

Monthly Status Report

Reporting Period
April 2021

1. Introduction

1.1 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

Construction of the fourth and final phase to complete the remaining – and most difficult – 4.8 kilometres is expected to be substantially complete in winter 2023-24.

Additional information and updates about the Project can be found on the Project's website <https://www.kickinghorsecanyon.ca/>

1.2 Project Delivery

Transportation Investment Corporation, a provincial Crown corporation, is delivering and overseeing this \$601 million Project. The Project will be delivered under B.C.'s Community Benefits Agreement and the Project workforce will be provided by B.C. Infrastructure Benefits.

The project is cost-shared, with the Government of Canada contributing \$215 million.

Kicking Horse Canyon Constructors (KHCC) has been selected to design and construct the fourth and final phase of the Kicking Horse Canyon Project near Golden.

The Project is a multi-phase project to improve safety and mobility over approximately 26 kilometres of two-lane highway. Three phases of work have been completed. The fourth and final phase to transform the remaining section of about 4.8 kilometres is being prepared for construction and is expected to be substantially complete in winter 2023-24. This section will also feature four lanes of divided highway, along with improved avalanche and rock fall protection, fencing and passage for wildlife, and wider shoulders to accommodate cyclists.

1.3 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. Project Update

2.1 Project Dashboard

		Objectives	Project Status	Comments
Project Delivery	Scope	Meet the approved scope.	●	<ul style="list-style-type: none"> The project includes the widening of 4.8km of Highway 1 to a 4-lane 100km/hr. standard
	Schedule	Delivered within the approved schedule.	●	<ul style="list-style-type: none"> The Project is on schedule to be completed by Winter 2023/2024
	Budget	Delivered within the approved budget Total project budget is \$601 million.	●	<ul style="list-style-type: none"> The project spending for the month of April 2021 was \$10.8 million and total project spending to date is \$142.1 million. Total Federal Recoveries to date are \$58.3 million. The Project remains 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.	●	<ul style="list-style-type: none"> 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 No lost time this month

	Quality	Implement an effective Quality Management System.	●	<ul style="list-style-type: none"> Reviewed contractor Quality Management Plan and provided comments
	Environmental	Ensure our work is performed in an environmentally responsible manner.	●	<ul style="list-style-type: none"> Submission reviews for plan and permit submissions Complete tree removal for archaeological investigation
	Archaeology	Ensure the work is performed in a manner that meets the standards of the Heritage Conservation Act.	●	<ul style="list-style-type: none"> Initiated winter Systematic Data Recovery (SDR) fieldwork Continued work towards approval of site alteration permits for archaeological sites Additional resources added to field teams to expedite data recovery
	Operations	Implement improvements to the Alternate Route along H93/95	●	<ul style="list-style-type: none"> Completed electrical and civil for Alternate Route and Golden enhancements Pass system for local commuters during extended closures finalized. Passes distributed in advance of April 12th closure
	Design and Construction	Development of a reference concept, technical requirements/specifications, and related technical studies for the Project	●	<ul style="list-style-type: none"> Single Lane Alternating Traffic Closures, 2-hour closures, overnight closures and extended 24/7 closures commenced Major construction underway with the start of the extended closures. Clearing and Grubbing underway in Dart Creek area Access roads/pads for geotechnical drilling at Lynx commenced Rockfall fence install at Sheep's Bridge commenced Clearing of CP ditch at track level commenced
	Community Benefits	Work collaboratively with BCIB and successfully implement the Community Benefits Agreement.	●	<ul style="list-style-type: none"> Project Team is actively working with BCIB BCIB labour working onsite; permits have been issued
Partners/Stakeholders	Indigenous Groups	Continue to build and maintain a positive collaborative working relationship.	●	<ul style="list-style-type: none"> Executed one Accommodation Agreement Second Accommodation Agreement nearing execution
	Third Parties	Continue to build and maintain positive relationships and secure agreements with Project partners and other third parties.	●	<ul style="list-style-type: none"> Temporary relocation of BC Hydro utilities to coincide with extended closure. CP Rail provided with detailed slope monitoring data and reports
	Public and Stakeholder Engagement	Continue to build and maintain positive relationships with the community and other stakeholders.	●	<ul style="list-style-type: none"> Issued monthly project newsletter Collaborated with School District to refine school safety program

Status	Description
●	Managing critical issues, negotiating resolution; action required immediately
●	Managing some issues, negotiating resolution; action required in the near term
●	Stay the Course – no action required

3. Project Documents and Achievements 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) • Budget Disclosure Statement (2017) • 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	<ul style="list-style-type: none"> • Environmental Synopsis Report (2016) • Various Environmental Reports (2005 – 2016)
	Archaeology	<ul style="list-style-type: none"> • Archaeological and Heritage Resource Management Plan (AHRMP) (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 / Stakeholders	Indigenous Relations	<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)

4. April Highlights and Three Month Lookahead

4.1 Project Management

Scope:	<ul style="list-style-type: none"> • Effectively manage Project’s contracts, scope, schedule, and cost • Implement and efficient document control and records management system • Ensure 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"> • Completion of revisions to the Project Controls Management Plan, Cost and Schedule Management Procedure, Change Management Procedure, Performance Management Plan, and Risk Management Plan; all approved for use • Revisions to additional project plans
Three Month Lookahead:	<ul style="list-style-type: none"> • Continued refinements to Project Management Plans • Implement Project Management Plans • Qualitative risk review

4.2 Safety

Scope:	<ul style="list-style-type: none"> • Establish Occupational Health and Safety (OH&S) Project delivery objectives and performance measures • Manage Project OH&S activities • Monitor relevant OH&S performance metrics • Ensure the Project complies with relevant WorkSafeBC regulations and government requirements • Identify specific health and safety roles and responsibilities • Outline relevant health and safety management processes and activities
Accomplished in Month:	<ul style="list-style-type: none"> • Continually update Province’s site-specific Safety Management Plan and orientations (ongoing) • Conduct surveillance audits of Kicking Horse Canyon Constructors (KHCC) safety performance • No injuries or lost time this month

Three Month Lookahead:	<ul style="list-style-type: none"> • Maintain Province’s Safety Management Plan for implementation under Design Build Agreement (DBA) to align with KHCC, Transportation Investment Corporation (TIC), WSP and Ministry of Transportation and Infrastructure (MoTI) requirements • Orient and safety train Province's personnel as required • Conduct surveillance audits of KHCC’s safety management performance
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4.3 Quality

Scope:	<ul style="list-style-type: none"> • Establish quality management project objectives and performance measures. • Monitor relevant quality management performance metrics. • Manage project quality management activities. • Identify specific quality management roles and responsibilities
Accomplished in Month:	<ul style="list-style-type: none"> • Review and comment regarding KHCC Quality Management Plans (on-going) • Conduct surveillance audits of KHCC project work • Reviewed KHCC Quality records and test results for compliance to the DBA.
Three Month Lookahead:	<ul style="list-style-type: none"> • Review KHCC quality specific management plans and provide comments • Oversee quality of KHCC work onsite • Record daily observation reports of work on site

4.4 Environmental

Scope:	<ul style="list-style-type: none"> • Complete environmental reviews of KHCC’s submissions • Support communications team with stakeholder engagement • Provide environmental support to Project as and when needed
Accomplished in Month:	<ul style="list-style-type: none"> • Review and comment on KHCC’s submission for Construction Environmental Management Plan (CEMP) and other subcomponent plans • Review and input on KHCC’s environmental permit submissions • Site environmental surveillance
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 • Ongoing review and comments on KHCC’s environmental submissions • Provide environmental support to Project as and when needed • Site environmental surveillance (on-going)

4.5 Archaeology

Scope:	<ul style="list-style-type: none">• Managing, directing, and undertaking all archaeological work, including Archaeology 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">• Four sites revisited in the field, continued SDR• Submitted three interim reports to the Archaeology Branch• Submitted combined mapping (all years) for Dart Creek area to Archaeology Branch.• Responded to requests for additional information from the Branch regarding site form and proposed work plan submissions• Additional resources at the site to expedite field work
Key Activities for Next 3 Months	<ul style="list-style-type: none">• Additional AIA in Dart Creek area• Artifact analysis ongoing in the laboratory• Lithic analysis and reporting on 2020 SDR programs (ongoing)• 2020 and 2021 SDR reporting• Submission of remaining 2020 site forms updates• Alteration permit amendment requests submitted to Archaeology Branch• Ongoing shift summary reporting

4.6 Operations

Scope:	<ul style="list-style-type: none">• Develop plans for managing traffic along the Alternate Route Hwy 93/95 during full project closures• Develop an implement plans for enhancements along Arterial Route in Golden to support Alternate Route• Establish agreements with other jurisdictions for provision of services along the Alternate Route
Accomplished in Month:	<ul style="list-style-type: none">• Provided Motor Vehicle Incident (MVI) response on Hwy 95 in coordination with Rocky Mountain District (RMD)• Construction camera poles and bases have been installed at three locations within Phase 4• Final line marking at Golden enhancements activation completed• Traffic control procured at Hwy 95 and Trans Canada Hwy (TCH) intersection during first three weeks of extended closure• Monitored commuter operations during extended closures

Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Construction camera installation • Monitor Alternate Route performance during extended closures • Monitor traffic management during evening and overnight closures • Commuter pass distribution (ongoing)
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4.7 Design and Construction

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 • Provide technical support to the Project Team during the review of contractor submittals • Compliance reviews during construction
Accomplished in Month:	<ul style="list-style-type: none"> • Reviewed slope survey monitoring program deliverables • Site visit conducted by OE Lead Engineer for field team mobilization • Manage Province's site surveillance process including orienting quality surveillance technicians in Golden; two new field staff mobilized in Golden • Review of KHCC's plans and proposed courses of action including Work Method Statements, inspection, and testing plans • Workforce analysis and reporting to BCIB • Implemented software solution for Daily Site Observations (Builterra) • Single Lane Alternating Traffic Closures, 2-hour closures and overnight closures commenced • Clearing and Grubbing underway in Dart Creek area • Access roads/pads for geotechnical drilling at Lynx commenced • Rockfall fence install at Sheep's Bridge commenced • Clearing of CP ditch at track level commenced
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Participate in regular meetings with KHCC, Project Team, CP Rail • Develop Construction Oversight Management Plan including process flow development (ongoing) • Support resolution of key issues including the archaeology permit timelines, traffic management plan and traffic control plan compliance, and support CP's timely review of submissions • Manage the slope survey consultant • Conduct review of progress payment submissions (ongoing) • Manage Field Surveillance Technicians • Oversee KHCC's project work onsite for compliance to DBA

	<ul style="list-style-type: none"> • Review KHCC’s construction specific plans and proposed courses of action under the review and consent procedure • Review and provide input to verify KHCC’s progress payment applications • Liaise with BCIB regarding project labour and site safety
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4.8 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"> • 88 BCIB workers on site, including 45 priority hires. • Multiple work permits issued, including clearing, drilling, traffic control and rockwork
Key Activities for Next 3 Months	<ul style="list-style-type: none"> • Continue to grow workforce onsite through BCIB labour and permitted work • Continued regular meetings with BCIB and KHCC to discuss implementation of CBA on KHCP4

4.9 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"> • Pespesellkwe (PteS) accommodation agreement payments sent to the membering bands • Meet with Ktunaxa Economic group to discuss Ktunaxa Business Definitions and DBA Schedule 22 • Collaborate with KHCP4 environment team to include Shuswap Indian Bands CEMP and appendices comments into KCHP4 response to KHCC • Prepare and submit RFI to KHCC for clarification on name change for Little Shuswap Lake Band and Pespesellkwe te Secwepemc • Provide confirmation of Indigenous Contractor to BCIB for Shuswap Lake Indian Band and CDI drilling partnership • Prepared traditional territory acknowledgements for meetings opening/greetings • Received Shuswap Indian Band executed accommodation agreement • Provided updated consultation log Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) to support KHCC culvert application for the Dart Creek Forestry Service Road (FSR).

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 • Finalize Shuswap Indian Band accommodation agreement payment • Continued collaboration with KHCC ICEC to ensure Schedule 22 DBA requirements are met • Continued support with Ktunaxa as per Strategic Engagement Agreement • Continued collaboration with KHCP4 environment team to ensure Indigenous groups CEMP and appendices comments are included in KHCC response to KHCC
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4.10 Third Parties

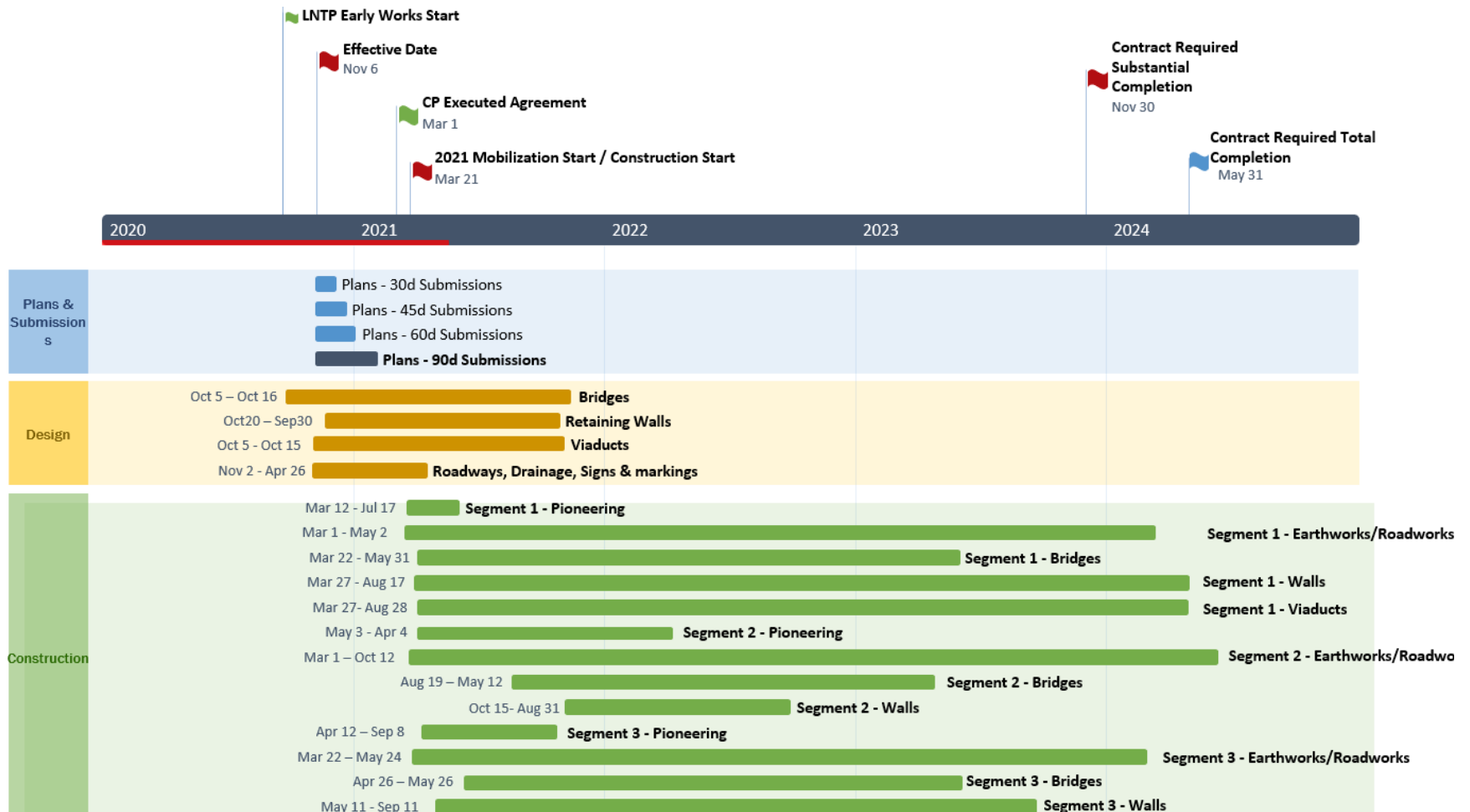
Scope:	<ul style="list-style-type: none"> • Develop utilities and rail agreements as required • Secure local and regional government approvals as required
Accomplished in Month:	<ul style="list-style-type: none"> • Temporary utility relocation works occurred • Archaeological monitoring for one pole within permitted archaeological site • Track-level ditching ongoing • Upslope rockfall attenuator fencing ongoing
Key Activities for Next 3 Months:	<ul style="list-style-type: none"> • Continued implementation of Protocol Agreement, including regular meetings with CP Rail • Review of KHCC utilities designs • Phase 1 temporary utility relocation continuing through May 2021 • Paving for Bulk Water Station proposed for June 2021 • Complete track-level ditching • Complete rockfall attenuator fencing

4.11 Public and Stakeholder Engagement

Scope:	<ul style="list-style-type: none">• Manage ongoing public and stakeholder communications and engagement• Communications strategy and activities• Determine communications and community relations for inclusion in the contract
Accomplished in Month:	<ul style="list-style-type: none">• Completed reviews of incident communications plan• Supported execution of GCPE virtual event to mark construction start in spring 2021, including posting, newsletter, and YouTube videos• Administered season and daily commuter pass system for limited access through construction zone during extended highway closures• Launch of KHCP4 dedicated Facebook channel• Issued monthly project newsletter• Successful meeting held with key stakeholder BC Trucking Association
Key Activities for Next 3 Months:	<ul style="list-style-type: none">• Oversee KHCC's Communication and Public Engagement (C/PE) obligations and activities• Continue to build awareness of construction and traffic management activities with media info bulletins, interviews, website updates, newsletters and advisories, and social media• Update and continue to implement C/PE plan, including Community Liaison Committee (CLC), British Columbia Trucking Association (BCTA) and other key stakeholder outreach• Prepare for public information sessions on KHCC's design and traffic management

5. Schedule

The following schedule depicts deliverables, milestones and associated dates and timelines for the implementation phase of the Project, as well as anticipated construction timelines.



6. Project Photos



Figure 1 – OE site trailers – anticipated occupancy in May 2021



Figure 2 – KHCC crews saw cutting asphalt, hammering, and loading onto rock truck for removal at Marmot



Figure 3: BCIB crews installing sediment control measures at Bighorn



Figure 4: Ongoing embankment construction and forest service road maintenance