

**Ministry of  
Transportation and Infrastructure**

**2017/18 – 2019/20  
SERVICE PLAN**

**February 2017**



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## Minister Accountability Statement



The Ministry of Transportation and Infrastructure 2017/18 - 2019/20 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.

A handwritten signature in blue ink, appearing to read "Todd Stone", written over a light blue horizontal line.

Honourable Todd G. Stone  
Minister of Transportation and Infrastructure

February 10, 2017

## Minister of State Accountability Statement



I am the Minister of State for Emergency Preparedness and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2017/18:

- Specifics as are set out in section 5(3) of the *Balanced Budget and Ministerial Accountability Act* and detailed in Appendix B.

A handwritten signature in blue ink, appearing to read "Naomi Yamamoto", written over a light blue horizontal line.

Honourable Naomi Yamamoto  
Minister of State for Emergency Preparedness

February 10, 2017

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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 as well as federal-provincial funding programs, including the Building Canada Fund. 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.

Emergency Management BC (EMBC) is part of the Ministry of Transportation and Infrastructure. Overseen by the Minister of State for Emergency Preparedness, EMBC supports emergency management through a focus on mitigation, prevention, preparedness, response, and recovery. EMBC, operating under the *Emergency Program Act*, continues to strive to be the leading organization in Canada for the management of emergencies and disasters at the provincial level. EMBC's leadership represents a cooperative and effective approach to emergency management to ensure the province is resilient, adaptive, and confident in its abilities to meet challenges to public safety from known and emergent threats.

The Ministry is responsible for two internal-reporting Crown corporations, BC Railway Company and the BC Transportation Financing Authority, which are reported in this service plan:

- BC Railway Company (BCRC) is incorporated under the *British Columbia Railway Act* and supports the [Pacific Gateway Transportation Strategy 2012–2020](#) by acquiring and holding railway corridors and strategic port lands, and making related infrastructure investments to benefit the province, including the strategic sale of surplus land. BCRC also administers the Canadian National Railway Company (CN Rail) Revitalization Agreement and operates the Roberts Bank Port Subdivision.
- The BC Transportation Financing Authority (BCTFA) is established under the *Transportation Act* to plan, acquire, construct, hold, improve, or operate transportation infrastructure throughout the province. The BCTFA owns all provincial highways and land held for construction of future transportation infrastructure.

BC Transit, Transportation Investment Corporation (TI Corp), the Insurance Corporation of British Columbia (ICBC) and the British Columbia Pavilion Corporation (PavCo) are self-reporting Crown corporations. More information can be found on their respective web sites: [bctransit.com](http://bctransit.com), [ticorp.ca](http://ticorp.ca), [icbc.com](http://icbc.com) and [bcpavco.com](http://bcpavco.com).

# Strategic Direction and Context

## Strategic Direction

As demonstrated by [B.C. on the Move: A 10-Year Transportation Plan](#), the Ministry of Transportation and Infrastructure makes strategic investments in British Columbia's transportation infrastructure to create a safer and more reliable transportation network, support a strong economy and lead emergency management. The Ministry's work is guided by the Minister's [Mandate Letter](#) provided by the Premier, as well as the [Taxpayer Accountability Principles](#). This Service Plan identifies the Ministry's key priorities in supporting government's goals and ensuring the best possible use of government resources to represent the interests of taxpayers.

EMBC works with the Minister of State for Emergency Preparedness to deliver the expected results outlined in Appendix B and the Minister of State's [Mandate Letter](#), and remains responsible to British Columbians for leading the management of provincial-level emergencies and disasters while supporting other authorities, such as municipalities, regional districts and First Nations, within their areas of jurisdiction. EMBC's strategic activities are detailed in its [2014/15-2016/17 Strategic Plan](#). These strategies are supported by six strategic lines of effort and specific deliverables that align with and empower EMBC, on behalf of the Ministry, to ensure British Columbia is prepared to respond to emergency events. The Strategic Plan will be updated in 2017.

## Strategic Context

**Economic Forecast.** The Economic Forecast Council (EFC) expects British Columbia's real GDP to grow by 2.3 per cent in 2017 and 2.2 per cent in 2018. Meanwhile for Canada, the EFC projects national real GDP growth of 1.9 per cent in 2017 and 2.0 per cent in 2018. As such, BC's economic growth is expected to outperform Canada in the coming years. Downside risks to BC's economic outlook include the potential for a slowdown in North American economic activity, ongoing fragility in Europe, slower than anticipated Asian demand (particularly in China), and uncertainty in the outlook for the Canadian dollar.

**Federal Infrastructure Programs.** The Ministry has been successful in leveraging federal funding to help deliver improvement projects and is working with the federal government to confirm priorities for funding under the \$1.09 billion allocated to B.C. through the Building Canada Fund. Funding is also being pursued under the National Infrastructure Component, P3 Canada Fund and the federal government's new Infrastructure Plan, under which the federal government committed \$93.1 billion in incremental funding over 12 years for transit, green, social, trade and transportation, and remote and northern communities' infrastructure. The Ministry is also working to secure funding through the [National Disaster Mitigation Program](#) for flood mitigation projects. Continuing to take advantage of federal funding provides excellent value to taxpayers and may influence future investment programs.

**Growth and Facilitation of Asia-Pacific Trade.** B.C.'s economic success is reflected in its diversification of trading partners. To support international trade, the Ministry is implementing the [Pacific Gateway Transportation Strategy 2012-2020](#), which identified \$25 billion in investments to improve and expand port, rail, road and airport facilities above the \$20 billion invested since 2005. Particularly important are transportation corridors for new liquefied natural gas facilities, which are integral to economic growth in Northern B.C. Studies are underway to identify priority transportation infrastructure to support and facilitate growth in international trade, and there is unprecedented private sector investment at ports. New and expanding port capacity will support growing volumes of agricultural exports, forestry products, project cargo and containers. Continued Pacific Gateway expansion will help sustain it as North America's preferred gateway for Asia-Pacific trade.

**Regional Economies.** B.C.'s rural economies continue to diversify and will rely on a range of infrastructure improvements to facilitate this evolution. With increased natural resource development, such as oil and gas, mining and forestry, industrial traffic places significant demands on existing transportation infrastructure. To support these activities and ensure roads remain suitable for all users, the Ministry will make additional investments in maintenance and rehabilitation to offset the incremental wear and tear from industrial traffic.

# Goals, Objectives, Strategies and Performance Measures

The Ministry of Transportation and Infrastructure promotes economic growth and diversification in support of Government's priority of creating jobs. Our integrated transportation network is the backbone of B.C.'s economy and investing in safe and reliable infrastructure makes our transportation industries globally competitive and positions 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 sustainable environmental management, giving British Columbians sustainable transportation options.

Through Emergency Management BC, the Ministry leads emergency management so the Province is prepared for emergencies or disasters, and to ensure stability of leadership and service to British Columbians.

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

1. Improved infrastructure drives economic growth and trade;
2. British Columbia's transportation sector is globally competitive;
3. Greenhouse gas emissions from the transportation sector are reduced;
4. British Columbia's highway system is safe and reliable;
5. The Province is prepared to respond to emergency events; and,
6. Excellent customer service.

## **Goal 1: Improved infrastructure drives economic growth and trade.**

### **Objective 1.1: Improve mobility on routes servicing major economic gateways.**

#### **Strategies**

- Undertake improvements that reduce bottlenecks on major urban and rural trade corridors;
- Promote efficiencies at Canada/United States border crossings through infrastructure improvements and the deployment of intelligent transportation technology to reduce border wait times; and,
- Use the Regional Transportation Management Centre to improve mobility and the reliability of the transportation network through advanced incident management and information systems.



**Objective 1.2: Implement priority projects from B.C. on the Move: A 10-Year Transportation Plan.**

**Strategies**

- Invest in priority rehabilitation and improvement projects on roads serving industry and rural residents, including [B.C. on the Move: A 10-Year Transportation Plan](#) projects and Major Programs as defined in Appendix A; and,
- Develop, evaluate, prioritize and build business cases for future [B.C. on the Move: A 10-Year Transportation Plan](#) improvement projects.

**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; and,
- Capture value from surplus lands to fund transportation improvements.

**Performance Measure 1: Project Performance**

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 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 reflects the goal of being cost conscious, as outlined in the Taxpayer Accountability Principles, and evaluates all Ministry capital construction and rehabilitation projects, within the overall Transportation Investment Plan, completed each year. This performance measure allows the Ministry to assess how efficiently and effectively it delivers this large suite of projects. The consistent 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 access for resource industries and rural residents.**

**Strategies**

- Undertake projects that support increased industrial growth, such as four-laning, strengthening of roadways and improving overhead clearances, alignments and bridge capacity.

**Objective 1.5: Leverage available federal funding and administer cost-sharing programs to support and sustain B.C.’s infrastructure.**

**Strategies**

- Lead negotiations for the next round of federal/provincial infrastructure programs; and,
- Take a leadership position in partnership with other Provincial ministries to support local governments’ priority infrastructure projects.

**Goal 2: B.C.’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](#); and,
- Undertake transportation trade network development and integration in conjunction with the Pacific Gateway Alliance, the private sector, other levels of government and First Nations to build capacity for long-term growth.

**Performance Measure 2: Pacific Gateway Supply Chain Investments**

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Cumulative completed provincial strategic investment in Pacific Gateway supply chain infrastructure.	\$5.82 billion	\$6.54 billion	\$6.56 billion	6.58 billion

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

**Discussion**

Through British Columbia’s Pacific Gateway Transportation Strategy, the Ministry works with private and public agencies in the planning and development of infrastructure projects to fulfill the long-term vision of British Columbia as North America’s gateway of choice for Asia Pacific trade. [The Pacific Gateway Alliance](#) is the unique public-private partnership that oversees the Pacific Gateway’s expansion of port, rail, road and airport facilities. These partners are working together to take advantage of Canada’s strategic location at the crossroads of the North American marketplace.

Market access for natural resources is imperative to economic growth. Several studies are underway across the province to better understand the capacity of B.C.’s multi-modal transportation network and to identify where improvements are needed to ensure the efficient reliable movement of goods while maintaining quality of life for citizens.

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

### Objective 3.1: Increase transit use, cycling, and other alternative modes of personal transportation.

#### Strategies

- In partnership with various levels of government and other stakeholders, support provision of rapid transit and frequent bus service to make transit an attractive option;
- Invest in public transit infrastructure, where supported by a strong business case;
- Improve High Occupancy Vehicle (HOV) and transit priority measures;
- Encourage compact and mixed land-use around transit stations and along transit corridors through policy and funding agreements; and,
- In partnership with local governments and First Nations, invest in an integrated cycling and walking network.

#### Performance Measure 3: Transit Ridership

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Annual public transit ridership in B.C.	286.6 million	294.3 million	302.8 million	310.0 million

Data Source: Based on BC Transit and TransLink forecasts.

#### Discussion

Measuring transit ridership – the number of rides taken by people using public transit – assists the Province in monitoring the success of transit investments. Ridership is forecast to increase two to three per cent per year over the next few years. This is due to planned service expansion in some BC Transit communities and in Metro Vancouver, including the start of service on the Evergreen Line in late 2016 and increases in bus and rail service of over 10 per cent by the end of 2019 under TransLink’s 2017-2026 Investment Plan. Service expansion will be supported by significant investments in transit infrastructure by provincial, federal, and local governments under the Public Transit Infrastructure Fund.

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

**Strategies**

- Reduce commercial truck permit wait times;
- Optimize commercial vehicle movement through Canada's Pacific Gateway;
- Work with the trucking industry to reduce emissions from the commercial vehicle sector;
- 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.**

**Strategies**

- Undertake climate action projects outlined in [BC on the Move: a 10-Year Transportation Plan](#) and the [Climate Leadership Plan](#);
- Invest in new buses that use the latest technology;
- Increase the use of weigh-in-motion technology at inspection stations;
- Implement intelligent traffic control systems to reduce idling and create advantages for transit; and,
- Working with our partner agencies, promote the use of natural gas and other cleaner burning fuels such as hydrogen and electricity for heavy duty commercial vehicles, transit buses, and ferries.

## Goal 4: B.C.’s highway system is safe and reliable.

### Objective 4.1: Ensure a high standard of provincial highway maintenance.

#### Strategies

- Consider future improvements to continue delivery of high quality maintenance and rehabilitation programs; and,
- Administer highway maintenance contracts and assess service delivery through the Contractor Assessment Program.

#### Performance Measure 4: Contractor Assessment

Performance Measure	Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Rating of maintenance contractor performance using Contractor Assessment Program.	93%	93%	93%	93%	93%

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

#### Discussion

The Ministry created the Contractor Assessment Program as a means to systematically assess the performance of our Maintenance Contractors to ensure they are meeting our high maintenance standards throughout the year. The baseline and targets of 93 per cent demonstrate that British Columbians are receiving a high level of service from the Ministry’s Maintenance Contractors and that the Ministry expects continued high service levels.

Contractor ratings are generated through three processes: a local assessment by Ministry District staff, overseen by the local District Operations Manager; a regional assessment by a team of auditors from outside the service area, typically overseen by an outside District Operations Manager; and interviews led by the local District Operations Manager with local stakeholders. Information about the obligations of maintenance contractors is available on the Ministry’s [web site](#).

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

#### Strategies

- Invest in the main highway system (roads and bridges) to maintain safety and efficiency and mitigate the onset of deterioration and maximize the return on infrastructure investment;
- Systematically assess the condition of infrastructure to determine priority in the annual resurfacing and structure rehabilitation and replacement programs; and,
- Integrate climate change and seismic resilience 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 Public Safety and Solicitor General to identify areas for safety improvements; and,
- Examine highway safety and reliability issues, considering climate forecasts, seismic hazards and the adaptive capacity of transportation infrastructure. Address and revise standards where appropriate using results of studies on climate and highway infrastructure interactions.

**Performance Measure 5: Highway Safety**

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Reduction of serious crashes after construction of safety improvement projects.	14%	14%	14%	TBD

**Data Source:** The RCMP, local police forces and ICBC.

**Discussion**

This measure demonstrates Ministry progress in collision reduction as a result of highway improvement projects. This provides British Columbians with a safer and more reliable highway system. The measure compares before and after collision data at the location of safety improvement projects completed or substantially completed over the course of the annual reporting period.

The calculation of baselines on which to measure performance has been redefined this year to be more representative of collision reduction. The baseline is now variable, dependent on the suite of projects undertaken in a given year. This is an improvement over previous years' methodology which used a fixed baseline. To be consistent with targets for future years, the 2016/2017 target has been revised using the new method for baseline calculation.

***Climate Change Adaptation***

*The Ministry is continuing to implement and expand an integrated climate change adaptation program that provides guidance to consulting engineers and ministry staff and promotes adaptive design for the British Columbia highway system. This work will strengthen decision making and preparedness for climate change resilience in highway design, construction and maintenance.*

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

**Strategies**

- Establish and enforce regulations to enhance commercial vehicle safety in B.C. and to ensure public safety;
- Participate with other jurisdictions on initiatives to coordinate and harmonize programs, policies and standards for commercial vehicles;
- Ensure information systems provide quality and timely commercial vehicle safety data for compliance and enforcement; and,
- Build on existing technologies and policies to promote safety and improve efficiency for the commercial transport industry.

**Goal 5: The Province is prepared to respond to emergency events.**

**Objective 5.1: Continue improving B.C.'s emergency preparedness.**

**Strategies**

- Expertly lead management of catastrophic disasters of provincial significance and impact;
- Support other authorities in their mandate to mitigate and manage emergencies and disasters;
- Empower and strengthen volunteer organizations that support emergency management;
- Excel in providing the Office of the Fire Commissioner with unique services; and,
- Support a learning culture of continuous organizational improvement.

**Performance Measure 6: Long-Term Program of Emergency Response Exercises**

Performance Measure	Baseline	2017/18 Target	2018/19 Target	2019/20 Target
Develop and implement an integrated emergency management multi-year exercise program that engages a broad spectrum of key partners to strengthen government-wide preparedness for major emergencies and disasters.	Build on Exercise Coastal Response 2016 and a post exercise analysis and framework for continuous improvement	Build on Exercise Coastal Response 2016, develop and deliver a series of drills and table-top exercises culminating in delivery of Exercise Salish Sea 2017, based on a ferry disaster	Develop and deliver a series of drills and table-top exercises culminating in the delivery of a full scale exercise focused on a train derailment with a major hazmat spill	Develop and deliver a series of drills and table-top exercises culminating in the delivery of a full scale exercise focused on a dam breach

**Data Source:** Data for this performance measure will be sourced from reports and assessments after each exercise, developed in collaboration with stakeholders, participants and observers.

**Discussion**

In 2017, EMBC will participate with other provincial ministries, local authorities, and federal partners in SALISH SEA 17 – simulating the sinking of a major ferry. The lead-up to the exercise will include both individual and organizational drills, training and tabletops culminating in the delivery of a full scale exercise in the fall of 2017. Building on the success of Exercise Coastal Response 2016, Exercise Salish Sea 2017 represents the next progressive step in the development of a multi-year provincial government-wide exercise program. The exercise program serves as a test to strengthen the provincial government response to major emergencies and disasters.



## Goal 6: Excellent customer service.

### Objective 6.1: Continue improving service to B.C.’s business community.

#### Strategies

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

### Objective 6.2: Provide excellent customer service to all British Columbians.

#### Strategies

- Communicate and engage more efficiently and effectively with the Ministry’s stakeholders;
- Undertake annual surveys to better understand customer expectations and level of service; and,
- Evaluate results to determine how to enhance customer service and act on the findings.

### Performance Measure 7: Customer Service

Performance Measure	Baseline	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Customer Satisfaction Survey: Stakeholder satisfaction with Ministry services and processes, rated on a scale of 1 to 5.	3.9	4.13	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. All data for the 2016/17 measure has been collected, which is reflected in this being an actual result rather than a forecast.

#### Discussion

This performance measure helps assess how the Ministry meets the three goals of Accountability, Service, and Respect that are set out in the Taxpayer Accountability Principles. The customer satisfaction score is based on British Columbians’ ratings of service they received from the Ministry. The survey focuses on the six core drivers of customer satisfaction: fairness, staff knowledge, timeliness, accessibility, staff respect and courtesy, and information. The Customer Satisfaction Survey uses a web-based and in-person questionnaire to complete the study. Survey respondents include local governments, stakeholders and the general public. The Ministry uses the survey results to identify areas and processes to improve service delivery. The persistent targets represent the Ministry’s ability to consistently deliver high quality customer service.

# Resource Summary

Core Business Area	2016/17 Restated Estimates <sup>1</sup>	2017/18 Estimates <sup>2</sup>	2018/19 Plan	2019/20 Plan
<b>Operating Expenses (\$000)<sup>3</sup></b>				
Transportation and Infrastructure Improvements .....	11,746	11,808	11,922	11,922
Public Transportation <sup>4</sup> .....	301,678	306,131	309,793	309,793
Highway Operations .....	491,990	497,127	498,470	498,470
Commercial Transportation Regulation .....	1,552	1,568	1,578	1,578
British Columbia Pavilion Corporation .....	9,099	9,199	9,286	9,286
Emergency Management BC .....	15,397	15,462	15,550	15,550
Executive and Support Services .....	11,887	12,111	12,272	12,272
<i>Emergency Program Act</i> <sup>5</sup> .....	14,475	14,708	14,728	14,728
<b>Total .....</b>	<b>857,824</b>	<b>868,114</b>	<b>873,599</b>	<b>873,599</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Highway Operations .....	4,072	2,323	2,323	2,323
<b>Total .....</b>	<b>4,072</b>	<b>2,323</b>	<b>2,323</b>	<b>2,323</b>

<sup>1</sup> For comparative purposes, the amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 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 *Emergency Program Act* provides for preparedness, response to and recovery from emergencies, disasters, and for hazard mitigation initiatives.

## Major Capital Projects

Major Capital Projects	Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Evergreen Line Rapid Transit</b></p> <p><b>Objective:</b> 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.</p> <p><b>Costs:</b> Estimated project cost is \$1.353 billion, with the Government of Canada contributing up to \$424 million, the Government of B.C. contributing \$508 million, other partners contributing \$21 million, and TransLink contributing the remaining \$400 million and operating the system as part of the overall rapid transit network.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Provide fast, frequent and convenient service;</li> <li>• Increase transit ridership and capacity, with 70,000 riders per day by 2021;</li> <li>• Reduce traffic congestion;</li> <li>• Support regional and municipal growth management plans; and,</li> <li>• Provide economic opportunities by creating 8,000 new jobs during construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Construction through a developed urban area;</li> <li>• Managing traffic during construction along busy urban commuter routes; and,</li> <li>• Construction of a two-kilometre bored tunnel.</li> </ul> <p><a href="#">Web site</a></p>	<p><b>2016</b></p>	<p><b>1,347</b></p>	<p><b>6</b></p>	<p><b>1,353</b></p>

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Highway 97 Widening from Highway 33 to Edwards Road</b></p> <p><b>Objective:</b> Six-laning Highway 97 through Kelowna from Highway 33 to Edwards Road, intersection improvements at Leathead, McCurdy, Sexsmith and Findlay/Hollywood, access consolidation and realignment of Rutland Road to provide separation from intersections on Highway 97.</p> <p><b>Costs:</b> The estimated cost is \$59.7 million inclusive of property costs, escalation and contingency. The Government of Canada is contributing half of eligible costs up to a maximum of \$18.2 million under the Major Infrastructure component of the Building Canada Fund.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve traffic flow and reduce congestion on a core National Highway System route;</li> <li>• Improve safety for road users;</li> <li>• Improve reliability for Rapid Bus service between West Kelowna and UBCO;</li> <li>• More efficient and safer connections to UBCO, Quail Ridge, Rutland, Glenmore, Ellison, Lake Country and beyond for motorists, cyclists and transit users; and,</li> <li>• Safer access to and from adjacent properties.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Unknown sub-surface conditions and First Nations archeological impacts; and,</li> <li>• Maintaining adequate traffic flow during construction will require development of comprehensive traffic control plans.</li> </ul> <p><a href="#">Web site</a></p>	2017	34	26	60

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Highway 1 Widening and 216 Street Interchange</b></p> <p><b>Objective:</b> Widening the Trans-Canada Highway to six lanes between 202 Street and 216 Street and construction of a diamond interchange at 216 Street to improve traffic flow, reliability and congestion on a core National Highway System route used extensively for moving people and goods.</p> <p><b>Costs:</b> The estimated project cost is \$59 million, inclusive of property acquisition costs, escalation and contingency. The Government of Canada is contributing half of eligible costs up to a maximum of \$22.3 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund. The Township of Langley is contributing \$14.3 million toward the cost of the interchange.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve safety for all road users;</li> <li>• Reduce congestion and improve travel times through a key corridor;</li> <li>• Support transit use, cycling and other alternatives to single occupant vehicles; and,</li> <li>• Keep regional traffic off local streets.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Relocation of an important Telus fibre optic line is required; limited construction activity over the existing line; no confirmed schedule for the splicing ‘by others’; and,</li> <li>• Night work is required as no lane closures during the day will be permitted, including building an earth berm in proximity to residents.</li> </ul> <p style="text-align: right;"><a href="#">Web site</a></p>	2019	6	53	59

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Alex Fraser Bridge</b></p> <p><b>Objective:</b> Implement a counter-flow system during peak travel times through the addition of a seventh lane, a moveable barrier system and a delay time information system.</p> <p><b>Costs:</b> The estimated cost is \$70 million, inclusive of property acquisition costs, escalation and contingency. The Government of Canada is contributing half of eligible costs up to a maximum of \$34 million under the National and Regional Priorities of the new Building Canada Fund.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve traffic capacity and reduce travel time delays for commuters and goods movement during peak times; and,</li> <li>• Respond to community and local government concerns.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• First Nations archeological impacts; and,</li> <li>• Managing traffic during construction.</li> </ul>	<b>2018</b>	<b>1</b>	<b>69</b>	<b>70</b>

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Highway 1 – Admirals Road/McKenzie Avenue Interchange</b></p> <p><b>Objective:</b> Construction of an interchange on the Trans-Canada Highway at the intersection with Admirals Road and McKenzie Avenue to improve traffic flow and reliability and reduce congestion on a core National Highway System route. The project includes construction of shoulder bus lanes, extension of the merge lanes, and construction of a grade-separated structure for the Galloping Goose Regional Trail.</p> <p><b>Costs:</b> The estimated cost is \$85 million, inclusive of property acquisition costs, escalation and contingency. The Government of Canada is contributing half of eligible costs up to a maximum of \$32.6 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve safety for all road users;</li> <li>• Reduce congestion and improve travel times through a key corridor; and,</li> <li>• Support transit use, cycling and other alternatives to single occupant vehicles.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions, First Nations archeological impacts and relocation of a large Capital Regional District waterline; and,</li> <li>• Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans.</li> </ul> <p><a href="#">Web site</a></p>	<p><b>2019</b></p>	<p><b>19</b></p>	<p><b>66</b></p>	<p><b>85</b></p>

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Highway 99 - Ten Mile Slide</b></p> <p><b>Objective:</b> Long term stabilization of the Ten Mile Slide, approximately 17 kilometres northeast of Lillooet and within Xaxli'p First Nation.</p> <p><b>Costs:</b> Total project cost is estimated at \$60 million which includes planning, engineering, construction, mitigation, site supervision and contingency.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve safety and reliability;</li> <li>• Maintain direct connection between Lillooet and Kamloops;</li> <li>• Maintain community connectivity and cohesiveness for Xaxli'p First Nation;</li> <li>• Respond to requests for a long term solution dating back to the mid-1990's; and,</li> <li>• Limit future costs associated with extraordinary maintenance and stabilization measures.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions (further slide movement);</li> <li>• Managing traffic during construction;</li> <li>• First Nation archaeological findings; and,</li> <li>• Property acquisition.</li> </ul>	<b>2019</b>	<b>2</b>	<b>58</b>	<b>60</b>



Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Highway 1 – Lower Lynn Corridor Improvements</b></p> <p><b>Objective:</b> Construction of replacement structures over Highway 1 at Mountain Highway, Lillooet/Mount Seymour Parkway and Main Street/Dollarton as well as municipal improvements on Keith Road. The project also includes the construction of an eastbound/westbound collector-distributor system including construction of a new two-lane structure across Lynn Creek adjacent to the existing bridge.</p> <p><b>Costs:</b> The estimated cost is \$198 million, inclusive of property acquisition costs, escalation and contingency. The Government of Canada is contributing \$66.6 million under the new Building Canada Fund and the District of North Vancouver is contributing \$54.7 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve safety for all road users;</li> <li>• Reduce congestion and improve travel times through a key corridor; and,</li> <li>• Support community connectivity.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions;</li> <li>• First Nations archeological impacts;</li> <li>• Utility relocations; and,</li> <li>• Managing traffic during construction.</li> </ul> <p><a href="#">Web site</a></p>	2021	15	183	198

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Highway 1 – Salmon Arm West</b></p> <p><b>Objective:</b> Upgrade six kilometres of the Trans-Canada Highway, to four-lanes to improve safety, mobility and reliability on this key gateway. A new bridge across the Salmon River, a new interchange, up to seven intersections and approximately four kilometres of frontage roads are part of this project.</p> <p><b>Costs:</b> The current estimate is \$162.7 million including a \$48.5 million Government of Canada contribution under the Provincial-Territorial Component of the Building Canada Fund.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve safety, mobility and reliability of the Trans-Canada Highway corridor, which is a vital transportation link between B.C. and the rest of Canada, supporting regional, provincial and national economic growth.</li> <li>• Improve safety for City of Salmon Arm, local First Nations community members, and the surrounding area with improvements to intersections and accesses.</li> <li>• Improve pedestrian and cyclist accommodation with construction of a multi-use pathway that will integrate with the community trail networks.</li> <li>• Mitigate impacts of project on First Nations interests including archaeological, environmental and cultural interests.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Archaeological issues;</li> <li>• Property acquisition issues;</li> <li>• Disposition of the existing Salmon River Bridge;</li> <li>• Changes resulting from public engagement</li> </ul>	2022	19	144	163

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
and stakeholder feedback; • Changes related to geotechnical and environmental issues; and, • Cost changes due to escalation.  <a href="#">Web site</a>				

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Phase Four of the Kicking Horse Canyon Project</b></p> <p><b>Objective:</b> Upgrade the final 4.8 kilometres of the 26-kilometre Kicking Horse Canyon section of the Trans-Canada Highway to a modern, four-lane standard, completing the corridor improvements from the junction of Highway 95 at Golden to the western boundary of Yoho National Park. This portion of the Trans-Canada Highway serves as a gateway between B.C. and the rest of North America, connecting resource extraction sites with processing, manufacturing, and distribution centres, and is a key part of the province's resource economies, tourism and inter-provincial trade. The first three phases of the project have been completed and are now in operation.</p> <p><b>Costs:</b> The current estimate for Phase 4 is \$450 million. The Government of Canada is contributing up to \$215.2 million under the National Infrastructure Component of the new Building Canada Fund.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Increase safety, reliability and capacity on a critical provincial and national gateway; and,</li> <li>• Economic development through increased tourism and efficient movement of goods and services.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Challenging climatic and geographic conditions; and,</li> <li>• Managing traffic during construction.</li> </ul> <p><a href="#">Web site</a></p>	2024	11	439	450

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>Port Mann/Highway 1 Improvement Project</b></p> <p>The new Port Mann Bridge and Highway 1 corridor between Vancouver and Langley were completed in summer 2015.</p> <p>The new bridge and highway have reduced congestion and travel times and improved safety on one of the province's most critical economic corridors. The Project has allowed for the first reliable transit service over this crossing in 25 years and expanded the HOV network from Langley to Vancouver.</p> <p>Remaining Project work includes construction of the new Golden Ears Connector, as well as environmental monitoring and habitat enhancement work.</p> <p>Transportation Investment Corporation (TI Corp) is responsible for corridor operations, maintenance and project repayment through TReO, the automated and all-electronic toll system on the Port Mann Bridge.</p> <p>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: <a href="http://www.ticorp.ca">www.ticorp.ca</a>.</p>	2017	3,302	17	3,319

Major Capital Projects	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<p><b>George Massey Tunnel Replacement Project</b></p> <p><b>Objective:</b> The George Massey Tunnel experiences significant congestion and delays that constrain safety, economic growth and regional livability. The tunnel is being replaced with a bridge with dedicated transit/HOV lanes, a multi-use pathway for cyclists and pedestrians and related Highway 99 improvements.</p> <p><b>Costs:</b> The current estimate is \$3.5 billion, which will continue to be refined until the detailed project scope is confirmed following Phase 3 consultation and environmental review.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve safety and reliability with present-day seismic standards and fewer collisions;</li> <li>• Improve travel times and movement of people and goods on Highway 99 and Highway 91;</li> <li>• More opportunities for transit, HOV, cyclists and pedestrians;</li> <li>• Improve access to major trade gateways, industrial and local business areas and recreational opportunities, and improved access for local agricultural and residential communities; and,</li> <li>• Vehicle operating cost savings and reduced congestion and idling.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• General risks associated with a large capital project, such as changes to scope, schedule and budget; and,</li> <li>• Maintaining traffic flow during construction for road and marine users.</li> </ul> <p><a href="#">Web site</a></p>	2024	16	3,484	3,500

## Transportation Investments

(\$ millions)	2017/18	2018/19	2019/20	Total
<b>Provincial Investments</b>				
Highway Rehabilitation	213	215	215	643
Side Road Improvement Program	90	90	90	270
Natural Gas Road Upgrade Program	20	20	20	60
Highway 1 – Kamloops to Alberta Border	66	72	123	261
Okanagan Valley Corridor	51	33	38	122
Cariboo Connector	42	39	52	133
Major Highway Corridors and Roads	274	295	260	829
Other Transportation Programs	94	65	51	210
Transit Infrastructure	231	176	324	731
<b>Total Provincial Transportation Investment<sup>1</sup></b>	<b>1,081</b>	<b>1,005</b>	<b>1,173</b>	<b>3,259</b>
<b>Investments funded through contributions from federal government and other partners</b>				
Contributions from all partners	459	383	556	1,398
<b>Total Investment in Transportation Infrastructure</b>	<b>1,540</b>	<b>1,388</b>	<b>1,729</b>	<b>4,657</b>

<sup>1</sup> Total provincial investments include operating and capital spending.

Transportation Investment Corporation (\$ millions)	2017/18	2018/19	2019/20	Total
George Massey Tunnel Replacement Project	583	957	834	2,374
Port Mann Bridge/Highway 1 Rehabilitation	9	2	3	14
<b>Total Investments</b>	<b>592</b>	<b>959</b>	<b>837</b>	<b>2,388</b>
<b>Total Investments in Transportation Infrastructure including investments from the Transportation Investment Corporation</b>				
	<b>2,132</b>	<b>2,347</b>	<b>2,566</b>	<b>7,045</b>

## BC Transportation Financing Authority

	2016/17 Forecast	2017/18 Budget	2018/19 Plan	2019/20 Plan
<b>Revenue(\$000)</b>				
<b>Tax Revenue<sup>1</sup></b>	450,000	455,000	458,000	461,000
<b>Amortization of deferred contributions<sup>2</sup></b>	172,447	179,871	188,119	197,469
<b>Other operating revenue<sup>3</sup></b>	39,032	56,795	48,148	38,994
<b>Total .....</b>	<b>661,479</b>	<b>691,666</b>	<b>694,267</b>	<b>697,463</b>
<b>Expenditures(\$000)</b>				
<b>Highway Operations</b>	575,321	583,344	595,603	601,594
<b>Transit Programs</b>	113,161	140,615	148,347	159,938
<b>Ferry Operations</b>	21,188	18,972	19,971	20,784
<b>Other</b>	56,792	72,630	84,000	83,434
<b>Debt Servicing Costs<sup>4</sup></b>	369,502	438,409	520,964	630,549
<b>Total .....</b>	<b>1,135,964</b>	<b>1,253,970</b>	<b>1,368,885</b>	<b>1,496,299</b>
<b>Net Loss(\$000)</b>				
<b>Net operating loss</b>	(474,485)	(562,304)	(674,618)	(798,836)

<sup>1</sup> Tax revenue includes 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 operating revenue includes property sales, rental revenues, earnings from the British Columbia Railway Company, and grants from the Province.

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



# Appendices

## Appendix A: Major Programs

**Highway Rehabilitation** – Invest \$568 million from 2017/18 through 2019/20 in main highways and bridge surfacing, bridge rehabilitation and replacement and seismic retrofits, and \$75 million in safety projects across the province, including community safety projects, intersection improvements, snow avalanche infrastructure and guardrail and livestock fencing installation.

**Side Roads Improvement Program** – Invest \$270 million from 2017/18 through 2019/20 to make side roads safer and more reliable and improve connections between communities.

**Natural Gas Road Upgrade Program** – Invest \$60 million from 2017/18 to 2019/20 for rehabilitating and upgrading the existing public road infrastructure in the Northeast region of the province to attract new investment, create jobs and improve safety for both industry and residents.

**Okanagan Corridor Improvements** – Continue the Central Okanagan Planning Study, support trade and tourism, enhance safety, reduce congestion and support the use of transit in [Okanagan Valley corridors](#) by allocating \$122 million over the next three years to improve the local highway system.

**Cariboo Connector Program** – The Ministry of Transportation and Infrastructure is investing \$133 million over three years for the [Cariboo Connector Program](#) to 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.

**Other Highway Corridors and Programs** – As outlined in [B.C. on the Move: A 10-Year Transportation Plan](#), the Ministry will work with local governments and stakeholders to undertake priority infrastructure improvements and continue to four-lane sections of the Trans-Canada Highway between Kamloops and the Alberta border to improve the flow of trade and increase safety on this corridor. More information on these projects is available on the Ministry's [web site](#).

**British Columbia Air Access Program** - The [British Columbia Air Access Program](#) (BCAAP) provides capital funding to assist B.C. airports with infrastructure improvements. This program enables airports to invest in safety and infrastructure enhancements that help strengthen local, regional and provincial economies. The BCAAP investment is \$24 million over three years.

**BikeBC** – The [BikeBC](#) program helps local governments develop their cycling infrastructure to help encourage cycling and walking for commuting, recreation and tourism. This provides alternatives to car travel, resulting in reduced traffic congestion and greenhouse gas emissions and a healthier population. In 2015/16, [B.C. on the Move: A 10-Year Transportation Plan](#) announced an investment of \$18 million over three years for BikeBC. This commitment was increased at the 2016 Union of BC Municipalities Convention by a further \$2 million. Bringing the total commitment to \$20 million over three years.

**Investing in Transit** – Access to public transit – to support the economy, community livability, and the environment – is a key objective of [B.C. on the Move: A 10-Year Transportation Plan](#). Transit contributes to a strong provincial economy and to prosperous communities by providing an affordable transportation alternative that connects people with jobs, education, health care and recreation. It also reduces congestion, allowing for more efficient movement of people and goods, supports efficient land use and contributes to reductions in greenhouse gas and other emissions. Priorities include maintaining high levels of operating funding support for BC Transit systems and partnering with the Government of Canada, local communities, and TransLink to upgrade or replace existing transit assets and to acquire new assets for expansion. Under a Public Transit Infrastructure Fund agreement entered into with Canada in June 2016, B.C. has committed \$314 million over the next three years towards over \$900 million of transit infrastructure investments across the province. These include planning, design and early works for rapid transit expansion in Metro Vancouver, new buses, SkyTrain upgrades and cars, bus maintenance facilities and transit exchanges, CNG fueling facilities and information technology.

**Highway 16 Transportation Action Plan** – The Ministry of Transportation and Infrastructure committed \$5 million in provincial and federal funding for the Highway 16 Transportation Action Plan. The five-point action plan will improve access to transportation services along the Highway 16 corridor and enable residents of First Nations communities and municipalities to travel safely to and from rural towns and villages along the corridor. More information is available [here](#) on the Ministry's web site.

**Emergency Management for B.C. First Nations** – Supported by a 10-year, \$30-million agreement with the federal government, Emergency Management BC (EMBC) and First Nations communities are working to improve community preparedness and awareness through planning, training and public education. This collaborative partnership is helping First Nations to build community capacity to prevent, mitigate, respond to and recover from emergencies and disasters. More information on the 10-year agreement and EMBC's work with B.C. First Nations is available [here](#) on the Ministry's web site.

**PreparedBC** – Created in 2015, the PreparedBC Program helps individuals, neighbourhoods and communities get ready for disasters. The Program's goal is to build a resilient province by making emergency preparedness easy and accessible. Its offerings include:

- A library of print and online guides dedicated to household, neighbourhood, business and community readiness;
- [Master of Disaster](#) – a grade six school program that teaches students about B.C.'s disaster risks and how to prepare for them; and,
- [High Ground Hike](#) – an annual, community tsunami preparedness event that raises awareness about tsunami risk and response.

## **Appendix B: Minister of State for Emergency Preparedness**

### **Expected Results**

These expected results are set out in section 5(3) of the *Balanced Budget and Ministerial Accountability Act* as follows:

- a)** continue to promote emergency preparedness within British Columbia;
- b)** continue working with Emergency Management BC to support implementation of initiatives that contribute to the delivery of Emergency Management BC's mandate;
- c)** enhance the success of PreparedBC, British Columbia's disaster readiness information web site and "Master of Disaster" educational materials for grade 6 students;
- d)** support engagement with First Nations' leadership and seek input from aboriginal communities on the implementation of an agreement to provide emergency management support services to First Nations on-reserve, provided that the agreement is signed with Indigenous and Northern Affairs Canada;
- e)** work with Emergency Management BC to develop a multi-year training and exercise strategy building on the success of Exercise Coastal Response, the full-scale major earthquake and tsunami response exercise that took place in the Port Alberni region in June 2016;
- f)** support the creation of the BC Earthquake Integrated Asset Management Plan that will guide continued seismic investments in Provincial assets across a number of Provincial ministry portfolios;
- g)** work with the seismic community, including academic and research institutions, private sector partners and government agencies, to seek input on the development of a seismic monitoring and earthquake early warning program for British Columbia;
- h)** Submit to Cabinet a report on the results referred to in paragraphs (a) to (g) on or before March 31, 2018.

## Appendix C: Ministry Contact Information

<p><b>Ministry Contacts</b> <a href="http://gov.bc.ca/tran/contacts">gov.bc.ca/tran/contacts</a></p> <p><b>General Inquiries</b> E-mail: <a href="mailto:tran.webmaster@gov.bc.ca">tran.webmaster@gov.bc.ca</a> Phone: 250 387-3198 Fax: 250 356-7706</p> <p><b>Web site</b> <a href="http://www.gov.bc.ca/tran">www.gov.bc.ca/tran</a></p> <p><b>Mailing Address</b> PO Box 9850 Stn Prov Govt Victoria BC V8W 9T5</p> <p><b>Regional Offices</b></p> <p><b>South Coast Regional Office</b> 1500 Woolridge Street, Suite 310 Coquitlam BC V3K 0B8 604 527-2221</p> <p><b>Southern Interior Regional Office</b> 447 Columbia Street Kamloops BC V2C 2T3 250 828-4220</p> <p><b>Northern Regional Office</b> 1011 4th Avenue, Suite 213 Prince George BC V2L 3H9 250 565-6185</p> <p><b>Additional Information:</b> Twitter: <a href="https://twitter.com/TranBC">@TranBC</a> DriveBC: <a href="http://www.drivebc.ca">www.drivebc.ca</a></p> <p><b>Transportation Acts and Statutes</b> <a href="http://gov.bc.ca/gov/content/transportation/driving-and-cycling/transportation-statutes-regulations">gov.bc.ca/gov/content/transportation/driving-and-cycling/transportation-statutes-regulations</a></p>	<p><b>Emergency Management BC</b> 2261 Keating Cross Road, Block A - Suite 200 Saanichton BC V8M 2A5 Phone: 250 953-4002</p> <p><b>Web site</b> <a href="http://gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery">gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery</a></p> <p><b>Office of the Fire Commissioner</b> <a href="http://gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/fire-safety">gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/fire-safety</a></p> <p><b>Regional Offices</b> <a href="http://gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/contact-us">gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/contact-us</a></p> <p><b>Additional Information:</b> Twitter: <a href="https://twitter.com/PreparedBC">@PreparedBC</a></p>
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## Appendix D: Non-Reporting Crowns

### Crown Corporations

The Minister is responsible for the following Crown corporations: the BC Railway Company (BCRC), BC Transportation Financing Authority (BCTFA), BC Transit, the Transportation Investment Corporation (TI Corp), the Insurance Corporation of British Columbia (ICBC) and the B.C. Pavilion Corporation (PavCo). [BCRC](#) and [BCTFA](#) are reported in this service plan. [BC Transit](#), [TI Corp](#), [ICBC](#) and [PavCo](#) are self-reporting Crowns. More information can be found on their respective web sites.

### 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 by 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 (a 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 Deputy Minister of the Ministry of Transportation and Infrastructure is the sole member and chair of the Board of Directors. More information on BCRC's governance is available on its [web site](#).

## 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 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;
- Monitor 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;
- Subdivide larger land holdings where total net proceeds of disposition can be increased;
- Obtain market rates on leases, encroachments, easements, etc. on retained lands; and,
- Fulfil obligations and oversight responsibilities relating to environmental laws and regulations.

## 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, improve or operate transportation infrastructure throughout B.C. The BCTFA owns all provincial highways and land held for construction of future transportation infrastructure. However, 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 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.

### Goal 1: Maximize the financial, social and economic benefits of provincial transportation investments.

#### Strategies:

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