

Monthly Status Report

Reporting Period: September 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 • Preferred proponent chosen (September 2020) • Limited Notice to Proceed Agreement signed and implemented (September 2020)
	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 (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) • 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) • BCA Executed September 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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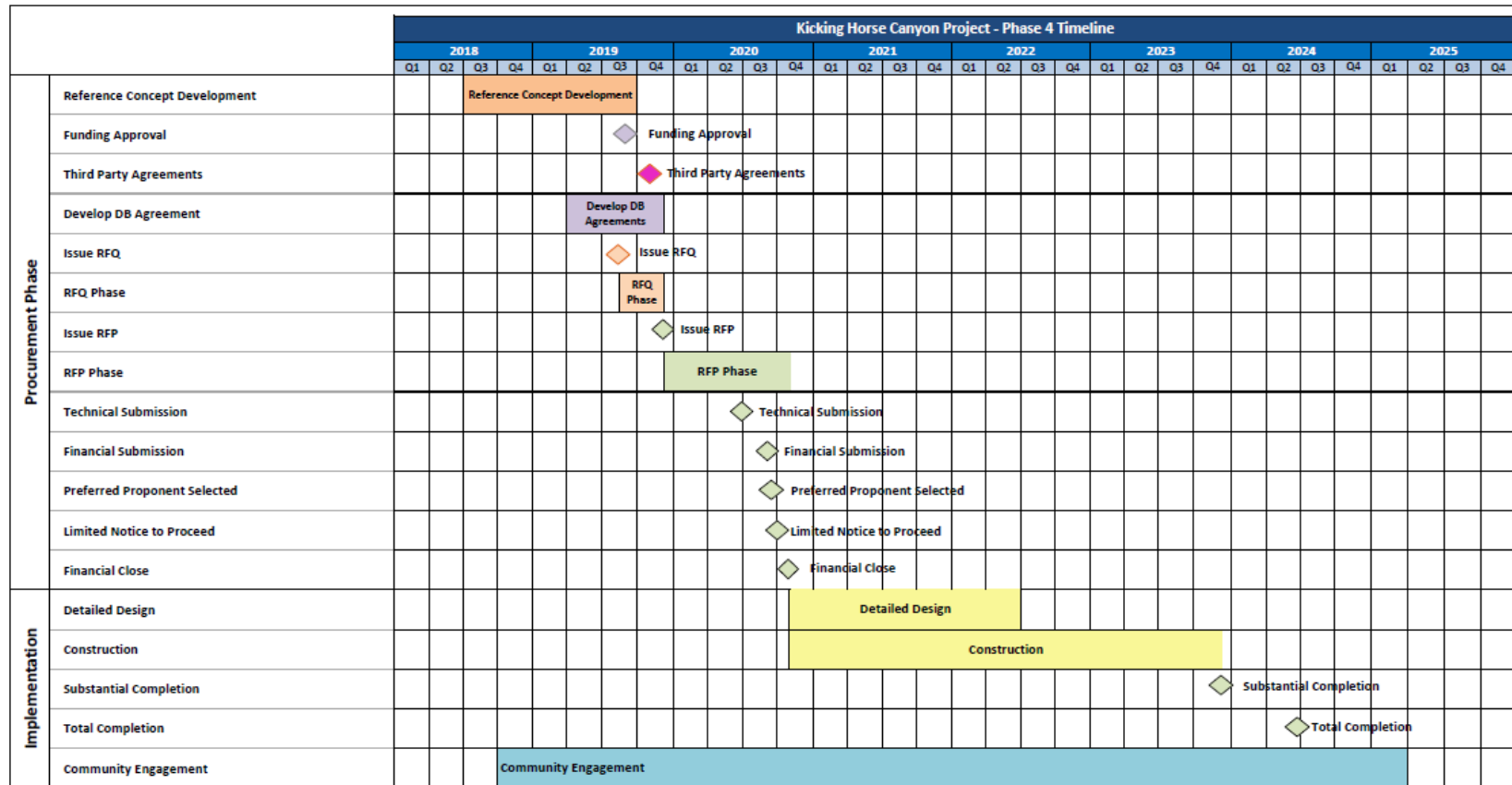
2.4 September Highlights

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"> • Workforce analysis and reporting to BCIB and TI Corp. • Update Project Safety Management Plans with TI Corp to meet requirements for implementation • Risk Analysis and Mitigation including Contingency Base-line
	Quality	<ul style="list-style-type: none"> • Complete all evaluation requirements • Prepare proposal extracts • Prepare list of quality deliverables for tracking
	Procurement	<ul style="list-style-type: none"> • Financial Submittals received • Evaluation completed on schedule with announcement of Preferred Proponent on September 18, 2020
	Environmental	<ul style="list-style-type: none"> • Completed water quality report for sampling from April through September 2020 • Stakeholder meeting with Wildsight
	Archaeology	<ul style="list-style-type: none"> • Completed Shifts 10 and 11 • Conducted systematic data recovery • Submitted amendment #2 to the Alteration Permit Application to the Archaeology Branch
	Operations	<ul style="list-style-type: none"> • Electrical works for Golden Enhancement • Civil Works Contractor options - further investigation • Parks Agreement Review – Rocky Mountain District agreement sign-off
	Technical	<ul style="list-style-type: none"> • Financial submissions received September 1, 2020 • Limited Notice to Proceed (LNTP) issued September 18, 2020
	Community Benefits	<ul style="list-style-type: none"> • Executed BCIB - Contractor Agreement (BCA) • Participated in Pre-Job conference with, BCIB, Preferred Proponent and AIRCC to discuss LNTP labour requirements

Partners/Stakeholders	Indigenous Groups	<ul style="list-style-type: none"> • Preferred Proponent announcement to Indigenous Groups • Continued participation from the Indigenous Groups in the archaeological program • Received letters of support from all Indigenous Groups for archaeological program • Completed a project site visit
	Third Parties	<ul style="list-style-type: none"> • BC Hydro - no change to 3rd party agreement, communication between DB proponents ongoing • TELUS - no change to 3rd party agreement, communication between DB proponents ongoing • CP – Reached Agreement in Principle with CP Rail
	Stakeholder Engagement	<ul style="list-style-type: none"> • Preferred Proponent announcement • Preparation for design-build implementation

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">Update baseline schedule and cost from preferred proponentInitiated Document Control and Submission Review Procedure development in preparation for implementationRisk Analysis and Mitigation including Contingency Baseline
Key Activities for Next 3 Months:	<ul style="list-style-type: none">Monitor Project Scope, Schedule and Cost through monthly reporting from discipline leadsContinue to hold regular meetings with project team and TI CorpConduct Readiness Review to assess project team's readiness for implementationUpdate Project Management Plans as needed and recommended by Project Readiness reviewProject schedule and cost estimate review to compare Proponent and reference concept assumptions

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 updates to site specific Safety Management Plan and orientationsImplementation Plan including process flow development (ongoing)Implementation planning for LNTP work beginning in mid OctoberDevelop site specific Implementation Plan for construction phase of projectDraft Prime Contractor designation letter and potential hazard assessmentTravel to Golden to meet with MoTI District and discuss implementation planning

Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Update Safety Management Plan for implementation to align with Design Builder, TIC, OE and MoTI requirements • Prepare, review and implement site specific implementation plans, processes and flow diagrams for OE Team. Includes safety and operational processes • Prepare for and oversee Design Builder LNTP work onsite including staffing, site office supplies, 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"> • Commence Avalanche Audit
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Audit project controls • Review contractor Quality deliverables

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"> • Conducted Financial Evaluation • Completed Evaluation Report for the Project Board • Presented evaluation report and conclusions to Project Board and TI Corp Board • Received approval on Preferred Proponent from TI Corp Board • Received preferred proponent security deposit • Announced selection of preferred proponent • Ratified and Implemented Limited Notice to Proceed Agreement • Hosted kick-off meeting with preferred proponent

Key Activities for Next 3 Months:	<ul style="list-style-type: none"> Supporting Project Close activities, including: <ul style="list-style-type: none"> Finalizing DBA Finalizing Project Report Conduct Proponent Debriefs
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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 Finalized Incidental Toad Memo and 2020 Amphibian Memo Completed water quality report for sampling from April through September 2020 Stakeholder meeting with Wildsight
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 Review and comment on Preferred Proponent's environmental plans and reports

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 10 and 11 field work completed Conducted Systematic Data Recovery (SDR) Submitted amendment #2 to the Alteration Permit Application to the Archaeology Branch
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) Concurrent artifact analysis in the laboratory Alteration permit amendments as needed Finalize prequalification with 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 signs delivered to Golden• Parks Agreement ready for execution• Electrical works in Golden underway - in-ground works priority• Civil Works Contractor for Park Drive identified
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Golden Enhancement Civil Works (Park Drive) completion• Alternate route signs installation by Design-Builder• Limited Notice to Proceed (LNTP) works for selected Design-Builder Contractor (traffic control plan review/acceptance including permits)• Parks Canada agreement signoff• Line painting on alternate route (parks and alternate route)• Alternate route Incident Response Plan completion• Alternate route signage location confirmation - site visits

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">• Advisor for financial submission evaluation

	<ul style="list-style-type: none"> • Participated in the final revision to technical components of the DBA based on responses to RFIs and DB Proponent Workshops, issued updates for final amendment of DBA • Conducted survey scanning of CP bridge and revised report for survey baseline for monitoring of slopes uphill of CP • Progressed planning for implementation phase of the project including OE team resources and process flow charts • Conducted reviews of project contingency and risk transfer.
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Continue to support negotiations with CP • Participate in LNTP activities - review submissions, participate in daily meetings and deal with issues as they arise • Complete review of excerpts of the technical proposal for inclusion in the DBA • Finalize input to the Implementation Plan and developed revised forecasts for remainder of project • Develop automation of SharePoint processes for submission reviews • Mobilize field staff to Golden for LNTP works

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"> • Evaluated the workforce submittals received at the financial submission • Executed BCIB - Contractor Agreement (BCA) • Held Kick off meeting with the preferred proponent and BCIB • Participated in Pre-Job conference with, BCIB, preferred proponent and AIRCC to discuss LNTP labour requirements • Workforce analysis and reporting to BCIB and TI Corp (ongoing)
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Obtain from BCIB updated information about local workforce availability by trade with particular attention to Labourers (monthly) • Work with BCIB and the preferred proponent to support LNTP work • Participate in meetings with BCIB, Indigenous Communities, and the preferred proponent • Workforce analysis and forecasting for BCIB/TI Corp

5. Partners/Stakeholders

5.1 Indigenous Groups

Scope:	<ul style="list-style-type: none"> • Fulfill Province's duty to consult with identified Indigenous communities
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	<ul style="list-style-type: none"> • 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"> • Sent all Indigenous groups Wildlife Tree and Vegetation memo • Met with all indigenous groups to discuss the Project and seek letter of support for Systematic Data Recovery (SDR) for additional archaeology work • Secured meeting dates with Indigenous groups to meet preferred proponent • Provided feedback to financial team on the Indigenous relations WBS creation
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 of the Identified Indigenous Groups occurred • Prepare for LNTP works with Indigenous Groups • Continued engagement with Indigenous groups

5.2 Third Parties

Scope:	<ul style="list-style-type: none"> • Develop Utilities and Rail agreements as required
Accomplished in Month:	<ul style="list-style-type: none"> • Received response from CP on agreement and Article 3. Continuing to meet to discuss requested mitigations • Reporting continuing on the first stage of the lower slope (CP) monitoring program • CP ROW posting plan was provided and registered with the provincial database (LTSA)
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Finalize CP agreement • Finalize deliverables for slope monitoring, and 2nd round of survey for slope monitoring • Hold Kick off meetings with Telus / BC Hydro / CP Rail with preferred proponent

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"> • Collaboration with partner agencies in preferred proponent announcement including major website update • Major website updates for procurement and traffic management • Implementation planning – ongoing • Continued preparation for migration to new TI Corp website platform • Preparation & facilitation of meeting with Wildsight • Briefing materials for Union of BC Municipalities (UBCM) • Responses to public/stakeholder inquiries
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Continue to implement Communications/Public Engagement (CPE) plan, including CLC & other key stakeholder outreach, to support construction traffic management & other strategies • Continued collaboration with Tourism Golden for travel information publicity • Develop trucking sector webinar (postponed during interregnum) with BCTA to help industry plan for construction traffic management • Further update traffic management information to reflect evolution of details • Complete “what we heard” report to include responses to input received in recent engagement • Displays for project office in Golden • Continue preparations for contract award / construction start announcement / event • Continue preparations & begin implementation of oversight of DB contractor's C/PE obligations & activities

6. Project Cost Report

The project spending for the month of September 2020 was \$1.7 million and total project spending to date is \$27.6 million. Total Federal Recoveries to date are \$9.1 million.