and develop construction schedule (June 2020) ● Co-ordinate Sign order/delivery for alternate route signage (Summer 2020) ● Complete and Formalize Parks Canada Agreement (July 2020) ● Finalizing Agreements for additional Road Maintenance ● Finalize School Bus Stop Signage requirements (August 2020)

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
Accomplished in Month:	<ul style="list-style-type: none"> • Finalized mobilization and progress payment framework • Initiated development of the geotechnical requirements • Provided technical response to DB Proponent RFI's • Led the revision to technical components of the DBA based on responses to RFI's and DB Proponent Workshops • Participated in various Topic Meetings with Proponents. • Reviewed updates to Constraints Maps • Developed scope for survey monitoring of slopes between the highway and rail tracks
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Prepare technical responses to DB Proponent RFI's • Manage amendments to the technical specifications • Implement the geotechnical requirements • Participate in the DB Proponents Technical Proposal Evaluation • Provide input to the Implementation Plan and developed revised forecasts for remainder of project

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"> • Following-up on direction from April Collaboratives supported BCIB to advance and obtain AIRCC approval for an Enabling Agreement consistent with the April report • Encouraged BCIB to conduct review of camp standards to ensure that room and culinary standards are contemporary and competitive with other projects • Posted an updated BCA and BSA addressing the direction of the April Workshops • Posted information from BCIBI about local workforce availability by trade

Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Review and post revisions to camp standards by the date of technical submittals • Support BCIB to address additional topics of interest in the Sub-Contractor Information Guide • 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 • Obtain from BCIB and post updated information about local workforce availability by trade with particular attention to Labourers • Respond to RFIs and conduct Topic Meetings as necessary and appropriate
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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"> • Archaeology work with participation from all of the Identified Indigenous Groups occurred • Continued to work with Provincial Legal team to reach final accommodation agreements • Regular meetings continued to be held with all identified Indigenous Groups, including the Pespesellkwe, Ktunaxa, and Shuswap Indian Band
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Finalizing accommodation agreements, • Reviewing the Proponent Technical submission, • Continued consultation on project related activities and impacts, • Continued support of Indigenous groups engagement with Proponents on Contracting Opportunities, • Initiating consultation on proponent proposed land requests, • Continuing to provide advice and support to the Project team on Indigenous issues

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 • Developed surveying strategy for monitoring lower slopes between the Highway and CP Rail. Surveying strategy will involve LIDAR survey and orthographic imagery baseline measurements that can be repeated in future to verify slope movements.
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Respond to BC Hydro & Telus related RFI's • Respond to and close CP related RFI's • Finalize CP agreement and incorporate into DBA

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
Accomplished in Month:	<ul style="list-style-type: none"> • Updated annual communications & engagement plan for 2020-21 • Collaborated with BC Trucking Association on establishment of joint Communication Working Group; held initial online meeting • Supported bulk water station / Dart Creek replacement supply planning with communications & engagement strategy and advice • Responded to public/stakeholder inquiries
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Additional stakeholder outreach including regional emergency service providers and Golden-area environmental interests • 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 • Complete “what we heard” report to include responses to input received in recent engagement <p>Continue to implement communications and public engagements plans, including Community Liaison Committee meetings, to support construction traffic management & other strategies</p>

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 May 2020 was \$1.2 million and total project spending to date is \$21.9 million. Total Federal Recoveries to date are \$7.7 million.