



Monthly Status Report

Reporting Period: December 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 Project Management Plan (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 is actively working with BCIB.
Partners/Stakeholders	Indigenous Groups	Continue to build and maintain a positive collaborative working relationship.	●	●	●	Project Team is actively engaging Indigenous Groups to conclude agreements.
	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 applicable
●	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 (AHRMP) 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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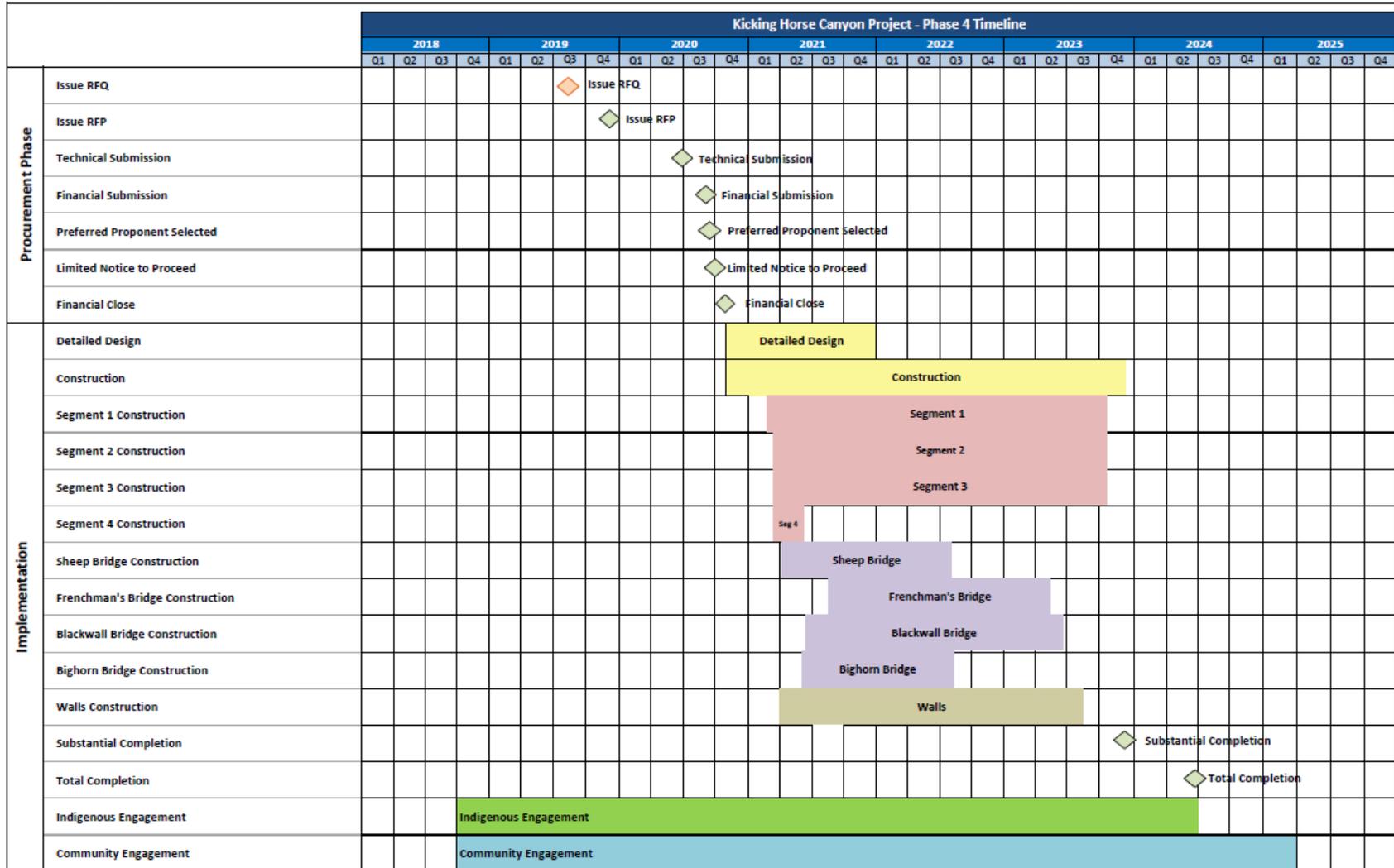
2.4 December Highlights

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"> • Team-specific meetings • Workforce analysis and reporting to BCIB • Update Project Safety Management Plans to meet requirements for implementation • Develop site specific Implementation Plan for construction phase of project • Review and comment on Kicking Horse Canyon Constructors (KHCC) document and plan submission
	Quality	<ul style="list-style-type: none"> • No highlights to report
	Procurement	<ul style="list-style-type: none"> • No highlights to report
	Environmental	<ul style="list-style-type: none"> • Review and comment on KHCC’s submission for Environmental Quality Management Plan and Construction Management Plan, Metal Leaching/Acid Rock Drainage Plan (ML/ARD), and Construction and Environmental Management Plan (CEMP)
	Archaeology	<ul style="list-style-type: none"> • Provided methods and received approval from the Archaeology Branch (Branch) for mechanical testing in Dart Creek FSR area. • Completed Shift 14. One site revisited for mechanical testing; 7 trenches excavated.
	Operations	<ul style="list-style-type: none"> • Electrical works for Golden Enhancement ongoing • Civil works completed at Park Drive (line markings remains)
	Technical	<ul style="list-style-type: none"> • Undertaken reviews of KHCC contractual and design submissions • Review progress payment submission from KHCC
	Community Benefits	<ul style="list-style-type: none"> • No highlights to report

Partners/Stakeholders	Indigenous Groups	<p><u>Approved KHCC key individual submittal for Indigenous Contract Employment Coordinator</u></p> <ul style="list-style-type: none"> • <u>Meet with KHCC on Project status and path forward for Indigenous Relations</u> • <u>Continued collaboration with KHCP4 Archaeology team on winter archaeology works</u> • <u>Continued work with legal on accommodation agreements</u>
	Third Parties	<ul style="list-style-type: none"> • <u>Continued discussions with CP Rail on Project Agreement</u>
	Stakeholder Engagement	<ul style="list-style-type: none"> • <u>KHCC submittal reviews</u> • <u>Support to Golden for announcement of bulk water availability</u> • <u>Resumed/continued engagement of BC Trucking Association</u>

3. Schedule

The following schedule depicts deliverables, milestones and associated dates and timelines for Project planning, procurement, and construction.



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">Risk Review meetings held with all discipline leadsProject Management meeting held with all discipline leads
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 teamContinue the process to transfer Risk Management to be consistent with the updated policies and proceduresComplete updates to project management plan

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 and TI Corp (ongoing)Implementation Plan including process flow development (ongoing)Implementation planning for project work and KHCC mobilization beginning in March Review and comment regarding KHCC management plans
Key Activities for Next 3 Months:	<ul style="list-style-type: none">Update Safety Management Plan for implementation under DBA to align with KHCC, TI Corp, OE and MoTI requirementsPrepare, review and implement site specific implementation plans, processes and flow diagrams. Includes safety and operational processes

	<ul style="list-style-type: none"> • Prepare for and oversee Design Builder work onsite including staffing, site office supplies, PPE and vehicles • Review and evaluation of KHCC management plans, design and other deliverables • Team and subject-specific management 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 KHCC Quality Management Plan submissions • Development of internal Quality Management Plans (ongoing)
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 • Oversee quality of KHCC work onsite beginning in March

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"> • No updates
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Procurement closeout activities, including proponent debriefs.

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 Quality Management Plan, Construction Management Plan, Metals Leaching/Acid Rock Drainage Plan (ML/ARD), and Construction and Environmental Management Plan (CEMP) • Submittal review meetings with KHCP4 Project Team
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Support at stakeholder and Indigenous Group meetings and responding to follow-up comments and questions, as requested by the Province • Review and comment on Proponent’s environmental submissions • 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 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 inspection permit (2019-0208) to revise methods for winter testing • Submitted 7 site forms and finalized 2 site forms for new and updated sites identified/revisited during field work • Drafted retention and mitigation plan update to AHRMP • Submitted application for an archaeological investigation permit for future Systematic Data Recovery on the project • Completed fieldwork to mechanical test the sediments underlying the push pile in Dart Creek FSR area • Executed ongoing lithic analysis • Obtained permission for geotechnical drilling on site
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Geotechnical assessment for activities within the site • Artifact analysis ongoing in the laboratory (20,000 + artifacts) • SDR and AIA reporting, submission of remaining site forms and updates to archaeological sites • Reporting on results of mechanical and geotechnical testing

- Alterations permit amendment request as required

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"> • Golden Enhancement electrical and civil works completed for the season; works at 9th Street South remain. • Site Cameras ordered • Alternate Route Signs - Post installation by KHCC
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Golden Enhancement Civil works (Park Drive) completion – Line Painting and 9th Street South works to be completed by end of March 2021 • Alternate Route Incident Response Plan completion • Golden Enhancement – pavement marking to be completed in March 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 • 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 • Participated in weekly and submission/topic specific meetings with KHCC

	<ul style="list-style-type: none"> • Participate in stakeholder outreach meetings - BC Trucking • Finalized report for survey baseline for CP Bridge • Implemented workflow processes for SharePoint automation • Led and participated in training sessions for submission review processes including elaboration of the processes for CP reviews • Participated in risk review sessions for technical and construction elements • Supported ongoing discussions for CP Agreement • Completed tender documentation development for RFP of the slope survey monitoring program. • Completed review of progress payment submission
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Continue to provide personnel to observe initial works undertaken by KHCC • Post 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 • Mobilize additional field staff to Golden for construction observation and monitoring in the new year • Support slope survey monitoring program RFP process and evaluations • Conduct review of progress payment submissions

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 • Held second KHCP4 Subcontractor information session
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 • Support KHCC and BCIB in executing any BCIB Sub-Contract Agreements, as necessary

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• Develop Indigenous requirements for inclusion in DBA• Reach accommodation agreements with Indigenous Groups
Accomplished in Month:	<ul style="list-style-type: none">• Participated in KHCC Indigenous engagement meetings with 4 Secwepemc Bands and Ktunaxa Nation Council (KNC) to understand discussions regarding development of the Indigenous Participation Plan (IPP) and DBA requirements• Continued meeting with Indigenous groups to discuss project and provide relevant updates• Meeting with both KNC Lands Group & Economic Development Group• Collaborate with KHCP4 archeology team on winter archaeology works and mechanical testing works• Assist legal with responses to the Pespesellkwe and Shuswap Indian Band for KHCP4 accommodation agreements
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• Review KHCC upcoming submissions• Work with Indigenous Groups to gain support for amended consultation review for potential archaeological 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 third parties continued
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Attend regular meetings with BC Hydro and Telus• Finalize agreement with CP Rail• 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"> KHCC submittal reviews Meeting with KHCC regarding Comms/Engagement requirements Local advisories for Golden traffic pattern changes associated with KHCP4 Supported Town of Golden in announcement of opening of bulk water station to serve area residents and replace water from Dart Creek during construction Resumed/continued engagement with BC Trucking Association Prepared Community Liaison Committee for resumption of meetings in 2021 Responses to public/stakeholder inquiries Various regular activities, including team meetings, GCPE and TI Corp communications briefings, and website updates
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> Oversee DB contractor's C/PE obligations and activities Continue to implement C/PE plan, including CLC, BCTA and other key stakeholder outreach, to support construction traffic management and other strategies Complete “what we heard” report to include responses to input received in past engagement Displays for project office in Golden [currently on COVID hold] Prepare for public information session on KHCC design & traffic management plans in advance of construction Prepare for construction start event now anticipated in spring 2021

6. Project Cost Report

The project spending for the month of December 2020 was \$55.6 million and total project spending to date is \$90.5 million. Total Federal Recoveries to date are \$40.1 million.