



transportation
investment
corporation

Monthly Status Report

Reporting Period: January 2021

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.
	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"> • Budget Disclosure Statement • 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)
	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"> • Various Environmental Reports (2005 – 2016) • Environmental Synopsis Report (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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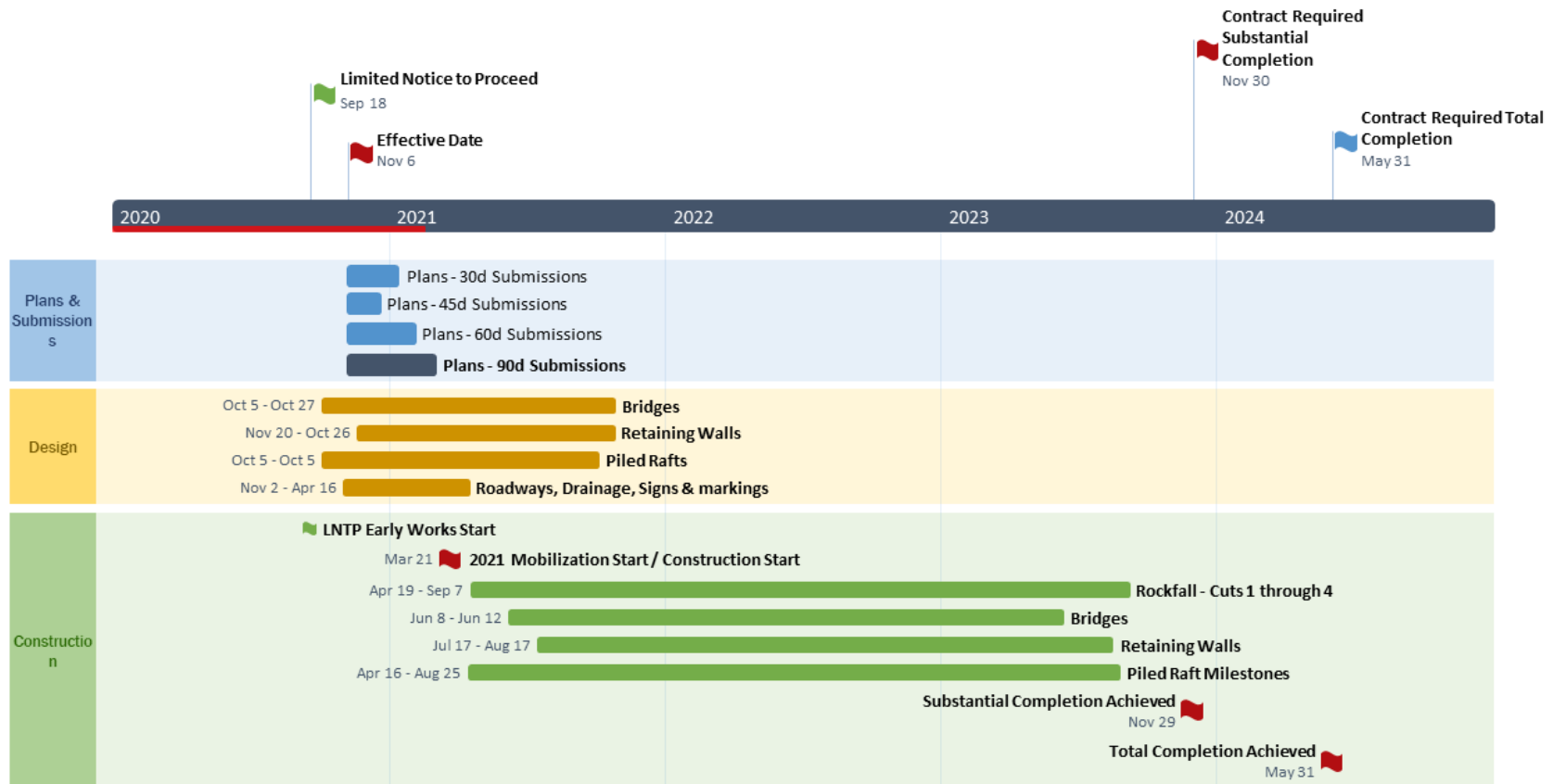
2.4 January Highlights

Project Delivery	Project Management	<ul style="list-style-type: none"> • Completed Risk Management Plan, and ongoing work on updating other Project Management Plans
	Construction and Safety	<ul style="list-style-type: none"> • Updated Project Safety Management Plans to meet requirements for implementation • Completed workforce analysis and reporting to BCIB • Risk analysis and mitigation including contingency development • Reviewed and commented on Kicking Horse Canyon Constructors (KHCC) document and plan submission • Meet with CP Rail to discuss railway specific issues • Developed Project Construction Management Plan • Quality surveillance tech monitoring KHCC geotechnical drilling, geophysical and survey early work
	Quality	<ul style="list-style-type: none"> • Reviewed and commented KHCC Quality Management related submission
	Procurement	<ul style="list-style-type: none"> • Debriefed with one Proponent, and one stipend paid
	Environmental	<ul style="list-style-type: none"> • Reviewed and commented on Contractor’s submission for Drainage and Landscape Plans including Wildlife Exclusion Fencing, Construction Environmental Management Plan (Revision B), and Environmental Management and Quality Plan.
	Archaeology	<ul style="list-style-type: none"> • Deliverables executed: <ul style="list-style-type: none"> ○ Interim report on machine testing at EhQf-27 Polygon B submitted to Archaeology Branch ○ Drafted Heritage Investigation Permit application ○ Submitted a site form update to the Archaeology Branch ○ Reviewed construction design plans and proposed geotechnical borehole locations
	Operations	<ul style="list-style-type: none"> • Electrical works for Golden Enhancement ongoing one controller cabinet, programming, and activation of new signals remains • Work commencing on Pass System for local commuters during extended closures • Committed funding to Parks Canada for public communication enhancement along Highway 93S in Kootenay National Park

	Technical	<ul style="list-style-type: none"> • Undertaken reviews of KHCC contractual and design submissions • Reviewed progress payment submission from KHCC
	Community Benefits	<ul style="list-style-type: none"> • No highlights to report
Partners/Stakeholders	Indigenous Groups	<ul style="list-style-type: none"> • Approved KHCC Indigenous Participation Plan extension request • Re-established biweekly Indigenous Relations meeting schedule with KHCC for 2021 • Continued collaboration with KHCP4 Environment Team on CEMP document review • Met with BC Hydro Indigenous Relation Representative to discuss KHCP4 consultation
	Third Parties	<ul style="list-style-type: none"> • Continued discussions with CP Rail on the CP Agreement
	Stakeholder Engagement	<ul style="list-style-type: none"> • Completed initial meeting of joint Province/KHCC Communications Working Group • Provided successful three-month advance notice of Spring 2021 extended closures with high awareness and generally positive response

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">Team drafting and updated Project Management Plans, including completion of the KHCP4 Risk Management Plan.
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 TICContinue the process to transfer Risk Management to be consistent with the updated Transportation Investment Corporation (TIC) policies and procedures

4.2 Construction and 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">Workforce analysis and reporting to BCIB (ongoing)Reviewed and commented regarding KHCC Management PlansMeetings with KHCC, CP Rail and BCIBUpdated Risk RegisterUpdated construction phase planningCompleted updates to site specific Safety Management Plan and orientations (ongoing)Implementation Plan including process flow development (ongoing)Implementation planning for project work and KHCC mobilization beginning in mid MarchOversight of KHCC early works on site

Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Prepare, review, and implement site specific implementation plans, processes, and flow diagrams. Includes safety and operational processes • Meet internally and with KHCC, CP, BCIB and other stakeholders as required • Prepare for and oversee KHCC work onsite including implementation of Province staffing, site office supplies, PPE, and vehicles • Review and evaluation of KHCC management plans, design, and other deliverables • Workforce analysis and forecasting for BCIB • Risk review and analysis • Update Safety Management Plan for implementation under DBA to align with KHCC, TIC, OE and MoTI requirements • Manage field surveillance technicians • Oversee KHCC project work onsite • Mobilize quality surveillance team to Golden
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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"> • Reviewed and commented KHCC Quality Management Plan (ongoing) • Provided oversight of KHCC site work
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Review KHCC quality specific management plans and provide comments • 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"> • Debriefed with one proponent took place in January

Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Procurement closeout activities, including final proponent debrief
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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"> • Reviewed and commented on Contractor’s submission for Drainage and Landscape Plans including Wildlife Exclusion Fencing, Construction Environmental Management Plan Revision B, and Environmental Management and Quality Plan • Reviewed and provided input on Contractor’s environmental permit submissions •
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 • Site environmental surveillance • Danger tree clearing for archaeology

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 one (1) site form and finalizing two (2) site forms for updated sites revisited during field work • Drafted retention and mitigation plan update to AHRMP • Drafted revised application for an archaeological investigation permit for future SDR on the project • Submitted interim report on mechanical testing at EhQf-27B • Executed ongoing lithic analysis • Updated archaeology prioritization table • Provided logistics for anticipated winter SDR in lower Dart Creek area

Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Geotechnical assessment fieldwork with EhQf-27B • SDR at EhQf-27, B, H, K, L, M, N; EhQf-36 and potentially additional sites or polygons once winter methods are approved under 2019-0208 or Heritage Investigation permit application (reference 20A0613) when issued • Artifact analysis ongoing in the laboratory (9,000 + artifacts) • SDR and AIA reporting • Interim AIA reporting for south and north portions of Dart Creek FSR & Winter SDR • Reporting on results of geotechnical testing • Submission of remaining site forms and updates to archaeological sites • Alteration permit amendment requests to include portions of EhQf-27A, J, K, L, M, N; EhQf-14, EhQf-36, etc., and newly recorded sites as possible and needed
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4.7 Operations

Scope:	<ul style="list-style-type: none"> • Develop plans for managing traffic along the Alternate Route H93/95 during full project closures • Develop and implement plans for enhancements along arterial Route in Golden to support 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; base, pole, and electrical at 9th Street S was completed late January 2021 • Site Cameras ordered; operational by April 2021
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 • Controller cabinet, controller programming and activation to be completed by end of March 2021 • Commuter pass system for extended closures in place by end of March 2021 • Alternate Route Signs - Post installation by KHCC. KHCC committed to March 2021 installation of Alternate Route Signage

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"> • Participated in weekly meetings and submission/topic specific meetings with KHCC • Participated in contract activities - review interim and final submissions, lead daily briefing meetings and deal with issues as they arise (piled raft vs bridge, etc.) • Posted report for survey baseline for CP Bridge • Implemented RFI workflow processes for SharePoint automation • Participated in risk review sessions for technical and construction elements • Developed content for Implementation Management Plans as outcome of readiness review • Supported ongoing discussions with CP • Supported posting of RFP for the slope survey monitoring program on BC Bid • Completed review of progress payment submission
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Participate in weekly meetings with KHCC • Participate in implementation activities - review submissions, participate in daily meetings and deal with issues as they arise • Support enhanced review and support services to help KHCC understand and conform to the DBA • Mobilize additional field staff to Golden for construction observation and monitoring in March • Support slope survey monitoring program RFP process (respond to proponent questions) and proponent bid 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)
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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"> • Met with KHCC Indigenous Contract and Employment Coordinator to discuss project, IPP development, additional lands consultation • Continued meeting with Indigenous groups to discuss project and provide relevant updates • Collaborated with KHCP4 Environmental Team CEMP and Cultural Monitoring Plan • Completed Accommodation Agreements for Execution with the four Secwepemc Bands and the Shuswap Indian Band. • Started the draft KHCP4 Indigenous Engagement Plan
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 on the DBA requirements - Indigenous Participation Plan, CEMP Monitoring Plan • Work with Indigenous Groups to gain support for reduced 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"> • Reviewed KHCC submittals • Met with KHCC regarding Communications and Engagement requirements, including initial meeting of joint Communications Working Group • Issued initial traffic management notifications, including three (3) month advance notice of Spring 2021 extended closures • Worked with KHCC to develop orderly process to achieve timely and reliable advance notifications for traffic disruptions • Further development of local and commuter traffic pass system for extended closures • Ongoing engagement and preparation for meetings with key stakeholders including Community Liaison Committee (CLC), BC Trucking Association (BCTA) and Rocky Mountain School District #6 • Developed school safety program • Responded to public and stakeholder inquiries • Completed various activities, including team meetings, Government Communications and Public Engagement (GCPE) and TIC communications briefings, website updates
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Oversee KHCC's Communications and Public Engagement (C/PE) obligations and activities • Ramp up traffic management communications with media information bulletins, interviews, website updates, newsletters and advisories, and social media • Continue to implement C/PE plan, including CLC, BCTA and other key stakeholder outreach, for additional audience reach

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- Complete “what we heard” report to include responses to input received in past engagement
 - Displays for project office in Golden (currently on COVID hold)
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6. Project Cost Report

The project spending for the month of January 2021 was \$14.4 million and total project spending to date is \$104.8 million. Total Federal Recoveries to date are \$45.9 million.