

**Ministry of
Transportation and Infrastructure**

**2012/13 – 2014/15
SERVICE PLAN**

February 2012



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Message from the Minister and Accountability Statement



I am pleased to present the 2012/13 – 2014/15 Service Plan for the Ministry of Transportation and Infrastructure.

In this plan, the Ministry lays out its goals for the next three years as we build the most competitive, safe, reliable and efficient transportation system for families and businesses across British Columbia.

As Canada's Pacific Gateway, British Columbia serves our national interest, and through focused and sustained efforts we are strengthening our position as a vital link in intercontinental and international trade. Government and industry partners have come together to form the Pacific Gateway Alliance, a unique collaboration of transportation service providers and government agencies who continue to oversee the more than \$22 billion expansion of port, rail, road and airport infrastructure. Working together to take advantage of B.C.'s strategic location, the Alliance is taking an integrated, coordinated and strategic approach to infrastructure development.

The Province is committed to securing our connections with emerging and existing economic world powers by expanding markets for B.C. products, particularly in Asia, and strengthening provincial infrastructure to get our goods to market. In support of the *Canada Starts Here – The BC Jobs Plan*, our Pacific Gateway Strategy will ensure B.C. is the preferred gateway for Asia Pacific trade by offering the most competitive supply chain on the west coast of the Americas. Expanding and improving our access to international markets will also help our natural resource sectors by opening up new export possibilities for B.C.'s products. These efforts to accelerate and promote job creation will encourage economic growth and investments, ultimately helping to support and strengthen B.C. families.

To further establish our reputation as a reliable supplier of goods and services, and ensure our province is remembered as a destination of choice for investors and visitors, the Province will also be continuing with trade missions to Asia.

The Ministry will help create desirable B.C. jobs directly through transportation and infrastructure investment and indirectly by ensuring a free flow of goods and services. We are continuing with the largest expansion of transportation infrastructure in British Columbia's history. New jobs and markets await our busy natural gas communities in the Northeast, the result of our focused investments in resource roads. A large component of the Port Mann/Highway 1 Improvement Project, the new Port Mann Bridge, will open to traffic in winter 2012/13, dramatically cutting travel time in the corridor for commuters and commercial traffic. With advance work already underway, construction of the Evergreen Line will begin late this summer, creating 8,000 new direct and indirect jobs. In addition, work continues on the new 40-kilometre South Fraser Perimeter Road, with truck traffic expected to be re-routed from local roads onto portions of the new corridor in Surrey in December 2012.

Investment in rural communities, as well as urban centres, is critical to our economic well-being. Rural B.C. continues to be a priority for the Province, and key improvements to our transportation network, including the Cariboo Connector Program, Kicking Horse Canyon Project and work along

highways 2 and 97, will help ensure rapidly expanding Northern economies have the opportunity to grow and become more competitive. Also, through the Interior and Rural Side Roads Program and a continuation of the Oil and Gas Rural Road Improvement Program we are investing in key access routes to ensure they remain safe and in good repair.

Over the next three years, the Ministry will make sure B.C. families continue to have safe, dependable roads in healthy communities. Already, our province's highways are safer than ever, and the Ministry is investing in more upgrades and new technologies to prevent injuries and save lives. Should communities be isolated by natural disasters, our dedicated crews stand ready to swiftly reconnect them.

Rehabilitation and maintenance of existing highway systems is also important to protecting our investment and ensuring the safety of highway users. Over the next three years we will invest in excess of \$500 million in road and bridge surfacing, bridge rehabilitation, seismic retrofits and highway safety improvements.

New investments in public transit, cycling and other alternatives to single-occupant vehicles will help build healthier communities by reducing greenhouse gas emissions, encouraging active lifestyles and reclaiming time lost in traffic. Every Ministry project is designed to protect our environment and preserve the quality of life that makes B.C. special. We are also exploring natural gas as a transportation fuel.

To promote government accountability, transparency and encourage innovation, the Ministry will continue to open up our data and records and make it simple for citizens to find information. People will be able to use Ministry data to perform their own research, create apps, make discoveries and inspire change. New DriveBC features will make our traveller information service, already one of the most popular web sites in the provincial government, an indispensable tool for British Columbians on the move.

Through Facebook, Twitter, Flickr and other social media we are inviting the public to learn more about our ministry's work and join conversations about the issues that matter most to them.

The next three years are a time of promise, and this plan demonstrates our dedication to serving families in communities across British Columbia by supporting government-wide priorities of job creation and open government.

The Ministry of Transportation and Infrastructure *2012/13 – 2014/15 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



Honourable Blair Lekstrom
Minister of Transportation and Infrastructure
February 21, 2012

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Purpose of the Ministry

The Ministry of Transportation and Infrastructure plans transportation networks, provides transportation services and infrastructure, develops and implements transportation policies, and administers many related acts and regulations. The Ministry also administers federal-provincial funding programs, including the Building Canada Fund, to help build sustainable communities.

The Ministry opens up B.C. through innovative, forward-thinking transportation strategies that move people and goods safely, and fuel our provincial economy. Improvement of vital infrastructure is a key goal, along with enhancing the competitiveness of B.C.'s transportation industries, reducing transportation-related greenhouse gas emissions and providing B.C. with a safe and reliable highway system.

To accomplish its mandate, the Ministry:

- Works to expand and integrate various modes of transportation in consultation with local and regional authorities, and stakeholder groups, industry members and port, railway, and airport partners, and in cooperation with transportation-related Crown corporations;
- Pursues policies and other initiatives to enhance the competitiveness of B.C.'s ports and airports, our gateways for economic growth and development;
- Works with partners and other levels of government to provide funding to develop and deliver cost-effective public transit, ferry services, and cycling networks;
- Builds highway infrastructure to fulfill the economic and social needs of British Columbians;
- Maintains highways to a high standard through contracts with private sector road maintenance providers;
- Undertakes vehicle safety inspections and sets commercial vehicle operating standards;
- Licenses and regulates commercial passenger transportation;
- Manages funding for high-quality, modern public infrastructure that supports the development of strong communities by contributing to long-term economic growth and a clean environment; and
- Operates in cooperation with the BC Transportation Financing Authority (BCTFA), which is a Crown corporation that supports the financing of the capital program.

The Minister is responsible for the following Crown corporations; BC Transportation Financing Authority, BC Railway Company, BC Transit, and the Transportation Investment Corporation.

- The BC Transportation Financing Authority (BCTFA) is established under the *Transportation Act* to plan, acquire, construct, hold and improve transportation infrastructure throughout the province. The BCTFA owns all provincial highways and land held for construction of future transportation infrastructure.

- BC Railway Company (BCRC) is incorporated under the *British Columbia Railway Act* and supports the BC Ports Strategy and Pacific Gateway Strategy by acquiring and holding railway corridor and strategic port lands, and making related infrastructure investments to provide benefit to the province, including the strategic sale of surplus land. BCRC also administers the Canadian National Railway Company (CN Rail) Revitalization Agreement and operation of the Roberts Bank port subdivision.

The BCTFA and BCRC are reported in this service plan.

- BC Transit coordinates the delivery of public transit throughout B.C. (with the exception of Metro Vancouver which is delivered by TransLink/South Coast British Columbia Transportation Authority).
- The Transportation Investment Corporation (TI Corp) is established under the *Transportation Investment Act* to implement the Port Mann/Highway 1 Improvement Project.

BC Transit and TI Corp are self-reporting Crown corporations and more information can be found on their websites, www.bctransit.com/ and www.pmh1project.com/ respectively.

Rapid Transit Project 2000 Ltd. – This project completed its mandate to build the Millennium Line and concluded direct project activities in 2006. The Ministry is responsible for any continuing Rapid Transit Project 2000 Ltd. administration and financial reporting.

Strategic Context

Economic Growth. The Economic Forecast Council estimates that British Columbia's real GDP grew by 2.2 per cent in 2011 and projects that the rate of real GDP growth will remain at 2.2 per cent in 2012, before increasing to 2.5 per cent in 2013. Risks to British Columbia's economic outlook include a return to recession in the U.S.; the European sovereign debt crisis threatening the stability of global financial markets; slower than anticipated economic growth in Asia dampening demand for B.C. exports; and a weakening of the U.S. dollar disrupting the financial markets and raising the cost of B.C. exports abroad.

Growth in Asia Pacific Trade. Continuing to strengthen and build Canada's economy depends on its success in world trade. Unprecedented economic growth in Asia sharply contrasts with the slow and almost stalled recovery from recession in the United States and the worsening debt crisis in the European Union. As Asia responds to the new domestic demands of its burgeoning middle classes, British Columbia and western Canada are well positioned to significantly expand natural resource exports, particularly in coal, liquid natural gas, metals and minerals, potash and grain to Asia. Additionally, Japan will continue to need natural resources as it continues to rebuild after the devastating earthquake and tsunami in 2010, and South Korea has emerged as our fourth largest trading market with the potential to become a far more significant trading partner.

Canada is a Pacific Rim country and British Columbia is uniquely positioned – through its geography, demographics and resources – to figure prominently in the globally integrated marketplace and to take advantage of the growing demand for trade in Asia. B.C.'s proximity to Asia, our large Asian population and cultural connections and the growing presence of Vancouver as a North American air hub to Asia and as a global maritime centre all serve to build stronger ties to the booming Asian economies. These factors will also help lessen our reliance on traditional within-continent trading patterns and will strengthen our economy to be more resilient in the future. Tremendous opportunities will also be present for B.C.'s international education sector to attract students to our many world-class education facilities and for our knowledge-based industries, such as green technology, and our agri-food sector to market its products overseas. *Canada Starts Here – The BC Jobs Plan* outlines the strategies for achieving economic growth in B.C. and by moving goods and people efficiently to markets transportation will be the enabler that allows these sectors to prosper.

Facilitation of Trade. Container traffic volumes will continue to grow as supply chains throughout the world are becoming more sophisticated and responsive to customer needs as shippers carefully consider the most cost effective and timely way to transport their products and commodities to markets around the world. Canada's Pacific Gateway is one of several west coast gateways linking Asia with North American consumers of imported products and North American commodity producers with emerging Asian and world markets. British Columbia has become the preferred gateway for Asia-Pacific trade for many shippers, and as Canada's natural trade gateway to Asia, B.C. has the opportunity and responsibility to ensure its ports, airports, road and rail networks – which form the Pacific Gateway – support and enable economic growth and prosperity in this province and the rest of Canada.

To build on B.C.'s status as the preferred gateway for Asia-Pacific trade, the province and its Pacific Gateway port, rail and air partners have developed three desired outcomes, and will collaborate on a number of strategies to achieve them.

- 1. World Class Supply Chains** – Supply chain infrastructure that efficiently links goods and people with global markets and customers.
- 2. Competitive Business Environment** – Canada's Pacific Gateway is the preferred western North American gateway for trade, providing a competitive and desirable business environment for global investors and customers.
- 3. Sustainable Social License** – Stakeholders, communities and First Nations are regularly consulted on the actions and outcomes of the Pacific Gateway Strategy and are engaged, supportive, and active participants and beneficiaries of a globally competitive Pacific Gateway.

Interprovincial trade is also a major part of our economy, and the Ministry continues to work with Alberta and Saskatchewan through the New West Partnership and Pacific Gateway Alliance to streamline industry requirements across the three provinces, reducing costs and improving competitiveness, and ensure capacity is in place to handle Canada's exports to Asia. As well, investments in the highways that connect economic gateways to each other will facilitate trade and keep B.C. an attractive place to do business.

Changing Regional Economies. Rural economies continue to diversify and will rely on a range of infrastructure improvements to facilitate this evolution. Increased log and forest product truck traffic from accelerated harvests triggered by the mountain pine beetle epidemic are projected to peak in 2013 and continue for some years after. With increased natural resource development, such as oil and gas, mining and forestry, industrial traffic places significant demands on the existing transportation infrastructure. To support this increase in traffic and ensure roads remain suitable for all users, the Ministry will make additional investments in affected road networks, including maintenance and rehabilitation due to incremental wear and tear.

Federal Infrastructure Programs. The federal government committed in Budget 2011/12 to work with provinces, territories, local government and other stakeholders on a new long-term infrastructure plan. On November 30, 2011 the Federal Minister of Transport, Infrastructure and Communities announced a three phase process for developing a long-term plan for public infrastructure that extends beyond the expiry of the Building Canada Plan. New or renewed federal infrastructure programs may influence investment programs proposed under the Ministry of Transportation and Infrastructure's Service Plan.

Goals, Objectives, Strategies and Performance Measures

The Ministry of Transportation and Infrastructure collaborates with other ministries, governments and stakeholders to promote economic growth and diversification in support of Government's priority of creating jobs to benefit families in communities across the province. Our integrated transportation network is the backbone of B.C.'s economy and investing in safe and reliable infrastructure will help make our transportation industries more globally competitive and will position them to support the movement of people and goods. The Ministry invests in transit, cycling and walking infrastructure in support of Government's continued commitment to lead the world in sustainable environmental management, giving British Columbians more sustainable transportation options.

To accomplish its mandate, the Ministry of Transportation and Infrastructure has the following goals:

- Improved infrastructure drives economic growth and trade;
- British Columbia's transportation industries are globally competitive;
- Greenhouse gas emissions from the transportation sector are reduced;
- British Columbia's highway system is safe and reliable; and
- Excellent customer service.

In accordance with the B.C. Climate Adaptation Strategy, the Ministry considers potential climate change and impacts in planning, projects, policies, legislation, regulations and approvals.

Goal 1: Improved infrastructure drives economic growth and trade

Objective 1.1: Improve mobility on routes servicing major economic gateways

Strategies

- Identify infrastructure projects for both short-term and long-term economic benefits;
- Improve mobility and reliability and reduce bottlenecks on major urban and rural trade corridors using partnership cost-sharing where feasible;
- Promote border thinning at Canada/U.S. border crossings through the use of intelligent transportation technology, such as the Advanced Traveller Information System that advises motorists of border wait times and NEXUS lanes which expedite border clearance for pre-approved travellers; and

- Improve mobility and reliability of the transportation network by implementing a state of the art Regional Transportation Management Centre to provide advanced incident management and enhanced traveller information systems.

Objective 1.2: Identify and select priority improvement projects

Strategies

- Identify key safety and mobility improvements to enhance the movement of people and goods;
- Develop options for improvements;
- Evaluate and prioritize options;
- Develop business cases for individual projects; and
- Amalgamate projects into an integrated investment strategy.

Objective 1.3: Use provincial investment dollars as effectively as possible

Strategies

- Complete projects on budget and on time;
- Develop public-private partnerships in consultation with Partnerships BC, where appropriate;
- Capture value from surplus lands to fund transportation improvements; and
- Continue to engage with the federal government to leverage funding for transportation projects in British Columbia.

Performance Measure 1: Project Performance

Performance Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
The percentage of projects that meet their budget and schedule.	91.5%	91.5%	91.5%	91.5%

Data Source: Ministry of Transportation and Infrastructure.

Discussion

This performance measure evaluates all the Ministry capital construction and rehabilitation projects completed each year within the overall Transportation Investment Plan. The number and total value of these projects varies from year to year as new investments are made. The performance measure allows the Ministry to assess how efficiently and effectively it delivers a large suite of projects.

Projects range in size, scope, and value from the very small to the extremely complex and costly, and they use a variety of procurement methods from traditional design/bid/build to public-private partnerships. Programs are continuously evolving to meet the needs of the infrastructure and to best serve the citizens of the province. The constant target represents the Ministry’s ability to maintain a

high level of achievement despite these challenges and the broad range of projects included in the target.

Objective 1.4: Improve road access for resource industries and rural residents

Strategies

- Invest in priority roadway rehabilitation and improvements on the roads serving industry and rural residents:
 - Interior and Rural Side Roads Program. Invest \$150 million between 2012/13 and 2014/15.
- Support B.C.'s *Mountain Pine Beetle Action Plan* through the strategic investment of \$30 million per year; and
- Undertake projects to support increased industrial growth such as four-laning, strengthening of the roadway, improving overhead clearances, alignments and bridge capacity.

In 2012/13, \$45 million is being allocated as part of the Oil and Gas Rural Road Improvement Program.

Objective 1.5: Manage programs that provide funding to communities to build and improve infrastructure that contributes to their sustainable development

Strategies

- Manage the implementation of federal/provincial funding programs to support local government infrastructure priority projects.

Goal 2: British Columbia’s transportation industries are globally competitive

Objective 2.1: Develop Canada’s Pacific Gateway

Strategies

- Develop and implement *Canada’s Pacific Gateway Transportation Strategy 2012–2020: Transporting Goods and People*;
- Work closely with other levels of government and stakeholders to achieve the objectives of the updated *Canada’s Pacific Gateway Transportation Strategy*;
- Undertake business development in conjunction with the private sector and the Government of Canada, especially for new markets and customers;
- Ensure transportation infrastructure and supply chain performance standards are in place to meet Asian import and Canadian export needs; and
- Provide leadership through the Pacific Gateway Alliance, a unique collaboration of transportation service providers and governments which oversees infrastructure, labour and service reliability improvements aimed at expanding Canada’s Pacific Gateway trade.

Performance Measure 2: Pacific Gateway Supply Chain Investments

Performance Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Cumulative completed provincial strategic investment in Pacific Gateway supply chain infrastructure (\$billions)	\$0.89 billion	\$3.41 billion	\$4.16 billion	\$4.35 billion

Data Source: Total completed investment spending (cumulative) on provincial supply chain infrastructure by B.C. since 2005. Does not include partner contributions.

Discussion

Government and industry partners have come together to fulfill the long-term vision of British Columbia as the preferred gateway for Asia Pacific trade, with the most competitive port system on the west coast of the Americas.

Through British Columbia’s Pacific Gateway Strategy, the Ministry participates in infrastructure projects with other private and public agencies, such as the Roberts Bank Rail Corridor, Ridley Island Road and Rail Utility Corridor, Deltaport Terminal, Road and Rail Improvement Project and the North Shore Trade Area. The Pacific Gateway Alliance is the unique public private partnership that oversees the Pacific Gateway’s expansion of port, rail, road and airport facilities. The Government of Canada, Provinces of B.C., Alberta and Saskatchewan, Port Metro Vancouver, the Port of Prince Rupert, CN Rail, Canadian Pacific, Vancouver International Airport and other industry partners are working together to take advantage of Canada’s strategic location at the crossroads of the North American marketplace and the booming economies of Asia. In addition, the Ministry has direct responsibility for funding and implementing road and bridge improvements such as the

Gateway Program, the Kicking Horse Canyon Project, and the Cariboo Connector projects which are integral components of the transportation supply chain.

The Ministry also has a role to play in creating a competitive environment for industry with the federal government through policy and legislation that supports industry investment decisions. The Ministry actively participates in or leads marketing missions to promote Canada's Pacific Gateway in both North America and Asia.

Since 2005, over \$22 billion has been committed by provincial, federal and municipal governments to projects that support the Pacific Gateway.

With respect to the above discussion, the performance measure has changed to better gauge the Province's role in meeting its Pacific Gateway objectives, this reflects the Province's direct control over its strategic investments in provincial supply chain infrastructure, like the South Fraser Perimeter Road, Port Mann Bridge, Roberts Bank Rail Corridor, Ridley Island Road and Rail Utility Corridor and Deltaport Terminal, Road and Rail Improvement Project.



Shipping containers and loading cranes photographed at the Port of Prince Rupert.

Goal 3: Greenhouse gas emissions from the transportation sector are reduced

Objective 3.1: Increase the use of transit, cycling and other alternative modes of personal transportation and promote the use of natural gas as a transportation fuel of choice

Strategies

- Build rapid transit backbone and supportive rapid and frequent bus service to create rider options;
- Invest in public transit infrastructure;
- Improve High Occupancy Vehicle (HOV) and transit priority measures;
- Encourage increased land-use density around transit stations and along transit corridors through policy and funding agreements; and
- Invest in an integrated cycling and walking network.

Performance Measure 3: Transit Ridership

Performance Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Annual public transit ridership in B.C.	257 million	266 million	278 million	283 million

Data Source: Estimates for future public transit ridership are provided by BC Transit and TransLink and are based on the anticipated effects of transit investments, changing local conditions such as the price of fuel and the forecast of annual budgets that impact service hours and transit capacity. Some fluctuation in forecasting has occurred as TransLink has adjusted ridership estimates based on changes to its anticipated budgets. Forecasted ridership is on track to meet the *Provincial Transit Plan's* goal to double ridership by 2020.

Discussion

Transit ridership is the number of rides taken by people using public transit over a set period of time. Ridership is a measure that allows the Province to monitor the success of transit investments on a year to year basis. An increase in the number of trips using transit is related to a reduction in auto use, which reduces congestion and the emission of greenhouse gases by the transportation sector.

More than 80% of the provincial transit ridership occurs in Metro Vancouver with the remaining ridership distributed between 81 transit systems (conventional, custom and paratransit) in other communities around the province. Cumulative transit ridership is forecast to increase by 10% over the next three fiscal years. The goal of the provincial government is to double transit ridership in the province by 2020.

Ridership increases for the next three years reflect anticipated service hours and new transit capacity, including the Canada Line in Metro Vancouver. To date, the Canada Line is achieving ridership levels not anticipated until 2013. Ridership increases do not yet reflect increasing urban densities and the corresponding demand for transit services that will be generated with the completion of the

Evergreen Line, RapidBus investments, and other high capacity transit investments for Surrey and the University of British Columbia.

Objective 3.2: Improve supply chain efficiency for the movement of goods

Strategies

- Reduce ship idling through port electrification;
- Reduce commercial truck idling by minimizing wait times;
- Improve rural road infrastructure;
- Build rail grade separations; and
- Free up road capacity for goods movement by reducing the use of single-occupant vehicles.

Objective 3.3: Reduce greenhouse gas emissions through the adoption of new technologies

Strategies

- Invest in new buses that use the latest technology;
- Increase the use of weigh-in-motion technology to reduce the need for trucks to stop and idle at inspection stations;
- Implement intelligent traffic control systems to reduce idling and create time advantages for transit; and
- Promote the use of natural gas as a the fuel of choice for heavy duty commercial vehicles.

Provincial Transit Plan

In January 2008, the Province of British Columbia announced the Provincial Transit Plan. Its main goals are to double transit ridership to over 400 million trips a year, increase transit market share, and reduce transportation-related greenhouse gas emissions cumulatively by 4.7 million tonnes, all by 2020.

The Plan requires the cooperation and commitment of our partners. It calls for a funding partnership with TransLink, the Government of Canada and local governments for the provision of transit services and infrastructure across the province. New technology, innovative options for transit, and support from communities and all levels of government will help create sustainable transit systems throughout B.C.

Goal 4: British Columbia’s highway system is safe and reliable

Objective 4.1: Ensure contractors maintain the provincial highway system to a high standard

Strategies

- Review and consider future improvements to continue delivery of high quality maintenance and rehabilitation programs; and
- Administer the highway maintenance contracts and assess how well the contractors are delivering their services through the Contractor Assessment Program.

Performance Measure 4: Contractor Assessment

Performance Measure	Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Rating of the maintenance contractors’ performance using Contractor Assessment Program.	93%	93%	93%	93%	93%

Data Source: Ministry of Transportation and Infrastructure, Construction and Maintenance Branch.

Discussion

In keeping with the Ministry’s culture of continuous improvement, the 2010 Auditor General’s report and recommendations on the Upkeep of the Provincial Roads Network are being carefully reviewed. The report provided many positive comments and the recommendations will provide a focus for future improvements in these areas.

Ratings measure whether the contractors exceed contract requirements based on the results of local and regional assessments and road user satisfaction ratings. Contractors that exceed basic requirements are entitled to a bonus. A rating between 85 and 90% warrants a 1% bonus, between 90 and 95% warrants a 1.5% bonus, and above 95% warrants a 2% bonus. The performance measure is a provincial average of the combined summer and winter ratings for all 28 contracts in the province.

The ratings are generated through a combination of three processes: a local assessment, which is generated by Ministry District staff and is overseen by the local District Operations Manager; a regional assessment, which is generated by a team of auditors from outside the service area and is typically overseen by an outside District Operations Manager; and interviews led by the local District Operations Manager with local stakeholders.

Objective 4.2: Rehabilitate the main highway system on a lowest life-cycle cost basis

Strategies

- Invest in the main highway system (roads and bridges) to maintain and mitigate the onset of deterioration in ways that maximize the return on infrastructure investment;
- Systematically assess the condition of the infrastructure to determine priority in the annual resurfacing and structure rehabilitation and replacement programs; and
- Integrate climate change adaptation considerations into rehabilitation design and cost.

Objective 4.3: Improve highway safety and reliability

Strategies

- Monitor highway safety and improve high-risk locations in consultation with local and regional authorities and stakeholders;
- Maximize highway safety and reliability through both safety-focused enhancements and low-cost improvements, such as signs, lighting, and lane markings;
- Work with safety partners such as the Insurance Corporation of British Columbia, the RCMP, and the Ministry of Public Safety and Solicitor General to identify areas for safety improvements; and
- Examine highway safety and reliability issues considering climate forecasts and the adaptive capacity of transportation infrastructure. Address and revise standards where appropriate from results of studies on climate and highway infrastructure interactions.

Performance Measure 5: Highway Safety

Performance Measure	Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Crash reduction after construction on safety improvement capital projects.	152 crashes per year	30% reduction from baseline	30% reduction from baseline	New target to be set	New target to be set

Data Source: The RCMP and ICBC.

Discussion

The performance measure compares the number of crashes before and after completion of 19 new safety improvement capital projects that are completed over the course of the reporting period. The baseline is established at 152 crashes per year measured over a rolling five year period.

Beginning 2012/2013, to strengthen the performance measure, a new baseline and new targets will be established for a new set of projects. These projects will form the basis for the subsequent reporting period until they are delivered. This measure directly assesses Ministry progress towards providing a safer highway system.

Objective 4.4: Provide effective road safety enforcement, education and programs for the commercial transport industry

Strategies

- Establish and enforce regulations to enhance vehicle safety in B.C. and to ensure the safety of the travelling public;
- Participate with other jurisdictions on initiatives to coordinate and harmonize policies and standards for commercial vehicles;
- Ensure information systems provide the quality and timeliness of commercial vehicle safety data for compliance and enforcement;
- Build on existing technologies and policies to promote safety and improve efficiency for the commercial transport industry; and
- Improve interprovincial movement of commercial trucks by harmonizing programs, policies and regulations with the provinces of Alberta and Saskatchewan through the New West Partnership Trade Agreement.



A Commercial Vehicle Safety and Enforcement officer inspects under the hood of a transport truck during a safety blitz that focused on making sure commercial vehicles were maintained and operating properly.

Goal 5: Excellent customer service

Objective 5.1: Continue to improve service levels provided to the British Columbia business community

Strategies

- Participate in cross-government integration of permitting process;
- Streamline application and review processes for rural subdivisions; and
- Implement online application and tracking tools to support reduced turnaround times.

Objective 5.2: Provide excellent customer service to all British Columbians

Strategies

- Use social media to communicate more efficiently with the Ministry's stakeholders and enhance customer service;
- Use online data and information to engage citizens and support open government;
- Undertake annual surveys of customer satisfaction and compare survey results with baseline data to ensure customer needs are met;
- Use survey results and public feedback to better understand various elements of customer expectations and levels of customer service provided through existing processes and procedures; and
- Evaluate results to determine how to adjust internal processes, procedures and communications to enable more rapid information exchange within and between Ministry business units to deliver enhanced customer service.

Performance Measure 6: Customer Service

Performance Measure	CMT Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Customer Satisfaction Survey: Stakeholder satisfaction with existing Ministry services and delivery processes, rated on a scale of 1 to 5.	3.9	4.10	4.10	4.10	4.10

Data Source: The Ministry's Customer Satisfaction Survey is based on the Common Measurement Tool (CMT), a survey framework designed by the Institute for Citizen-Centred Service to be administered by public-sector organizations to facilitate the measurement of citizen satisfaction.

Discussion

The customer satisfaction score is based on British Columbians' ratings of service they received from the Ministry. For example, Ministry staff may have checked the status of an application, provided

information on government requirements, directed citizens to the correct source of information, or assisted with forms. The survey questions focus on fairness, willingness to go the extra mile, staff knowledge, timeliness, accessibility, staff courtesy, and overall service quality.

The Customer Satisfaction Survey utilizes a web-based and in-person questionnaire to complete the study. Survey respondents include local governments, commercial highway operators, permit applicants, emergency service providers, resource industries, highway construction and maintenance companies, professional and technical consultants, the real estate industry, business groups, and general highway users.

The Ministry uses the survey results to identify areas and processes to improve service delivery. The constant targets represent the Ministry's ability to consistently deliver high quality customer service.

Know Before You Go

Trip planning can help reduce travel time and increase road safety for those that travel for work, commercial users and the travelling public. To provide as much up to date information as possible, the Ministry displays 200 highway webcam images from around the province. With over 25 million annual visitors, DriveBC is a valuable tool for keeping drivers safe and informed, accessible online or by mobile phone at www.drivebc.ca, by phone toll free at 1 800 550-HWYS, or via Twitter at <http://twitter.com/drivebc>.

Resource Summary

Resource Summary Table

Core Business Area	2011/12 Restated Estimates ¹	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Operating Expenses (\$000)²				
Transportation and Infrastructure Improvements	10,821	10,821	10,821	10,821
Public Transportation³	331,831	331,831	331,831	331,831
Highway Operations	454,828	454,828	454,828	454,828
Commercial Passenger Transportation Regulation	1,319	1,319	1,319	1,319
Executive and Support Services	8,123	8,122	8,122	8,122
Total	806,922	806,921	806,921	806,921
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Highway Operations	4,245	4,239	3,306	1,685
Total	4,245	4,239	3,306	1,685
Revenue (\$000)				
Total Receipts⁴	79,542	62,669	80,259	66,861

¹ For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

² Operating expenses are reported net of funding from external sources, primarily the BC Transportation Financing Authority (see page 35).

³ Public Transportation operating expenses include government contributions towards public transit and coastal ferry services.

⁴ The majority of the Ministry's revenue comes from the federal contribution to coastal ferry services (\$27.5 million in 2011/12, adjusted annually for inflation) and payments from BC Railway Company (\$15 million in 2012/13, \$32 million in 2013/14 and \$18 million in 2014/15).

Major Capital Projects

Kicking Horse Canyon

Objective: Upgrade the 26-kilometre section of the Trans-Canada Highway to a modern, four-lane standard from the junction of Highway 95 at Golden to the western boundary of Yoho National Park. This highway corridor was originally constructed in the 1950s and is mostly two lanes wide. It is an important route for tourism and inter-provincial trade, serving as a gateway between B.C. and the rest of North America. By connecting remote resource extraction sites with processing, manufacturing, and distribution centres, this portion of the Trans-Canada Highway is a key part of the province's resource economies, particularly forestry and mining.

The Kicking Horse Canyon Project has four phases. The first two, the \$64 million Yoho Bridge and the \$143 million Park Bridge (public-private-partnership), have been completed and are now in operation.

Phase 3 includes Golden Hill to West Portal and 10-Mile Brake Check to Yoho National Park.

A federal funding partnership has been secured for Phase 3 under the Building Canada Fund. Construction of the 10-Mile Brake Check to Yoho National Park segment was awarded to Ledcor CMI in the fall of 2008 and is scheduled for completion by March 2012. A contract for the Golden Hill to West Portal design-build project was awarded to Emil Anderson Construction Inc. in December 2009. Construction was substantially complete in December 2011. The final segment of Phase 3, the 4Km Structure, is tendered and will be complete by March 2013.

Phase 4 includes the Highway 1/95 Intersection and the West Portal to Yoho Bridge section.

Preliminary engineering work continues on the challenging section from West Portal to Yoho Bridge.

Costs: The total cost was \$207 million for the first two phases. Current estimates for Phase 3 are \$120.7 million.

Benefits:

- Safer roads and increased capacity on a critical provincial and national gateway;
- Fewer road closures due to slides and accidents; and
- Economic development through increased tourism and more efficient movement of goods and services.

Risks:

- Challenging climatic and geographic conditions; and
- Managing traffic during construction.

Evergreen Line Rapid Transit Project

Objective: The Evergreen Line is a new rapid transit line that will connect Coquitlam to Burnaby via Port Moody. It will seamlessly connect to the current SkyTrain network, moving passengers from Coquitlam City Centre to downtown Vancouver in 40 minutes. The Evergreen Line will also integrate with regional bus networks as well as the West Coast Express.

The Evergreen Line has been a centrepiece of Metro Vancouver's regionally-developed transportation plan for over 15 years and is a key element of the *Provincial Transit Plan*. The project will extend Metro Vancouver's rapid transit network to the growing northeast sector communities, providing alternative transit choices, increasing transit ridership, and reducing greenhouse gas emissions and road congestion by getting people out of their cars.

The Evergreen Line is estimated to take four years to build, with construction anticipated to start in the spring of 2012. More information about the project can be found at www.evergreenline.gov.bc.ca/.

Costs: The estimated construction cost is \$1.4 billion. The Province has committed \$583 million, the federal government has committed \$417 million, and TransLink has committed \$400 million to the project.

Benefits:

- Provide fast, frequent, and convenient service, with service almost 20 hours a day, every three minutes during peak periods;
- Provide greater transit choice;
- Increase transit ridership and capacity, with 70,000 riders per day by 2021;
- Reduce traffic congestion;
- Support regional and municipal growth management plans;
- Stimulate community growth and development; and
- Provide economic opportunities by creating 8,000 new jobs during construction.



Artist's rendition of the Port Moody Central Station.

Risks:

- Construction through a developed urban area;
- Managing traffic during construction along busy urban commuter routes; and
- Construction staging of a two-kilometre bored tunnel.

South Fraser Perimeter Road

Objective: The South Fraser Perimeter Road, approximately 40 kilometres long, is a new four-lane, 80 kilometre per hour route along the south side of the Fraser River. The project extends from Deltaport Way in Southwest Delta to 176th Street (Highway 15) in Surrey, with connections to highways 1, 15, 17, 91 and 99 and to TransLink's Golden Ears Bridge.

The project will provide a much needed continuous and efficient route to serve the important freight and service industry along this key economic corridor and will benefit commuters as well as tourists accessing borders, ferries and B.C.'s Interior. After a rigorous environmental assessment, the project received provincial and federal environmental certification and Agricultural Land Commission approval in 2008. The project is currently under construction, and the portions east of 136th Street will be open to traffic in December 2012, with the sections west of 136th Street planned to be open in December 2013, and final project completion anticipated for 2014.

Costs: The overall cost of the project is approximately \$1.264 billion. A federal contribution agreement was signed in September 2008 for \$365 million under the Canada-British Columbia Asia-Pacific Gateway and Corridor Transportation Infrastructure Fund.

Benefits:

- Improved movement of people and goods through the region via enhanced connections to the provincial highway network;
- Reduced east-west travel times, particularly for heavy truck traffic, by providing a continuous highway along the south side of the Fraser River;
- Improved access to major trade gateways and industrial areas, and enhanced development in designated industrial areas along the south side of the Fraser River;
- Improved safety and reliability; and
- Reduced truck traffic on municipal road networks, restoring them as community streets.

Risks:

- Construction in soft soils (much of the preload for this construction is now complete); and
- Construction across wood-waste landfill sites, requiring remediation of contaminated soils, which is currently in progress.

Port Mann/Highway 1 Improvement Project

Objective: The Port Mann/Highway 1 Improvement Project includes construction of a new 10-lane Port Mann Bridge and improvements to approximately 37 kilometres of Highway 1 from the McGill Street Interchange in Vancouver to 216th Street in Langley. The project will widen the highway, expand the HOV network, upgrade interchanges and improve access and safety. During fiscal year 2011/12 the Project reached the 50 per cent completion milestone.

Responsibility for the Port Mann/Highway 1 Improvement Project is with the TI Corp. As a provincial Crown corporation, TI Corp prepares its own service plan and annual service plan report, separate from the Ministry's, which can be found at: www.pmh1project.com/.



The sun sets over the Port Mann/Highway 1 Improvement Project, showcasing the size of the two 700-tonne gantry cranes that flank the new bridge during construction.

Transportation Investments

(\$ millions)	2012/13	2013/14	2014/15	Total
Provincial Investments				
Transportation Investment Plan				
Rehabilitation	146	179	190	515
Interior and Rural Side Roads	50	50	50	150
Oil and Gas Rural Road Improvement Program	45	20	20	85
Mountain Pine Beetle Strategy	30	30	30	90
Highway 1 – Kicking Horse Canyon, Kamloops to Golden	74	32	35	141
Gateway Program	128	56	2	186
Okanagan Valley Corridor	32	30	25	87
Cariboo Connector Program	48	22	38	108
Other Highway Corridors and Programs	156	148	135	439
Cycling Infrastructure	6	3	2	11
Total Transportation Investment Plan	715	570	527	1,812
Provincial Transit Plan				
Canada Line Rapid Transit Project	20	20	20	60
Evergreen Line Rapid Transit Project	123	163	126	412
Rapid Transit, Buses and Other Transit Priorities	106	168	219	493
Total Provincial Transit Plan	249	351	365	965
Total Provincial Investments¹	964	921	892	2,777
Investments Funded through Contributions from Federal Government and Other Partners				
Evergreen Line (Federal Government and TransLink)	101	261	240	602
Contributions to the Transportation Investment Plan	113	92	30	235
Contributions to the Provincial Transit Plan	1	10	37	48
Total contribution from all partners	215	363	307	885
Total Investments in Transportation Infrastructure	1,179	1,284	1,199	3,662

¹ Provincial investment includes operating and capital spending.

Transportation Investment Corporation (\$ millions)	2012/13	2013/14	2014/15	Total
Port Mann Highway 1 Project	606	94	147	847
Total Investments in Transportation Infrastructure including the Port Mann Highway 1 Project	1,785	1,378	1,346	4,509

Major Programs

Highway Rehabilitation – Invest \$515 million over three years (2012/13 through 2014/15) in road and bridge surfacing, bridge rehabilitation, seismic retrofits and highway safety improvements.

Interior and Rural Side Roads – Make these roads safer and more reliable, and improve connections between communities. The Ministry is investing \$150 million from 2012/13 through 2014/15 to renew the interior and rural road networks.

Oil and Gas Rural Road Improvement Strategy – Rehabilitating the existing public road infrastructure in the Northeast region of the province to help eliminate seasonal road restrictions and extend the winter drilling season for oil and gas exploration, thereby attracting new investment, creating jobs and improving safety for both industry and residents.

Mountain Pine Beetle Strategy – Invest \$30 million per year to facilitate the safe and efficient transportation of harvested mountain pine beetle killed timber; to repair damage done to the highways system by the extraordinary increase in heavy truck traffic, and to help ensure that the goals and objectives of B.C.'s *Mountain Pine Beetle Action Plan* are met.

Okanagan Corridor Improvements – Continue to support trade and tourism, enhance safety, reduce congestion and support the use of transit, by allocating \$87 million over the next three years to improve the highway system. This funding is augmented through partnerships with federal and municipal governments. Approved projects include construction of the Westside Road Interchange on Highway 97 in partnership with the Westbank First Nation and four-laning Highway 97 on a new alignment between Winfield and Oyama in the District of Lake Country. Future specific projects will be developed in the south, central and northern Okanagan Valley, within the context of overall provincial funding and priorities.

Cariboo Connector Program – The Cariboo Connector Program will continue to expand the 460 kilometre portion of Highway 97 from Cache Creek to Prince George. This major route expansion is designed to increase safety and decrease travel times, while providing northern communities with a first-class trade corridor that meets the needs of a rapidly expanding economy. This will be provided through four-lane construction, intersection development, frontage road and access management, twinning of structures and other key safety and capacity improvements.

Phase One began in 2005/06 with an initial commitment of \$200 million by the Province. The addition of federal infrastructure funds in 2009/2010 allowed for projects to be delivered over and above the original scope. Total value of the Phase One construction will be \$241 million upon completion of the remaining project in 2012. Phase One included a number of key strategic projects including twinning the Simon Fraser Bridge and the installation of a state-of-the-art Red Rock Commercial Vehicle Inspection Station, equipped with Weigh2Go and transponder technologies.

One project from Phase One that will be completed in the 2012 construction season:

- 148 Mile to Likely Road Four Lane: includes a replacement structure at Borland Creek, 3.5 kilometres of four-laning, 1.5 kilometres of frontage road and several intersection improvements. Total project value is \$19 million.

Planning for the next phase of projects began in 2010/11 with the necessary engineering and tender package preparation to move ahead with the next suite of projects. Engineering, property acquisitions, utility relocations and other preparation activities will be undertaken, with construction packages developed and tendered on specific projects as they are approved. The next phase of projects will further the work of the initial phase in expanding the four lane infrastructure through the Highway 97 Corridor, improving safety and travel times for industry and the public.

Other Highway Corridors and Programs – Work with local governments and stakeholders to identify priority areas for improving the performance of highway corridors through projects such as passing lanes, four-laning, left-turn slots, realignments and safety upgrades. Projects include widening Highway 2 and Highway 97 North near Dawson Creek and Fort St. John and Highway 3 between Hope and the Alberta border to support this important trade corridor across Southern B.C. In addition, Highway 97 from Prince George to the Peace region is a major north-south trade corridor. Improvements are being undertaken to increase the opportunity for suppliers from the central interior to provide equipment, facility components and construction materials to the oil and gas industry in the Peace. Retrofitting of bridges in the Chetwynd area to routinely handle 85 tonne loads and increasing load clearances at the West Pine Rail Overpass will also support these growing industries. Expenditures also include partnership projects, environmental enhancement programs and land settlements.

Bike BC – Identify and build cycling facilities of regional and provincial significance while continuing to assist local governments to develop their local networks. Bike BC is a comprehensive provincial cycling investment plan, which will complement the *Provincial Transit Plan* in reducing traffic congestion and greenhouse gas emissions by providing convenient and attractive alternatives to car travel. Bike BC will also improve public health and fitness by promoting physical activity.

The Province will be investing \$21 million over three years to help make cycling a safe and attractive alternative transportation option for commuters. This investment will be further leveraged through cost-sharing agreements with local governments. Additionally, the Gateway Program includes a \$50 million investment to construct cycling facilities on the Gateway corridors, and the *Provincial Transit Plan* will establish up to 1,000 new bike lockers at key locations by 2020.

Provincial Transit Plan – Reducing greenhouse gases, increasing transit ridership, market share and accessibility are key goals of the *Provincial Transit Plan*. These goals are being accomplished by providing a foundation of transportation infrastructure to support the development of healthier and more efficient communities. The Plan requires strong support from all levels of government, including the investment of \$14 billion in transit infrastructure. During the next three years (2012/13-2014/15) the plan is to invest up to \$2.2 billion (this includes all partner contributions) in transit infrastructure throughout the province. These investments include: commencing construction of the Evergreen Line; expanding rapid bus services in Kelowna and Metro Vancouver; continuing upgrades to Expo Line infrastructure; acquiring additional buses; installing faregate and smartcard technology on TransLink's bus, SeaBus and SkyTrain networks; constructing new Park and Ride facilities and transit exchanges; and upgrading transit service centres.

In addition to these investments, the Province continues to partner on transit planning initiatives with BC Transit and TransLink that will identify future infrastructure requirements. The Province is also working with the Mayors' Council on Regional Transportation in Metro Vancouver to examine

changes to the funding and governance models for transit and has committed to work with regional/municipal government representatives outside of Metro Vancouver to support an independent review of BC Transit.

More information on the *Provincial Transit Plan* can be found at www.th.gov.bc.ca/transit_plan.

Crown Corporations

The Minister is responsible for the following Crown corporations: the BC Transportation Financing Authority (BCTFA), BC Railway Company (BCRC), BC Transit, and the Transportation Investment Corporation (TI Corp). The BCTFA and BCRC are reported in this service plan. BC Transit and TI Corp are self-reporting Crowns and more information can be found on their websites, www.bctransit.com/ and www.pmh1project.com/, respectively.

British Columbia Railway Company

Organizational Overview:

BCRC's primary mandate is to support *Canada's Pacific Gateway Transportation Strategy 2012-2020: Transporting Goods and People* by acquiring and holding railway corridor and strategic port lands, and making related infrastructure investments to provide benefits to the province. BCRC owns the former BC Rail railway lands and track infrastructure, which is leased to CN Rail through the Revitalization Agreement. Consistent with *Canada's Pacific Gateway Transportation Strategy*, BCRC owns and operates the Roberts Bank Port Subdivision rail line (40 kilometre track from Surrey to Roberts Bank coal and container terminals). BCRC, through its subsidiary BCR Properties Ltd., owns port-related lands which are leased to terminal operators, including those upon which the Vancouver Wharves and Squamish Terminals port facilities operate.

BCRC is a corporation incorporated under the *British Columbia Railway Act*. On April 1, 2010, BCRC moved under the control and management of the Ministry of Transportation and Infrastructure, becoming a wholly owned subsidiary of the BC Transportation Financing Authority (BCTFA).

BCRC has retained its legislative authority and is governed by two principal pieces of legislation. The *British Columbia Railway Act* establishes the corporation's structure, governance, responsibilities and accountabilities. The *British Columbia Railway Finance Act* establishes the borrowing and investment framework for BCRC. BCRC must also meet the requirements common to other government corporations and organizations under the *Financial Administration Act* and the *Budget Transparency and Accountability Act*.

BCR Properties Ltd. also owns surplus real estate holdings not required for railway and port operations. Its mandate is to dispose of all land holdings not required to support railway and port operations. This mandate is carried out by staff in the Ministry of Transportation and Infrastructure.

Corporate Governance:

BCRC's governance practices are in accordance with the best practices outlined in the *BC Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations*, Board Resourcing and Development Office, February 2005.

The BCRC Board is chaired by Grant Main, Deputy Minister, Ministry of Transportation and Infrastructure. The President and CEO of BCRC is Dave Byng (Chief Operating Officer, Ministry of Transportation and Infrastructure).

Goals and Strategies:

Goal 1: Provide open access for the three class one railways serving the Roberts Bank port terminals via BCRC's Port Subdivision and ensure safe, reliable and efficient freight train operations

Strategies:

- Conduct dispatching, train control and yard management in a manner that provides fair and equal access to Roberts Bank port terminals;
- Maintain railway track and infrastructure in compliance with standards acceptable to the BC Safety Authority and Transport Canada; and
- Maintain cooperative relationships with port terminal operators and neighbouring municipalities of Delta and Surrey.

Goal 2: Participate in joint planning and development initiatives related to the *Canada's Pacific Gateway Transportation Strategy*

Strategies:

- Provide advice and support to further the *Canada's Pacific Gateway Transportation Strategy*;
- Secure through purchase option or other means, lands suitable for supporting Pacific Gateway Strategy objectives; and
- Make investments in infrastructure projects that support the Pacific Gateway Strategy.

Goal 3: Effective and efficient management of the long-term leases of BCRC's strategic assets, including the Revitalization Agreement with CN Rail, the Operating Lease Agreement with Kinder Morgan Canada Terminals and the property lease with Squamish Terminals.

Strategies:

- Manage a positive landlord-tenant relationship with Squamish Terminals, CN Rail and Kinder Morgan;
- Monitoring of CN Rail compliance with terms of the Revitalization Agreement and Kinder Morgan compliance with terms of the Operating Lease Agreement;
- Proactive management of disputes, if any, as they may arise; and
- Protect the strategic interests of BCRC and the Province whenever terms of the Revitalization Agreement and the Operating Lease Agreement require enforcement or interpretation.

Goal 4: Dispose of all surplus real estate holdings and other assets not required for freight railway corridors or port terminal operations.

Strategies:

- Dispose of surplus real estate holdings in a manner that maximizes commercial returns;
- Complete subdivision of larger land holdings where total net proceeds of disposition can be increased;
- Obtain market rates on leases, encroachments, easements etc. on retained lands; and
- Fulfill obligations and oversight responsibilities relating to environmental laws and regulations.

Canada's Pacific Gateway Transportation Strategy 2012 – 2020: Transporting Goods and People

This strategy is a comprehensive update of the coordinated and collaborative approach to government/private sector investment to develop and expand B.C. ports, airports, roads and Canadian railways, originally set out in the BC Ports Strategy (2005) and Pacific Gateway Strategy Action Plan (2006). B.C. and its Pacific Gateway Alliance partners have completed \$11 billion in infrastructure projects and are on track to finish over \$12 billion remaining by 2020.

*Pacific Gateway transportation infrastructure is critical to getting goods to market, a key facet of Canada Starts Here- the BC Jobs Plan. Transportation is the enabler of growth and the **Canada's Pacific Gateway Transportation Strategy** supports the BC Jobs Plan by setting out a number of actions that will improve the capacity, reliability, and global competitiveness of trade corridors and transportation links between regional, national and international markets.*

BC Transportation Financing Authority

Organizational Overview

The BC Transportation Financing Authority (BCTFA) was established in 1993 as a Crown corporation operating under the *Transportation Act* with a mandate to plan, acquire, construct, hold and improve transportation infrastructure throughout B.C. While BCTFA owns all provincial highways and land held for construction of future transportation infrastructure, administration; regulatory responsibility and operational authority for management of highways, as set out in the *Transportation Act*, are the responsibility of the Minister and the Ministry of Transportation and Infrastructure.

The chair of the BCTFA is the Minister of Transportation and Infrastructure. The BCTFA has no dedicated staff. Management is provided by staff at the Ministry of Transportation and Infrastructure.

Corporate Governance

The Minister of Transportation and Infrastructure is the Minister responsible for the BCTFA and the sole member of the Board of Directors.

The Deputy Minister of the Ministry of Transportation and Infrastructure is appointed as the Chief Executive Officer and is responsible for the business and operations of the BCTFA.

Goals and Strategies

The BCTFA is committed to maximizing the financial, social and economic benefits of the provincial highway, transit and transportation investments through:

- Protecting existing highway and transportation infrastructure by replacing, rehabilitating and seismic retrofitting of the transportation networks;
- Investing wisely with comprehensive highway and transportation investment plans that support long-term and sustainable economic growth;
- Developing strategic partnerships with federal and other local government agencies, communities and private sectors that serve the best interest of British Columbians; and
- Using innovative solutions and best practices to deliver the most cost effective transportation investment plans.

Statement of Earnings

	2011/12 Forecast	2012/13 Plan	2013/14 Plan	2014/15 Plan
Revenue(\$000)				
Dedicated Taxes¹	432,000	435,000	453,000	456,000
Amortization of deferred contributions²	131,659	137,190	141,415	146,686
Other revenue³	157,040	126,240	230,092	146,471
Total	720,699	698,430	824,507	749,157
Expenditures(\$000)				
Amortization	402,474	429,228	445,861	468,964
Interest⁴	279,599	314,112	366,802	444,529
Interior and rural side roads⁵	37,079	32,500	32,500	32,500
Grant programs⁶	92,120	136,259	185,839	189,600
Operations and administration⁷	93,966	84,765	116,910	121,999
Total	905,238	996,864	1,147,912	1,257,592
Net Loss(\$000)				
Net operating loss⁸	(184,539)	(298,434)	(323,405)	(508,435)

¹ Dedicated taxes include 6.75 cents per litre motor fuel tax, and starting in 2013/14, the provincial sales tax on short-term car rental of \$1.50 per day.

² Contributions towards capital assets are deferred and amortized to income at the same rate as the related highway infrastructure is amortized to expense.

³ Other revenue includes interest income, grants from the Province, property sales, rentals and economic development revenues, and earnings from the equity investment in the British Columbia Railway Company.

⁴ Interest on borrowing used to finance construction work in progress is capitalized. Upon completion, related interest costs are expensed.

⁵ Improvements to interior and rural side roads are included in capital expenditures; repairs are expensed.

⁶ Grant programs include grants paid under the transportation partnerships program for cycling infrastructure, provincial contributions to Canada Line, grants to TransLink and BC Transit for transit purposes, and other projects.

⁷ Operations and administration expenditures include public-private-partnership project performance payments, inland ferries operations and maintenance, write-down and transfer of assets.

⁸ Excludes unrealized gain/loss from foreign exchange, financial derivatives and sinking fund investments.

Appendix

Ministry Contact Information

Website

www.gov.bc.ca/tran/

General Inquiries

Email: tran_webmaster@gov.bc.ca

Phone: 250 387-3198

Fax: 250 356-7706

Mailing Address

PO Box 9850 Stn Prov Govt

Victoria BC V8W 9T5

Canada

Regional Offices

South Coast Regional Office

7818 6th Street

Burnaby BC V3N 4N8

604 660-8200

Southern Interior Office

447 Columbia Street

Kamloops BC V3N 4N8

250 828-4220

Northern Regional Office

213 - 1011 4th Avenue

Prince George BC V2L 3H9

250 565-6478

Hyperlinks to Additional Information

Additional information can be found online at the following:

Ministry of Transportation and Infrastructure

www.gov.bc.ca/tran

twitter.com/tranbc

Ministry's Core Business Areas

www.th.gov.bc.ca/publications/ministry_reporting/

Legislation governing the Ministry's activities

www.th.gov.bc.ca/key_initiatives/legislation/statutes.htm

Evergreen Line Rapid Transit Project

www.evergreenline.gov.bc.ca/

Provincial Transit Plan

www.th.gov.bc.ca/transit_plan

BC Railway Company

www.bcrproperties.com/bcr1/

Transportation Investment Corporation and the Port Mann/Highway 1 Improvement Project

www.pmh1project.com/

BC Transit

www.bctransit.com/