

Monthly Status Report

Reporting Period: November 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. Additional archaeological sites located during the 2020 field season and additional permitting may result in slower progress.
	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). Working to finalize the Agreement with CP Rail.
	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 (LNTP) signed and implemented (September 2020) • Environmental Service Contract signed (October 2020) • Design Build Agreement signed (November 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)
Partners/ Stakehol	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 November 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 • Update Project Safety Management Plans with TI Corp to meet requirements for implementation • Risk analysis and mitigation including contingency development • Develop site specific Implementation Plan for construction phase of project • Review and comment on Kicking Horse Canyon Constructors (KHCC) document and plan submission • LNTP works for KHCC completed (Geotech and Seismic investigation)
	Quality	<ul style="list-style-type: none"> • No highlights to report
	Procurement	<ul style="list-style-type: none"> • DB contract signed November 6, 2020
	Environmental	<ul style="list-style-type: none"> • Review and comment on KHCC’s submission for Environmental Manager and Environmental Quality Management Plan • Indigenous consultation support
	Archaeology	<ul style="list-style-type: none"> • Inspection permit (2019-0208) amendment to include winter testing methods submitted to the MOTI for review. • Mechanical testing work plan submitted to the MoTI for review
	Operations	<ul style="list-style-type: none"> • Electrical Works for Golden Enhancement Continue • Civil Works completed at Park Drive (sign installation remains)
	Technical	<ul style="list-style-type: none"> • DB contract signed November 6, 2020
	Community Benefits	<ul style="list-style-type: none"> • No highlights to report

Partners/Stakeholders	Indigenous Groups	<ul style="list-style-type: none"> • <u>Review and approve KHCC key individual submittal for "Indigenous Contract Employment Coordinator"</u> • <u>Review and provided KHCC comments for additional borehole early works management plan</u> • <u>Collaborate with KHCP4 Environment team on winter archaeology works & Indigenous letters of support</u> • <u>Continued work with legal on Accommodation Agreements</u> • <u>Provide memo response to KNC (Ktunaxa Nation Council) for Big Horn Sheep and cultural monitoring</u> • <u>KHCP4 leadership meeting with Pespesellkwe group to understand concerns with engagement and KHCC</u>
	Third Parties	<ul style="list-style-type: none"> • <u>BC Hydro - no change to 3rd party agreement</u> • <u>Telus - no change to the 3rd party agreement</u> • <u>Continued discussions with CP Rail on Project Agreement</u>
	Stakeholder Engagement	<ul style="list-style-type: none"> • <u>Design-build contract award announcement</u> • <u>Commencement of KHCC submittal reviews</u>

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.

		Kicking Horse Canyon Project - Phase 4 Timeline																															
		2018				2019				2020				2021				2022				2023				2024				2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Procurement Phase	Issue RFQ						Issue RFQ																										
	Issue RFP						Issue RFP																										
	Technical Submission								Technical Submission																								
	Financial Submission								Financial Submission																								
	Preferred Proponent Selected								Preferred Proponent Selected																								
	Limited Notice to Proceed								Limited Notice to Proceed																								
	Financial Close								Financial Close																								
Implementation	Detailed Design																																
	Construction																																
	Segment 1 Construction																																
	Segment 2 Construction																																
	Segment 3 Construction																																
	Grizzly Bridge Construction																																
	Sheep Bridge Construction																																
	Frenchman's Bridge Construction																																
	Blackwall Bridge Construction																																
	Bighorn Bridge Construction																																
	Walls Construction																																
	Substantial Completion																																
	Total Completion																																
Community Engagement																																	

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">Initiated submission review procedure and updated SharePoint
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 CorpTransfer Risk Management to the updated TI Corp policies and procedures

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 orientations (ongoing)Workforce analysis and reporting to BCIB (ongoing)Implementation Plan including process flow development (ongoing)Review and comment regarding KHCC management plans for LNTP workMeetings with KHCC and CP RailUpdates to DBA (Design Build Agreement)Complete proposal extracts
Key Activities for Next 3 Months:	<ul style="list-style-type: none">Update Safety Management Plan for implementation to align with KHCC, TICorp, 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"> • Oversee Preferred Proponent LNTP work onsite including staffing, site office supplies, PPE and vehicles • Review and evaluation of Proponent senior management plans and other deliverables • Workforce analysis and forecasting for BCIB • Team and subject specific meetings • Risk review and analysis • Manage field surveillance technicians
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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"> • Review and comment of Kicking Horse Canyon Constructors (KHCC) Quality Management Plan submissions • Attendance team and subject specific meetings • Development of internal Quality Management Plans
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Plan KHCC audits • Audit project controls • Review OE engineering reviews • 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"> • Received the stipend invoice and supporting documents from Flatiron Vinci Joint Venture (FVJV)
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Procurement Closeout Activities

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"> • Review and comment on Contractor’s submission for Environmental Manager and Environmental Quality Management Plan • Review of DBSS (Design Build Standard Specifications) and DBA (Design Builder Agreement) by team in advance of proponent review • Indigenous consultation support • Review meetings with KHCP4 Project Team
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 KHCC’s environmental submissions, notably the Construction Environmental Management Plan (CEMP) and the Acid Rock Drainage/Metal Leaching Management Plan (ARD/ML) • Provide environmental support to Project as and when needed

4.6 Archaeology

Scope:	<ul style="list-style-type: none"> • Managing, directing and undertaking all archaeological work, including archaeological impact assessment (AIA), systematic data recovery (SDR), and archaeological monitoring • Providing the Province and KHCC with information for the management of archaeological and heritage resources • Responding to chance archaeological or heritage finds
Accomplished in Month:	<ul style="list-style-type: none"> • Submitted amendment request for review for inspection permit (2019-0208) to revise methods for winter testing • Finalizing 9 site forms for new and updated sites identified/revisited during field work • Drafted retention and mitigation plan update to AHRMP • Reviewed KHCC early works and environmental work plans
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Fieldwork to mechanical test the sediments underlying a site within the project area • As and when reporting for monthly reports Artifact analysis ongoing in the laboratory • SDR and AIA reporting • Submission of site forms for all new and updated archaeological sites

- Alteration permit amendment request to include sites as possible and needed
- Apply for an archaeological investigation permit for future SDR on the project

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 • Golden Enhancement work - Electrical / Civil • LNTP work support
Accomplished in Month:	<ul style="list-style-type: none"> • Pavement marking in Town of Golden complete • Electrical works in Golden continues (pedestrian crossing upgrades completed) • Civil works at Park Drive completed
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Golden Enhancement Civil works (Park Drive) completion • Alternate route signs - post installation by KHCC • Line painting on alternate route (Golden enhancements) • Alternate route Incident Response Plan completion • Golden enhancements 9th Street S. electrical works complete by December 31 (pavement marking by April 2021)

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
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	<ul style="list-style-type: none"> • Provide technical support to the Project Team during the review of contractor submittals
Accomplished in Month:	<ul style="list-style-type: none"> • Provided personnel to observe initial works undertaken by KHCC including geotechnical investigations and survey • Finalize debriefing summary of KHCC's technical submissions • Participate in daily LNTP de-briefing meetings and follow up on action items • Review interim submissions and participate in daily briefing meetings • Processing data of survey of CP bridge and updated report for survey baseline for monitoring of slopes uphill of CP • Developed workflows processes for SharePoint automation • Participated in training sessions for submission review processes including elaboration of the processes for CP reviews • Submitted revised OE effort forecasts for remainder of project • Supported ongoing reviews of CP Agreement • Support tender documentation development for RFP of the slope survey monitoring program
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Continue to provide personnel to observe initial works undertaken by KHCC • Post slope baseline and CP bridge survey reports • Participate in weekly meetings with KHCC • Participate in Implementation activities - review submissions, participate in daily meetings and deal with issues as they arise • Finalize revised forecasts for remainder of project • Implement automation of SharePoint processes for submission reviews • Mobilize additional field staff to Golden for construction observation and monitoring, in the new year • Finalize slope survey monitoring program RFP and support RFP process and evaluations

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"> • No BCIB workers on site • Continued regular meetings with BCIB and KHCC to understand workforce requirements • Worked with BCIB to plan sub-contractor meeting

Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Work with KHCC and BCIB to understand workforce requirements • Continue regular meetings with BCIB and Project Team • Attend regular meetings with BCIB / KHCC and Project Team • Execute the BCIB Sub-contractor meeting • Support KHCC and BCIB in executing any BCIB Sub-Contract Agreements as necessary
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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 • Reach agreements with Indigenous Groups where consent to the Project is acknowledged
Accomplished in Month:	<ul style="list-style-type: none"> • Facilitate meeting with Pespesellkwe group & KHCP4 leadership team to understand engagement concerns • Meeting with KHCC staff to discuss DBA Schedule 22 Indigenous Requirements • Continued meeting with Indigenous groups to discuss project and provide relevant updates • Reviewed and provided comments to KHCC on additional borehole management plan • Meeting with KNC (Ktunaxa Nation Council) Lands Group project meeting • Collaborate with KHCP4 environment team on cultural monitoring, Big Horn Sheep management
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 • Continued work with legal and Indigenous groups to finalize accommodation agreements • Work with KHCC on the DBA requirements (Indigenous Participation Plan), (CEMP) (Monitoring Plan) • Work with Indigenous Groups to gain support for winter archaeology methods and potential archaeological permit amendments

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 meetings with all 3rd parties continued
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Finalize agreement with CP Rail • Attend regular meetings with BC Hydro and Telus • Finalize scope for the Province's ongoing 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"> • Design-build contract award announcement • Dart Creek communications • Completed migration of website to new TI Corp website platform • Prepared for resumption of engagement with BC Trucking Association • Review of KHCC submittals • Responses to public/stakeholder inquiries
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Continue to implement Communications & Public Engagement plan, including the Community Liaison Committee and other key stakeholder outreach, to support construction traffic management and other strategies • Continued collaboration with Tourism Golden for travel information publicity • Develop trucking sector webinar with BCTA (further postponed by mutual agreement to 2021) to help industry plan for construction traffic management • Simplify and share broad traffic management information when KHCC implementation strategy emerges • Complete “what we heard” report to include responses to input received in recent engagement • Prepare for construction start event now anticipated in spring 2021 • Oversee DB Contractor's C/PE obligations & activities

6. Project Cost Report

The project spending for the month of November 2020 was \$6.2 million and total project spending to date is \$34.8million. Total Federal Recoveries to date are \$12.5 million.

