

Monthly Status Report

Reporting Period: August 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 • Design-Build RFP Issued December 2019
	Environmental	<ul style="list-style-type: none"> • Environmental Synopsis Report (2016) • Various Environmental Reports (2005 – 2016) • Environmental Services RFP Closed August 2020
	Archaeology	<ul style="list-style-type: none"> • Archaeology RFP Closed January 2019 • Completed Archaeological and Heritage Resource Management Plan for Kicking Horse Canyon Phase 4 Project (July 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) • BC Infrastructure Benefits Inc. (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/ Stakeholder	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)
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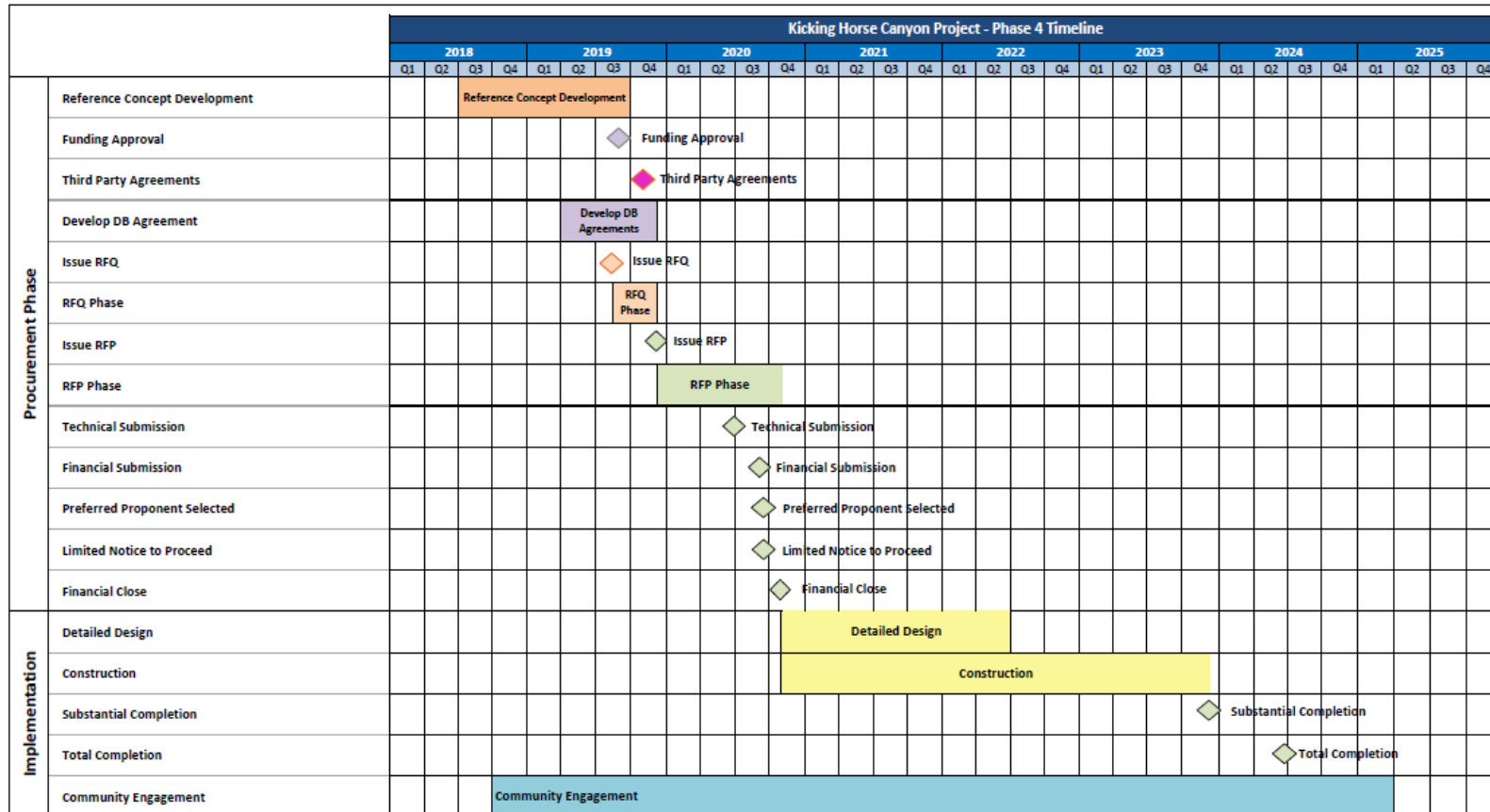
2.4 August Highlights

Project Delivery	Project Management	<ul style="list-style-type: none"> • Align project controls processes with Transportation Investment Corporation plans and policies • Risk Analysis and Mitigation including Contingency Development
	Safety	<ul style="list-style-type: none"> • Update project Safety Management Plans with TI Corp to meet requirements for Implementation
	Quality	<ul style="list-style-type: none"> • Finalize the Annual Audit Plan • Preliminary work on the Avalanche Discipline Audit • Participated in Technical Submittal Evaluations
	Procurement	<ul style="list-style-type: none"> • Completed Technical evaluation, including Evaluation Committee’s presentation to Project Advisory Board and TI Corp for Approval • Finalize and circulate Technical Evaluation Report • Issued invitations for Financial Submittal • RFP for Environmental Services closed on August 25, 2020
	Environmental	<ul style="list-style-type: none"> • Monthly water quality monitoring at Dart Creek • Updates to environmental constraints maps with vegetation survey results • Participation in Technical Submittal Evaluations • RFP for Environmental Services closed on August 25, 2020
	Archaeology	<ul style="list-style-type: none"> • Completed Shifts 8 and 9 • Archaeological and Heritage Resource Management Plan (AHRMP) updated submitted • Desktop review report submitted
	Operations	<ul style="list-style-type: none"> • Electrical works for Golden enhancement • Civil Works Contractor options – further investigation • Parks agreement review – Road Maintenance Contractor/ Rocky Mountain District agreement sign-off near completion
	Technical	<ul style="list-style-type: none"> • Participated in Technical Submittal Evaluations • Slope survey baseline report delivered

	Community Benefits	<ul style="list-style-type: none"> Supported BCIB hosting a virtual subcontractor information session on August 20th Analyzed workforce requirements relative to BCIB Labour Supply Information, reported results to BCIB and TI Corp Reviewed updated workforce requirement submittals Posted updated BCIB information about local workforce availability by trade with attention to Labourers Responded to RFIs
Partners/Stakeholders	Indigenous Groups	<ul style="list-style-type: none"> Sent revised accommodation agreement to Secwepemc Nations for review Continued participation from Indigenous Groups in the Archaeological program Completed the Technical Submittal Evaluations An engagement milestone timeline memo was finished and sent to Indigenous Groups
	Third Parties	<ul style="list-style-type: none"> BC Hydro - no change to 3rd party agreement, communication between proponents ongoing Finalized approval for BC Hydro to purchase temporary cable for use on the project Telus - no change to 3rd party agreement, communication between proponents ongoing Regular meetings with CP regarding agreement and performance requirements
	Stakeholder Engagement	<ul style="list-style-type: none"> Completed Technical Submittal Evaluations Preparation for migration of website to new platform

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 templatesConducted the Q2 2020-21 Risk Register review and update
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 Leads, updates to reporting templatesUpdate Project Management Plan and sub-plansUpdate and roll-out Change Management Plan for Project

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">Completed analysis and Technical Submittal EvaluationsReference concept construction schedule vs. Proponent submission cost estimation analysis and reviewWorkforce analysis and reporting to BCIB and TI Corp is ongoingImplementation Plan including process flow development is ongoing
Key Activities for Next 3 Months:	<ul style="list-style-type: none">Complete Safety Management Plan for implementation to align with TI Corp, Owners Engineer (OE) and MoTI requirementsPrepare, review and implement site specific implementation plans, processes and flow diagrams for OE Team. Includes safety and operational processes

	<ul style="list-style-type: none"> • Prepare for LNTP work onsite including staffing, site office supplies, personal protective equipment (PPE) and vehicles • Review and evaluation of Proponent senior management plans and other deliverables
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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"> • Completed Technical Submittal Evaluations workshops and meetings • Finalized the Annual Audit Plan
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Audit Avalanche discipline • Audit project controls

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"> • Technical Submittal Evaluations concluded on schedule and direction for Invitation for Financial Submittal was approved • Invitations for Financial Submittal were issued • Prepare Financial Evaluation process, finalize, and distribute Financial Evaluation Handbook • Conduct Financial Evaluation orientation with evaluation participants • Establish virtual evaluation location
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Conduct Financial Evaluation and recommend a Preferred Proponent for the KHCP4 Project • Finalize and execute LNTP Agreement • Lead financial close actions • Continue day-to-day correspondence and coordination with Proponents

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
Accomplished in Month:	<ul style="list-style-type: none"> • Environmental input to Owner’s Engineering meetings and process • Updates to environmental constraints maps with new limber pine occurrences • Monthly water sampling at Dart Creek • Participation in Technical Submittal Evaluation • RFP for Environmental Services closed on August 25, 2020
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Support at stakeholder and First Nations meetings and responding to follow-up comments and questions, as requested by the Ministry • Wildlife tree and vegetation reports • Monthly water sampling at Dart Creek and associated reporting • Anticipated award for Environmental Services RFP in September

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"> • Shifts 8 and 9 field work completed • Completed Systematic Data Recovery (SDR) for two sites, Alteration Permit Amendment submitted for one site • Submitted updated Archaeological and Heritage Resource Management Plan (AHRMP) • Provided response to one Request for Information • Desktop review report submitted • SDR Work Plan submitted for four sites
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Continue Archaeological Impact Assessment (AIA) along Dart Creek Forest Service Road (FSR) • Continue Systematic Data Recovery (SDR) at archaeological site EhQf-14 • Concurrent artifact analysis in the laboratory • Concurrent SDR and AIA reporting • Alteration permit amendments as needed

- Finalize prequalification and contracting of Indigenous contractors and traffic control company.

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 Alternate Route 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 sign records complete - out for manufacture • Parks Agreement out for review • Electrical quote received and approved • Golden project office set up • Alternate route sign design/procurement/manufacture/delivery cost confirmed • Contract For Service with MOTI for controlers and electrical cabinets finalized in August • Road Maintenance Contractor - Rocky Mountain District agreement sign-off near completion
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Golden enhancement Civil Works to be confirmed • Alternate route signs delivery and installation • Parks Canada agreement signoff • Line painting on alternate route • Alternate route incident reponse plan completion

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
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	<ul style="list-style-type: none"> • 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"> • Participated in Evaluation of the Technical Submittals, attended review meetings of the Due Diligence Committee, weekly evaluation team lead check-in meetings • Provided technical response to DB Proponent RFI's • Led the final revision to technical components of the DBA based on responses to RFI's and Proponent Workshops, issued updates for final amendment of DBA • Participated in Topic Meetings • Produced report for survey baseline for monitoring of slopes uphill of CP • Progressed planning for implementation phase of the project including OE team organization chart and forecasts •
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Finalize the Alternate Route Report • Finalize input to the Implementation Plan and developed revised forecasts for remainder of project • Mobilize field staff to Golden for LNTP works • Participate in review of financial submission

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"> • Worked with BCIB and PBC to host a virtual subcontractor information session on August 20th • Provided TI Corp CEO with analysis of workforce requirements from proponents and reference concept • Reviewed updated workforce requirement submittals • Obtained from BCIB and post updated information about local workforce availability by trade with attention to Labourers • Responded to RFIs and conduct Topic Meetings as necessary and appropriate
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Work with BCIB to review revised workforce submittals • Work with BCIB to prepare for LNTP including execution of BCA and BSA as necessary • Obtain from BCIB and post updated information about local workforce availability by trade with particular attention to Labourers

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 Design-Build Agreement
Accomplished in Month:	<ul style="list-style-type: none"> • Provided response with proposed edits on the draft accommodation agreement to Secwepemc Nations for review • Prepared and sent all Indigenous Groups an engagement milestone memo • Meeting with Indigenous Groups to discuss the Project and seek letter of support for Systematic Data Recovery for additional Archaeology work • Continued support of Indigenous Groups engagement with Proponents on contracting opportunities
Key Activities for Next 3 Months:	<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 all the identified Indigenous Groups ongoing • Prepare for Limited Notice to Proceed (LNTP) and construction start • Continued engagement with Indigenous Groups to seek support to advance the 2020 Archaeology Field Program

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"> • Continued to engage with CP on the draft Agreement • Involved CP in the technical submission review process • Reporting started on the first stage of the lower slope (CP) monitoring program • CP Right of Way plan was posted to the provincial survey database (ParcelMap BC) • Site survey completed on measuring train gaps and posted to data room • BC Hydro - no change to 3rd party agreement, communication between proponents ongoing in preparation for financials submission

	<ul style="list-style-type: none"> • Worked with BC Hydro to initiate procurement of temporary cable for use on the project. • Telus - no change to 3rd party agreement, communication between proponents ongoing
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Finalise CP agreement • Finalise deliverables for slope monitoring including first report, and second round of survey for slope monitoring

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"> • Completed Technical Submittal evaluation with regard to Communication/Public Engagement (C/PE) content • Reviewed new TI Corp website platform under development, began preparations to migrate project site content • Initial development of preferred proponent and contract award announcements • Responses to public/stakeholder inquiries • Various “regular” activities, including team meetings, website updates, GCPE and TI Corp communications briefings
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Continue to implement C/PE plan, including Community Liaison Committee (CLC) and other key stakeholder outreach, to support construction traffic management and other strategies • 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 • Update traffic management information to reflect evolution of details • Displays for project office in Golden • Continue preparations for contract award / construction start announcement / event • Continue preparations and begin implementation of oversight of DB Contractor’s C/PE obligations and activities

6. Project Cost Report

The project spending for the month of August 2020 was \$1.7 million and total project spending to date is \$25.9 million. Total Federal Recoveries to date are \$8.6 million.