

**Ministry of  
Transportation and Infrastructure**

**REVISED 2013/14 – 2015/16  
SERVICE PLAN**



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## Message from the Minister and Accountability Statement



As the newly appointed Minister of Transportation and Infrastructure, I am honoured to present the Ministry's *Revised 2013/14 - 2015/16 Service Plan*. This is our plan for keeping the province's transportation network safe, efficient and reliable.

My Ministry is actively supporting economic growth and the creation of high-paying jobs for British Columbians through continued investment in our infrastructure. We remain focused on [\*Canada Starts Here: The BC Jobs Plan\*](#) to protect the prosperity of B.C. families and ensure a secure tomorrow for future generations.

Fiscal prudence remains a priority for our government, given the challenging economic times we currently face, and we are focused on keeping our economy strong with good paying jobs and making life more affordable for British Columbians.

As Canada's westernmost province, B.C.'s proximity to emerging and existing world trading powers and diverse demographics enables us to figure prominently in the global marketplace. Through ongoing, concentrated efforts, we are strengthening our role in intercontinental and international trade. Through the Pacific Gateway Alliance, which is comprised of government and industry partners, we continue to fulfill the long-term vision of establishing B.C. as North America's gateway of choice for Asia-Pacific trade. The Alliance has overseen over \$22 billion of investments in port, rail, road and airport infrastructure expansion since 2005 in support of Pacific Gateway related projects.

[\*The Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People\*](#) targets \$25 billion in new public and private-sector investment in transportation infrastructure to meet rising Asian demand for B.C.'s and Canada's products, beyond the \$22 billion previously committed. This investment will directly contribute to the goals of the [\*BC Jobs Plan\*](#) by creating at least 17,000 additional jobs by 2020.

Expanding our transportation network is key to sustaining economic growth and creating jobs across British Columbia, and our government continues to invest in the Port Mann/Highway 1 Improvement (PMH1) Project to alleviate the worst traffic bottleneck in the province. On December 1, 2012, after almost a decade of planning and construction work, eight lanes on the new Port Mann Bridge opened to traffic. As part of the much anticipated bridge opening, transit was delivered over the crossing for the first time in over 25 years. When the \$3.3 billion PMH1 Project is complete it will have created approximately 8,000 construction jobs.

More than 4,000 construction jobs have been created during construction of the South Fraser Perimeter Road (SFPR), the eastern portions of which were also opened to traffic on December 1 of last year. We expect to see 7,000 long-term jobs in Delta and Surrey as a result of improved industrial development opportunities. The PMH1 and SFPR projects will help build on our world-class transportation network to support economic growth in the Lower Mainland and throughout B.C.

This past winter the Ministry began a multi-phase consultation process for the George Massey Tunnel Replacement Project. By gathering input from stakeholders and local communities who depend on the Highway 99 corridor, we can ensure improvements support both regional and provincial plans and meet the needs of a growing population and economy. Projects of this scale take time to plan and implement, and by starting now, we maximize the potential to make the best decisions moving forward.

We also sought input from stakeholders and the public on the coastal ferry system through the [B.C. Coastal Ferries Consultation and Engagement](#). BC Ferries provides a world class ferry service and is one of the largest ferry operators in the world. The government is committed to a vision of a coastal ferry service that is affordable, efficient and sustainable.

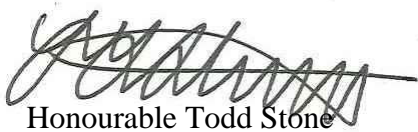
The Trans-Canada Highway is a key part of the province's resource economies, particularly forestry and mining, and we continue to lead efforts to four-lane this corridor between Kamloops and the Alberta border. Investing in rural communities remains a priority as well, particularly in the North. Through key projects such as the Cariboo Connector Program and the Highway 97 Winfield-Oyama Project, we are supporting trade and economic development to ensure rural economies are able to grow and stay competitive. The Interior and Rural Side Roads Program and the Oil and Gas Rural Road Improvement Program will also help ensure key access routes remain safe and in good repair.

The Ministry understands how important the maintenance and rehabilitation of our existing highway systems are in protecting our investment and ensuring the safety of highway users, and we will invest \$519 million in road and bridge surfacing, bridge rehabilitation, seismic retrofits and highway safety improvements over the next three years.

Through investments in public transit, cycling and other alternatives to single-occupant vehicles, the Ministry is encouraging a shift towards healthier communities, more active lifestyles and reduced greenhouse gas emissions. One project that will help achieve these goals is the Evergreen Line Rapid Transit Project. This project will provide fast, frequent and convenient SkyTrain service, connecting Coquitlam City Centre through Port Moody to Lougheed Town Centre, and will be in operation by summer 2016. It will relieve congestion, improve air quality and create over 8,000 direct and indirect jobs during construction.

Reflecting the priorities and circumstances of our citizens and engaging the public and stakeholders in pursuing change, will help define our success. Our ability to bridge connections is vital and this plan demonstrates our commitment to serving the people of B.C. by focusing our efforts on creating jobs and stimulating economic growth.

*The Ministry of Transportation and Infrastructure Revised 2013/14 - 2015/16 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 Todd Stone  
Minister of Transportation and Infrastructure  
June 13, 2013

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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, stakeholder groups and industry members, with port, railway, airport, and transit service partners, and in cooperation with transportation-related Crown corporations;
- Pursues policies and 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, the Transportation Investment Corporation, the Insurance Corporation of British Columbia and the B.C. Pavilion Corporation (PavCo).

- 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 the South Coast British Columbia Transportation Authority/TransLink).
- The Transportation Investment Corporation (TI Corp) is established under the *Transportation Investment Act* to implement the Port Mann/Highway 1 Improvement Project.
- The Insurance Corporation of British Columbia (ICBC) is a provincial Crown corporation established in 1973 to provide universal auto insurance to B.C. motorists. It is also responsible for driver licensing, and vehicle licensing and registration.
- The B.C. Pavilion Corporation (PavCo) is a provincial Crown corporation with a mandate to increase economic benefit to B.C. through the management of two world-class public facilities located in downtown Vancouver: BC Place and Vancouver Convention Centre.

BC Transit, TI Corp, ICBC and PavCo are self-reporting Crown corporations and more information can be found on their websites, [www.bctransit.com/](http://www.bctransit.com/), [www.pmh1project.com/](http://www.pmh1project.com/), [www.icbc.com/](http://www.icbc.com/) and <http://bcpavco.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 expects British Columbia's real GDP will grow by 1.6 per cent in 2013 and 2.5 per cent in 2014. Risks to British Columbia's economic outlook include the following: further slowing of domestic economic activity; renewed weakness in the US economy; the ongoing European sovereign debt crisis threatening the stability of global financial markets; exchange rate volatility; and slower than anticipated economic growth in Asia dampening demand for BC's exports.

**Growth in Asia Pacific Trade.** Continuing to strengthen and build Canada's economy depends on its success in world trade. 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. While the U.S. remains B.C.'s largest export market, Mainland China, Japan, South Korea and Taiwan are our next four largest markets and are growing.

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 in addition to 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 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 the agri-food sector to market these 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 become more sophisticated and responsive to customer needs and 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 Trade Agreement and Pacific Gateway Alliance to streamline industry requirements across the three provinces, reducing costs and improving competitiveness, to 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, and 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. The consultation process has concluded and it is expected that new or renewed federal infrastructure programs will be announced in a future federal budget. Federal funding may influence investment programs proposed under the Ministry of Transportation and Infrastructure’s Service Plan.

***Port Mann Bridge Opens to Traffic!***

*On December 1, 2012, eight lanes on the new Port Mann Bridge opened to traffic, eliminating the worst traffic bottleneck in British Columbia. The new bridge is the centrepiece of the larger 37 kilometre Port Mann/Highway 1 Improvement Project, which aims to improve the flow of traffic along one of the province's most important economic corridors. The opening of the new bridge was completed on-time and on-budget and offers major time-savings to members of the travelling public.*



# 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 sector is 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	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 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, including \$150 million between 2013/14 and 2015/16 as part of the Interior and Rural Side Roads Program;
- Support B.C.'s *Mountain Pine Beetle Action Plan* through the strategic investment of \$91 million over the next three years; and
- Undertake projects to support increased industrial growth such as four-laning, strengthening of roadways, improving overhead clearances, alignments and bridge capacity.

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

**Strategies**

- Lead the provincial negotiations with the federal government in the development of the next round of federal/provincial infrastructure programs; and
- As the lead Provincial ministry, implement federal/provincial funding programs, in partnership with the Ministry of Community, Sport and Cultural Development and the Ministry of Justice, to support local government's priority infrastructure projects.

## Goal 2: British Columbia's transportation sector is globally competitive

### Objective 2.1: Develop Canada's Pacific Gateway

#### Strategies

- Implement [\*The Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People\*](#);
- Work closely with other levels of government and stakeholders to achieve the objectives of the updated *Pacific Gateway Transportation Strategy*;
- Undertake supply chain development and integration 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	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Cumulative completed provincial strategic investment in Pacific Gateway supply chain infrastructure (\$billions)	\$4.46 billion	\$5.47 billion	\$5.67 billion	\$5.79 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 North America's gateway of choice for Asia Pacific trade, with the most competitive transportation network on the west coast of the Americas.

Through British Columbia's Pacific Gateway Strategy the Ministry participates with other private and public agencies in infrastructure projects, 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, 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 including projects through the Gateway Program, the



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

The Ministry, with the federal government, also has a role to play in creating a competitive environment for industry 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. *The Pacific Gateway Transportation Strategy* targets \$25 billion in new public and private-sector investment in transportation infrastructure needed to meet rising Asian demand for B.C.'s and Canada's products beyond the \$22 billion previously committed. The performance measure captures all provincial strategic investment in Pacific Gateway supply chain infrastructure since 2005.



*Photograph showing Fairview Container Terminal, the first dedicated ship to rail container terminal in North America.*

## 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

#### Strategies

- Build a 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	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Annual public transit ridership in B.C.	284 million	288 million	292 million	297 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. NOTE: Forecasts and Targets included for this Performance Measure in the 2012/13-2014/15 Service Plan were incorrectly reflected. The figures have been amended in this Service Plan for 2013/14-2015/16.

#### 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 the growth in population and a shift from automobile use to transit. This contributes to reduced 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. The goal of the provincial government is to double transit ridership in the province by 2020.

Estimated ridership increases for the next three years reflect the impact of recent investments such as the Canada Line and Kelowna Rapid Bus, and the introduction of new services such as Rapid Bus on Highway 1 across the Port Mann Bridge (also known as Highway 1 ExpressBus). Ridership has also increased due to the increased reliance on transit in many markets across British Columbia.



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 Broadway Corridor.

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

**Strategies**

- 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 and promote the use of natural gas as a transportation fuel of choice**

**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.

## 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	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 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 high standards for maintaining highway infrastructure, action items from the 2010 Auditor General's report and recommendations on the Upkeep of the Provincial Roads Network have been either implemented or additional information is being gathered to determine the next course of action. The report provided many positive comments and the recommendations will continue to 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, local law enforcement, and the Ministry of Justice 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	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Crash reduction after construction on safety improvement capital projects.	100 collisions	20% reduction from baseline	20% reduction from baseline	20% reduction from baseline	20% reduction from baseline

Data Source: The RCMP and ICBC.

### Discussion

In 2012/2013, new targets were established using collision prediction modelling and collision modification factors.

Reporting for 2012/13 will be based on safety improvement capital projects that are substantially complete by 2012/13. For future years, newly completed projects for each fiscal year will be added to the dataset and reported on.

The performance measure compares target crash reduction to actual crashes on the safety capital projects completed over the course of the reporting period. This measure assesses Ministry progress towards providing a safer highway system.

The baseline is the yearly average collision history measured over the five year period preceeding the start of construction of the capital projects.

**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.

## 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 processes;
- 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 exchanges within and between Ministry business units to deliver enhanced customer service.

### Performance Measure 6: Customer Service

Performance Measure	Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 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 help, 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 travelling for work, commercial users and the travelling public. To provide as much up to date information as possible, the Ministry displays 327 highway webcam images from around the province.*

*A winner of two Premier's Awards, DriveBC.ca and DriveBC.ca/mobile provide valuable travel information to over 25 million visitors annually. DriveBC is a valuable tool for keeping drivers safe and informed, and is accessible online or from a mobile phone at [www.drivebc.ca](http://www.drivebc.ca), by telephone toll free at 1 800 550-HWYS, or via Twitter at <http://twitter.com/drivebc>.*

# Resource Summary

Core Business Area	2012/13 Restated Estimates <sup>1</sup>	2013/14 Estimates <sup>2</sup>	2014/15 Plan	2015/16 Plan
<b>Operating Expenses (\$000)<sup>3</sup></b>				
Transportation and Infrastructure Improvements .....	10,046	11,433	11,537	11,644
Public Transportation <sup>4</sup> .....	323,474	310,606	309,183	309,076
Highway Operations.....	461,881	469,742	471,061	471,061
Commercial Passenger Transportation Regulation .....	1,534	1,534	1,534	1,534
British Columbia Pavilion Corporation ..	9,142	8,977	8,992	8,972
Executive and Support Services.....	9,986	9,986	9,986	9,986
<b>Total .....</b>	<b>816,063</b>	<b>812,278</b>	<b>812,293</b>	<b>812,273</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Highway Operations .....	4,239	2,702	1,757	1,685
<b>Total .....</b>	<b>4,239</b>	<b>2,702</b>	<b>1,757</b>	<b>1,685</b>
<b>Revenue (\$000)</b>				
<b>Total Receipts<sup>5</sup> .....</b>	<b>250,669</b>	<b>306,786</b>	<b>240,853</b>	<b>186,932</b>

<sup>1</sup> For comparative purposes, amounts shown for the 2012/13 have been restated to be consistent with the presentation of the 2013/14 *Estimates*.

<sup>2</sup> Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

<sup>3</sup> Operating expenses are reported net of funding from external sources, primarily the BC Transportation Financing Authority.

<sup>4</sup> Public Transportation operating expenses include government contributions towards public transit and coastal ferry services.

<sup>5</sup> The majority of the Ministry's revenue comes from the Insurance Corporation of British Columbia (\$226 million in 2013/14, \$176 million in 2014/15 and \$137 million in 2015/16). Other revenue includes payments from BC Railway Company (\$32 million in 2013/14 and \$15.5 million in 2014/15), and federal contribution to coastal ferry services (\$28.4 million in 2013/14, adjusted annually for inflation).

## 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 British Columbia 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 Brake Check to Yoho National Park segment was awarded to Ledcor CMI in the fall of 2008 and was completed in October 2011. A contract for the Golden Hill to West Portal design-build project was awarded to Emil Anderson Construction Inc. in December 2009 and was completed in October 2012. A contract was awarded to Tercon Construction for the construction of the 4 km Wall and Approaches project in the fall of 2011, with construction targeted for completion in spring 2013.

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

Preliminary engineering work has been completed on the challenging section from West Portal to Yoho Bridge.

**Costs:** The total cost for the first two phases was \$207 million. Current estimates for Phase 3 are \$119.4 million and the estimated cost for Phase 4 is \$630.5 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 Vancouver in approximately 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.

Early construction work has been underway since January 2012. Major construction began in early 2013. The Evergreen Line will open in summer 2016 providing rapid transit for the first time to the communities of Coquitlam and Port Moody, as well as the students of Douglas College. More information about the project can be found at [www.evergreenline.gov.bc.ca/](http://www.evergreenline.gov.bc.ca/).

**Costs:** The Evergreen Line is estimated to cost \$1.431 billion, with the government of Canada contributing up to \$417 million and the government B.C. contributing \$586 million, other partners contributing \$28 million. Translink is contributing the remaining \$400 million and will operate it.

### **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.

### **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, 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 section east of 136th street was opened to traffic in December 2012. The sections west of 136th Street are planned to be open in December 2013, with final project completion in 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;
- Reduced truck traffic on municipal road networks, restoring them as community streets;
- Improved business, jobs and re-development; and
- Closure of at-grade railway crossings.

### **Risks:**

- Construction in soft soils (the project is more than 70 per cent complete and the phased construction in soft soils using sand preload has been very successful).

## **Port Mann/Highway 1 Improvement Project**

The Port Mann/Highway 1 Improvement Project is the largest transportation infrastructure project in B.C. history. It includes doubling the capacity of the Port Mann Bridge and widening the highway from Vancouver to Langley – a distance of 37 kilometres. Once complete it will reduce travel times by up to 50 per cent, and save drivers up to an hour a day. The Port Mann Bridge opened with eight lanes in December 2012, at which time public transit became available over the crossing for the first time in 25 years. As a provincial Crown corporation, the Transportation Investment Corporation is responsible for delivering this project, and prepares its own service plan and annual service plan report, separate from the Ministry's, which can be found at: [www.pmh1project.com/](http://www.pmh1project.com/)



*Juxtaposing the old and new, the above image depicts the new Port Mann Bridge with the old crossing in the foreground.*

# Transportation Investments

(\$ millions)	2013/14	2014/15	2015/16	Total
<b>Provincial Investments</b>				
<b>Transportation Investment Plan</b>				
Rehabilitation	172	172	175	519
Interior and Rural Side Roads	50	50	50	150
Oil and Gas Rural Road Improvement Program	23	20	-	43
Mountain Pine Beetle Strategy	31	30	30	91
Highway 1	46	52	58	156
Gateway Program	15	1	9	25
Okanagan Valley Corridor	38	18	31	87
Cariboo Connector Program	32	21	49	102
Other Highway Corridors and Programs	214	134	112	460
Cycling Infrastructure	6	4	2	12
<b>Total Transportation Investment Plan</b>	<b>627</b>	<b>502</b>	<b>516</b>	<b>1,645</b>
<b>Provincial Transit Plan</b>				
Canada Line Rapid Transit Project	19	19	19	57
Evergreen Line Rapid Transit Project	189	258	5	452
Rapid Transit, Buses and Other Transit Priorities	85	105	147	337
<b>Total Provincial Transit Plan</b>	<b>293</b>	<b>382</b>	<b>171</b>	<b>846</b>
<b>Total Provincial Investments<sup>1</sup></b>	<b>920</b>	<b>884</b>	<b>687</b>	<b>2,491</b>
<b>Investments Funded through Contributions from Federal Government and Other Partners</b>				
Evergreen Line Rapid Transit Project	146	184	331	661
Contributions to the Transportation Investment Plan	92	39	35	166
Contributions to the Provincial Transit Plan	-	31	50	81
<b>Total contribution from all partners</b>	<b>238</b>	<b>254</b>	<b>416</b>	<b>908</b>
<b>Total Investments in Transportation Infrastructure</b>	<b>1,158</b>	<b>1,138</b>	<b>1,103</b>	<b>3,399</b>

<sup>1</sup> Total provincial investment includes operating and capital spending.

Transportation Investment Corporation (\$ millions)	2013/14	2014/15	2015/16	Total
Port Mann Highway 1 Project	273	49	-	322
<b>Total Investments in Transportation Infrastructure including the Port Mann Highway 1 Project</b>	<b>1,431</b>	<b>1,187</b>	<b>1,103</b>	<b>3,721</b>

## Major Programs

**Highway Rehabilitation** – Invest \$519 million over three years (2013/14 through 2015/16) 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 2013/14 through 2015/16 to renew the interior and rural road networks.

**Oil and Gas Rural Road Improvement Program** – \$23 million will be invested in 2013/14 and \$20 million in 2014/15 for 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 \$91 million from 2013/14 through 2015/16 to facilitate the safe and efficient transportation of harvested mountain pine beetle killed timber; to repair damage done to the highway 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, four-laning Highway 97 on a new alignment between Winfield and Oyama in the District of Lake Country, improvements to Highway 6 alignment between Grey Road and Ricardo Road in the District of Coldstream and McIntyre Passing Lanes on Highway 97 north of Oliver.

Future approved projects include a southbound Big White Passing Lane on Highway 33, intersection improvements to Big White Road along Highway 33 providing access to the Big White Ski Resort and Eagle Rock Road intersection improvements on Highway 97A in Spallumcheen. Using stakeholder input from the Okanagan Valley Transportation Symposium, 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. Phase One construction was completed in 2012 with a total value of approximately \$240 million. Phase One included a number of key strategic projects including

twinning the Simon Fraser Bridge and the installation of the state-of-the-art Red Rock Commercial Vehicle Inspection Station, equipped with Weigh2Go and transponder technologies.

Phase Two of the Program began in April 2012 with a commitment of \$200 million by the Province. Phase Two includes nine projects, four of which proceeded to construction in 2012, including an intersection improvement at Bonaparte and four laning at three locations along the Highway 97 corridor. The remaining projects involve four laning at five additional locations and will be under construction between 2014 and 2017.

**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 16 is a major east-west trade corridor. Improvements are being undertaken to increase the opportunity for suppliers to move equipment, facility components and construction materials from the Port of Prince Rupert to the oil and gas industry in the Peace. Retrofitting of bridges along this corridor to routinely handle 85 tonne loads and increasing load clearances will also support these growing industries. Safety improvements such as the Sayward Road Intersection Improvement Project on Highway 17 will provide a safer commute for motorists travelling between Victoria and the Saanich Peninsula. Expenditures also include partnership projects and environmental enhancement programs.

**BikeBC** – Identify and build cycling facilities of regional and provincial significance while continuing to assist local governments to develop their local networks. BikeBC is a comprehensive provincial cycling investment program, which will complement the *Provincial Transit Plan* in reducing traffic congestion and greenhouse gas emissions by providing convenient and attractive alternatives to car travel. Through the creation of cycling infrastructure, BikeBC supports [\*Canada Starts Here: The BC Jobs Plan\*](#) by providing safe and attractive facilities for commuters and tourists. BikeBC will also improve public health and fitness by promoting physical activity.

The Province continues to invest in order to make cycling a safe and attractive alternative transportation option for commuters. BikeBC's investment is 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. With an estimated investment of \$14 billion in transit infrastructure over the life of the Plan, strong support is required from all levels of government. During the next three years (2013/14-2015/16) the Province and its partners plan to invest more than \$2 billion in transit infrastructure throughout the province. These investments include: ongoing construction of the Evergreen Line; expanding rapid bus services in Kelowna and Metro Vancouver; continuing upgrades to Expo Line infrastructure; acquiring additional buses; completing the installation of faregate and related smartcard technology on TransLink's SeaBus and SkyTrain networks; constructing new park and ride facilities and transit exchanges; upgrading transit service centres, and the U-Pass BC program.

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 will remain engaged with the Mayors' Council on Regional Transportation on the development of a regional transportation vision for Metro Vancouver, and on discussions of potential revenue sources. The Province has also committed to work with local government representatives outside of Metro Vancouver to implement the recommendations of the independent review of BC Transit.

More information on the *Provincial Transit Plan* can be found at [www.th.gov.bc.ca/transit\\_plan](http://www.th.gov.bc.ca/transit_plan).

More information on the BC Transit Independent Review can be found at [www.th.gov.bc.ca/BC\\_Transit\\_Review/index.html](http://www.th.gov.bc.ca/BC_Transit_Review/index.html).



## Crown Corporations

The Minister is responsible for the following Crown corporations: the BC Transportation Financing Authority (BCTFA), BC Railway Company (BCRC), BC Transit, the Transportation Investment Corporation (TI Corp), the Insurance Corporation of British Columbia (ICBC) and the B.C. Pavilion Corporation (PavCo). The BCTFA and BCRC are reported in this service plan. BC Transit, TI Corp, ICBC and PavCo are self-reporting Crowns and more information can be found on their websites, [www.bctransit.com/](http://www.bctransit.com/), [www.pmh1project.com/](http://www.pmh1project.com/), [www.icbc.com/](http://www.icbc.com/) and <http://bcpavco.com/> respectively.

## British Columbia Railway Company

### Organizational Overview:

BCRC's primary mandate is to support [\*The Pacific Gateway Transportation Strategy 2012–2020: Moving 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 *The 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 (Deputy Minister, Ministry of Jobs, Tourism and Skills Training).

## **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 *The Pacific Gateway Transportation Strategy***

### **Strategies:**

- Provide advice and support to further *The 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; 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.

***The Pacific Gateway Transportation Strategy 2012 – 2020: Moving 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). The **Transportation Strategy** targets \$25 billion in new public and private-sector investment in transportation infrastructure needed to meet rising Asian demand for B.C.'s and Canada's products, beyond the \$22 billion previously committed.*

*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 **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 the 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

	2012/13 Actual	2013/14 Budget	2014/15 Plan	2015/16 Plan
<b>Revenue(\$000)</b>				
<b>Dedicated Taxes<sup>1</sup></b>	404,872	423,000	426,000	429,000
<b>Amortization of deferred contributions<sup>2</sup></b>	138,788	135,568	141,005	146,352
<b>Other revenue<sup>3</sup></b>	127,202	220,755	66,632	24,887
<b>Total .....</b>	<b>670,862</b>	<b>779,323</b>	<b>633,637</b>	<b>600,239</b>
<b>Expenditures(\$000)</b>				
<b>Amortization</b>	415,949	397,505	422,868	436,394
<b>Interest<sup>4</sup></b>	310,607	339,063	330,781	379,517
<b>Interior and rural side roads<sup>5</sup></b>	44,237	32,306	32,500	32,500
<b>Grant programs<sup>6</sup></b>	86,256	106,449	141,877	150,021
<b>Operations and administration<sup>7</sup></b>	66,823	75,731	89,610	96,541
<b>Total .....</b>	<b>923,872</b>	<b>951,054</b>	<b>1,017,636</b>	<b>1,094,973</b>
<b>Net Loss(\$000)</b>				
<b>Net operating loss<sup>8</sup></b>	<b>(253,010)</b>	<b>(171,731)</b>	<b>(383,999)</b>	<b>(494,734)</b>

<sup>1</sup> Dedicated taxes include 6.75 cents per litre motor fuel tax and a provincial sales tax on short-term car rental of \$1.50 per day.

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

<sup>3</sup> Other revenue includes interest income, grants from the Province, property sales, rentals and economic development revenues, earnings from the equity investment in the British Columbia Railway Company, and gains on sinking fund liquidation in 2013/14.

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

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

<sup>6</sup> 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.

<sup>7</sup> Operating and administrative expenditures include public-private-partnership project performance payments, inland ferries operations and maintenance, asset write-down and disposals.

<sup>8</sup> Excludes unrealized gains/losses from foreign exchange and financial derivatives.

# Appendices

## Ministry Contact Information

### Website

[www.gov.bc.ca/tran/](http://www.gov.bc.ca/tran/)

### General Inquiries

Email: [tran\\_webmaster@gov.bc.ca](mailto: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 Regional Office

447 Columbia Street  
Kamloops BC V2C 2T3  
250 828-4220

### Northern Regional Office

213 - 1011 4th Avenue  
Prince George BC V2L 3H9  
250 565-6185

## Hyperlinks to Additional Information

Additional information can be found online at the following:

Ministry of Transportation and Infrastructure

[www.gov.bc.ca/tran](http://www.gov.bc.ca/tran)

[twitter.com/tranbc](https://twitter.com/tranbc)

Legislation governing the Ministry's activities

[www.th.gov.bc.ca/key\\_initiatives/legislation/statutes.htm](http://www.th.gov.bc.ca/key_initiatives/legislation/statutes.htm)

Evergreen Line Rapid Transit Project

<http://www.evergreenline.gov.bc.ca/>

*Provincial Transit Plan*

[www.th.gov.bc.ca/transit\\_plan](http://www.th.gov.bc.ca/transit_plan)

BC Railway Company

[www.bcrproperties.com/bcr1/](http://www.bcrproperties.com/bcr1/)

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

[www.pmh1project.com/](http://www.pmh1project.com/)

BC Transit

[www.bctransit.com/](http://www.bctransit.com/)

The Insurance Corporation of British Columbia

[www.icbc.com/](http://www.icbc.com/)

The B.C. Pavilion Corporation

<http://bcpavco.com/>