

**Ministry of
Transportation
and Infrastructure**

**2020/21 – 2022/23
SERVICE PLAN**

February 2020



Minister Accountability Statement



The *Ministry of Transportation and Infrastructure 2020/21 - 2022/23 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 "Claire Trevena", written in a cursive style.

Honourable Claire Trevena
Minister of Transportation and Infrastructure
February 10, 2020

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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, regulations and federal-provincial funding programs. The Ministry strives to build and maintain a safe and reliable transportation system and provide affordable, efficient and accessible transportation options for all British Columbians. This work includes investing in road infrastructure, public transit, the coastal and inland ferry service, active transportation network improvements and other green modes of transportation, reducing transportation-related greenhouse gas emissions, and strengthening the economy through the movement of people and goods.

The Ministry invests in highway rehabilitation and side road improvements, which includes road resurfacing, bridge rehabilitation and replacement, seismic retrofits, intersection improvements and upgrades to smaller side roads to help connect communities.

Two provincial cost-sharing programs are also managed by the Ministry: the British Columbia Air Access Program and the British Columbia Active Transportation Infrastructure Grant Program. These programs help local communities invest in improvements to local airports and active transportation infrastructure respectively.

The Ministry is responsible for four Crown corporations: the BC Transportation Financing Authority (BCTFA); BC Railway Company (BCRC); Transportation Investment Corporation (TI Corp); and BC Transit.

Strategic Direction

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Ministries are actively working to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Business and Economic Implications Framework to budgeting and policy development, ministries will ensure that equity is reflected in budgets, policies and programs.

Additional key initiatives underpinning lasting prosperity in 2020/21 and beyond are the implementation of:

- A Framework for Improving British Columbians' Standard of Living which will provide the foundation for quality economic growth in our province and a pathway to a more inclusive and prosperous society,
- The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- The CleanBC plan, putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water.

The Economic Forecast Council (EFC) expects B.C.'s real GDP to grow by 2.4 per cent in 2020 and 2.3 per cent in 2021. Meanwhile for Canada, the EFC projects national real GDP growth of 1.7 per cent in 2020 and 1.8 per cent in 2021. As such, B.C.'s economic growth is expected to outperform Canada's in the coming years. Risks to B.C.'s economic outlook include ongoing uncertainty regarding global trade policies and weak global economic activity, as well as lower commodity prices and slower domestic economic growth. Meanwhile, LNG development in the province is expected to have a positive impact on B.C.'s economy.

This 2020/21 service plan outlines how the Ministry of Transportation and Infrastructure will support the government's priorities, including selected action items identified in the July 2017 [Minister's Mandate Letter](#). Over the previous fiscal year, the Ministry of Transportation and Infrastructure made progress on these priorities by:

- Continuing to invest in rural and urban infrastructure, including improvements as part of the upgrades on [Highway 1 to the Alberta Border](#).
- Responding to the Coastal Ferries Services Review which included increasing service on ten ferry routes, restoring 2,700 round-trip sailings and enacting changes to the *Coastal Ferry Act*.
- Developing policies and regulations and passing legislation to allow ride-hailing companies to begin operating in B.C.
- Developing and implementing a provincial Active Transportation Strategy, and
- Providing significant investment toward improving public transit across B.C., including handyDART service.

The following performance plan outlines how the Ministry of Transportation and Infrastructure will continue to track progress on key mandate letter commitments and other emerging government priorities.

Performance Planning

Goal 1: Invest in rural and urban infrastructure improvements that help build a strong, sustainable economy

Objective 1.1: Use Provincial investment dollars effectively to complete priority projects on budget and on time

Key Strategies:

- Lead infrastructure planning needs of rural and urban B.C., in partnership with other Provincial ministries to support local government’s priority infrastructure projects.
- Develop strategic partnerships with federal and other local government agencies, communities and private sectors to invest in priority rehabilitation and improvement projects that serve the best interest of British Columbians.
- Lead negotiations for the next round of federal-provincial infrastructure programs.
- Use innovative solutions and best practices to deliver the most cost-effective transportation investment plans.

Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.1 The percentage of projects that meet their budget and schedule ¹	91.5%	91.5%	91.5%	91.5%

¹ Data Source: Ministry of Transportation and Infrastructure.

Linking Performance Measure to Objective:

1.1 This performance measure reflects the goal of being cost conscious 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, and the consistent target represents the ability to maintain a high level of achievement despite challenges and the broad range of projects included in the target. This enables continued investment in projects that benefit rural and urban British Columbians, including those listed in the Major Capital Projects section.

Goal 2: Improve transportation network efficiency to provide British Columbians with safe and reliable access to the services they depend on

Objective 2.1: Improve highway safety and reliability

Key Strategies:

- Monitor highway safety and improve high-risk locations.
- Maximize highway safety and reliability through safety-focused enhancements and low-cost improvements.
- Work with public safety partners to identify areas for safety improvements.
- Examine highway safety and reliability issues, considering climate forecasts, seismic hazards and the adaptive capacity of transportation infrastructure.
- Enhance commercial vehicle safety and enforcement in B.C.

Performance Measure	Baseline ²	2019/20 Forecast	2020/21 Target ³	2021/22 Target ³	2022/23 Target ³
2.1 Serious collision rate on Provincial Highways (Collision per Million Vehicle Kilometre) ¹	0.166	0.158	0.156	0.154	0.153

¹ Data Source: The RCMP and ICBC.

² The baseline value represents the serious collision rate for the five-year period of 2013 to 2017.

³ The target is based on historical trends of the 5-year rolling average serious collision rate in the 10-year period between 2009 and 2018. The baseline and targets may change from previously established values following updates from more recent collision data

Linking Performance Measure to Objective:

2.1 Targeted safety improvements, together with sound regulations/policy, ongoing monitoring and enforcement in cooperation with public safety partners, and the use of information systems and other technologies, creates a safer highway network with a reduced rate of serious crashes. The Ministry is committed to the safety and reliability of the transportation network to address areas of greatest need.

Objective 2.2: Ensure a high standard of provincial highway rehabilitation and maintenance

Key Strategies:

- Administer highway maintenance contracts and assess service delivery.
- Invest in the provincial highway system to maintain safety and efficiency and to mitigate the onset of deterioration and maximize the return on infrastructure investment.
- Systematically assess the condition of provincial infrastructure to determine priority in the annual resurfacing and structure rehabilitation and replacement programs.
- Integrate climate change and seismic resilience considerations into rehabilitation design and cost.

Performance Measure	2009/10 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.2 Rating of Maintenance Contractor performance using Contractor Assessment Program ¹	93%	93% ²	TBD ³	TBD ³	TBD ³

¹ Data Source: Ministry of Transportation and Infrastructure Construction and Maintenance Branch.

² From April 1 2019 to September 30, 2019.

³ New targets will be established in 2020/21

Linking Performance Measure to Objective:

2.2 Ensuring the safety and reliability of the provincial highway system through a high standard of highway maintenance protects the health of citizens in both rural and urban settings, reduces delays and closures and increases traveller confidence in our transportation network. Information about the obligations of Maintenance Contractors is available on the Ministry’s [web-site](#).

Procurement of 27 of the 28 Highway Maintenance Contracts is complete. The last Service Area to be renewed is expected to be tendered in Spring 2020. The new maintenance contracts include increased standards, resulting in enhanced winter maintenance, expanded sweeping along cycling routes and more communication with the public regarding rapidly changing road conditions during severe weather events and other incidents affecting travel on B.C. roads. With the increased standards placed on maintenance contractors, the metrics associated with this Performance Measure have been updated and a new baseline will be established in 2020/21. Additional information regarding the new performance measure is available at www2.gov.bc.ca/assets/gov/driving-and-transportation/transportation-infrastructure/highway-bridge-maintenance/highway-maintenance/round_6_cap_-_cap_manual.pdf.

Climate Change Adaptation

The Ministry has developed and continues to implement an integrated climate change adaptation program, including establishing policy and providing guidance and information to consulting engineers and Ministry staff. Initiatives include collaboration with Engineers and Geoscientists BC on engineering design practice guidance, as well as developing data and tools with the Pacific Climate Impacts Consortium at the University of Victoria. This work improves decision-making and climate change resilience in highway design, construction and maintenance in British Columbia.

Objective 2.3: Provide excellent service to all British Columbians

Key Strategies:

- Communicate and engage efficiently and effectively with the Ministry’s stakeholders.
- Undertake annual surveys to better understand expectations and levels of service.
- Evaluate survey results to determine how to enhance service and act on the findings.
- Ensure a GBA+ lens is applied in the planning of services and policies that impact Ministry stakeholders.

Performance Measure	2007/08 Baseline	2019/20 Actual ²	2020/21 Target	2021/22 Target	2022/23 Target
2.3 Survey of stakeholder and citizen satisfaction with Ministry services and processes, rated on a scale of 1 to 5 ¹	3.90	4.15	4.10	4.10	4.10

¹ Data Source: The Ministry’s survey is based on the Common Measurement Tool, a survey framework designed by the Institute for Citizen Centered Service to be administered by public sector organizations to facilitate the measurement of citizen satisfaction.

² All data for the 2019/20 measure has been collected, which is reflected in this being an actual result rather than a forecast. On this scale, 5 represents the highest level of achievement.

Linking Performance Measure to Objective:

2.3 Providing British Columbians with easy access to services, while ensuring these services are efficient and effective, contributes to quality of life and supports industry and the local economy. The persistent targets represent the Ministry’s ability to consistently deliver high quality service.

Coastal Ferry Services

In 2020/21, the Ministry will be seeking public input on establishing a Vision for British Columbia’s coastal ferry services. Developing a provincial vision was one of the key recommendations brought forward through a recent review of coastal ferry services. A vision will help guide the BC Ferries Commissioner and the BC Ferry Authority in determining the public interest when fulfilling their roles under the Coastal Ferry Act.

App-based Ride-Hailing in B.C.

In November 2018, Government introduced legislation to allow ride-hailing companies to begin operating in B.C. With a focus on passenger safety, the Passenger Transportation Amendment Act modernizes the legislative framework for passenger-directed vehicles, and was given Royal Assent on November 27, 2018 laying the foundation for the entry of app-based ride-hailing services.

In September 2019, the Passenger Transportation Regulation Act came into effect allowing for ride-hail companies to apply to provide services in B.C. while ensuring the safety of passengers. A new \$0.30 per-trip fee will be applied to each non-accessible ride-hail fare.

In December 2019 the first applications to operate a ride-hailing service were approved by the Passenger Transportation Board.

Goal 3: Invest in transportation options that enhance network efficiency and support climate change objectives

Objective 3.1: Reduce greenhouse gas emissions from the transportation sector

Key Strategies:

- In partnership with other levels of government and Indigenous communities, expand public transit including bus service and rapid transit.
- In collaboration with the Ministry of Municipal Affairs and Housing encourage compact and mixed land-use around transit stations and along transit corridors through policy and funding agreements.
- Implement intelligent transportation systems to manage traffic and congestion, reduce idling, and enable improved transit service.
- Expand the use of high occupancy vehicle lanes and transit priority measures.
- Collaborate with the trucking industry to reduce emissions from the commercial vehicle sector by reducing permit wait times, increasing the use of weigh in motion technology at inspection stations, building rail grade separations, and improving rural road infrastructure.

Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1 Annual public transit ridership in B.C. ¹	335 million	345 million	347 million	353 million

¹ Data Source: Ministry of Transportation and Infrastructure, and BC Transit and TransLink ridership forecasts.

Linking Performance Measure to Objective:

3.1 Increased use of public transit (higher ridership) helps reduce greenhouse gas emissions generated by motor vehicles. Public transit improves the effectiveness of the transportation network by opening up capacity, diminishing our carbon footprint and providing a lower cost transportation alternative. The reduction of greenhouse gas emissions from the transportation sector is a priority for Government.

Working Towards a Cleaner Transportation Network

The Ministry is working toward an interconnected transportation network that will support a clean, sustainable economy, address climate change, reduce greenhouse gas emissions, and bring B.C.’s communities together through coordinated transportation services. Ministry initiatives underway include electrification of rest stops on provincial highways, contributing to the expanded use of zero- or low-emission buses, partnering with the BC Trucking Association to deliver the [CleanBC Heavy-Duty Vehicle Efficiency Program](#) and working to electrify B.C.’s inland ferry fleet by 2040.

These are just a few of the ways the Ministry is ensuring clean transportation options are available to British Columbians. This work supports [CleanBC](#), the Province’s strategy to put B.C. on the path to a cleaner future.

Objective 3.2: Support local economies and communities through the continued development of a multi-modal transportation system

Key Strategies:

- Encourage shifting to more efficient and lower-carbon emitting modes of transportation and cleaner fuels such as natural gas, hydrogen and electricity.
- Implement [Clean BC](#) initiatives such as the provincial active transportation strategy, [Move. Commute. Connect.](#) and working to electrify the provincial inland ferry fleet.
- Build a network of electric vehicle (EV) charging stations so EV drivers can feel confident to travel throughout B.C.
- Introduce app-based ride-hailing and other flexible transportation options.

Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target ²
3.2 Number of locations with public EV charging installed or supported by the Ministry ¹	18	24	30	36

¹ Data Source: Ministry of Transportation and Infrastructure.

² Current EV charging strategy covers years 2018 to 2022. Planning is underway for a strategy that goes beyond 2022.

Linking Performance Measure to Objective:

3.2 Promoting the use of zero-emission vehicles (ZEVs), including EVs and other lower-carbon emitting transportation options, contributes to the overall health of our communities by reducing greenhouse gas emissions generated by motor vehicles. Tracking the number of EV charging stations along provincial highways and in rest areas provides a measure of the effectiveness of the EV charging station network. A robust charging network accelerates EV adoption in the province and EV use for inter-community trips.

Strong communities and economies are integral to continued provincial prosperity. Through the development of multi-modal transportation network, the Ministry is supporting economic innovation and community health.

Active Transportation

In June 2019 the Ministry launched [Move. Commute. Connect.: B.C.'s Active Transportation Strategy](#) to support and increase safe walking, cycling and other forms of active transportation. Delivering an active transportation strategy was identified as a goal in CleanBC. The goal of Move. Commute. Connect. is to double the percentage of trips people take by active transportation modes by 2030.

The Ministry will be working with other ministries, local and Indigenous communities and other stakeholders to implement the initiatives outlined in Move. Commute. Connect., including education, encouragement and incentive programs. Together we can work towards creating community-specific active transportation networks that are safe, accessible and convenient for people of all ages and abilities.

Resource Summary

Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates ²	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)³				
Transportation and Infrastructure Improvements	16,987	16,637	10,961	10,961
Public Transportation⁴	348,321	350,248	357,385	357,385
Highway Operations	544,168	545,541	546,951	546,951
Commercial Transportation Regulation	3,208	3,274	3,343	3,343
Executive and Support Services ..	12,932	13,220	13,500	13,500
Total	925,616	928,920	932,140	932,140
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Highway Operations	2,885	5,383	4,135	4,060
Total	2,885	5,383	4,135	4,060

¹ For comparative purposes, the amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

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

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

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

Transportation Investments

(\$ millions)	2020/21 Budget	2021/22 Plan	2022/23 Plan	Total
Provincial Investments:				
Highway Corridor Rehabilitation	265	285	286	836
Side Road Improvements	110	110	115	335
Pattullo Bridge Replacement	254	310	277	841
Highway 1 to Alberta Border	244	387	413	1,044
Broadway Subway	245	396	470	1,111
Transit Infrastructure	192	193	310	695
Transportation and Trade Network Reliability ¹	314	241	158	713
Safety Improvements	30	29	29	88
Community and other programs	23	13	13	49
Total Provincial Transportation Investments	1,677	1,964	2,071	5,712
Investments funded through contributions from Federal Government and Other Partners:				
Contributions from all partners	415	627	610	1,652
Total Investments in Transportation Infrastructure²	2,092	2,591	2,681	7,364

¹Includes funding for George Massey Crossing (planning, interim works and procurement).

²Total investments include operating and capital spending.

BC Transportation Financing Authority Statement of Operations

	2019/20 Forecast	2020/21 Budget	2021/22 Plan	2022/23 Plan
Revenue (\$000)				
Tax revenue ¹	470,000	471,000	474,000	477,000
Amortization of deferred contributions ² ...	172,192	176,187	177,466	175,376
Other operating revenue ³	51,284	57,063	60,408	45,792
Total	693,476	704,250	711,874	698,168
Expenditures (\$000)				
Highway Operations	683,344	660,818	636,386	648,469
Transit Programs	134,482	176,147	171,082	201,988
Ferry Operations	24,911	28,093	24,252	24,726
Other	131,977	138,759	123,969	127,648
Debt Servicing Costs ⁴	424,394	454,936	509,538	569,833
Total	1,399,108	1,458,753	1,465,227	1,572,664
Net Loss (\$000)				
Net operating loss	(705,632)	(754,503)	(753,353)	(874,496)

¹ 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.

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

³ Other operating revenue includes property sales, rental revenues, grants from the Province and revenue from subsidiaries.

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

Major Capital Projects

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>Highway 1 Widening and 216 Street Interchange</u>	2020	50	12	62
<p>Objective: Widening the Trans-Canada Highway to six lanes between 202nd Street and 216th Street and construction of a diamond interchange at 216th Street to improve traffic flow, reliability and congestion on a core National Highway System route used extensively for moving people and goods.</p> <p>Costs: The estimated project cost is \$62 million, inclusive of property acquisition costs and contingencies. 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 \$12 million toward the cost of the interchange.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety for all road users. • Reduce congestion and improve travel times through a key corridor. • Support transit use, cycling and other alternatives to single occupant vehicles. • Keep regional traffic off local streets. <p>Risks:</p> <ul style="list-style-type: none"> • Night work is required as no lane closures during the day will be permitted. Night work includes building an earth berm in proximity to residents. 				
<u>Highway 1 – Admirals Road/McKenzie Avenue Interchange</u>	2020	85	11	96
<p>Objective: 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>Costs: The estimated cost is \$96 million, inclusive of property acquisition costs and contingencies. 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>Benefits:</p> <ul style="list-style-type: none"> • Improve safety for all road users. • Reduce congestion and improve travel times through a key corridor. • Support transit use, cycling and other alternatives to single occupant vehicles. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Archeological impacts. • Relocation of a large Capital Regional District waterline. • Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans. 				

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>Highway 7 Corridor Improvements</u>	2020	48	22	70
<p>Objective: Improve safety, capacity and mobility on Highway 7 between the City of Pitt Meadows and the District of Mission including: a right turn extension at Harris Road (Pitt Meadows); safety improvements from 222nd Street to Kanaka Way (Haney Bypass-Maple Ridge); and four-laning from Silverdale Avenue to Nelson Street (Mission).</p> <p>Costs: Total project cost is estimated at \$70 million including a \$22 million contribution under the Provincial-Territorial Component of the new Building Canada Fund.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Address key safety issues along Highway 7. • Improve capacity constraints between the District of Mission and the City of Pitt Meadows. • Support the Province’s commitment to provide a continuous divided four-lane corridor from Mission to Pitt Meadows. <p>Risks:</p> <ul style="list-style-type: none"> • Environmental impacts to fish bearing stream and ditches. • Traffic management during construction. 				
<u>Highway 99 – Ten Mile Slide</u>	2020	20	40	60
<p>Objective: Long-term stabilization of the Ten Mile Slide, approximately 17 kilometres northeast of Lillooet and located within Xaxli’p’s Fountain Reserve 1A.</p> <p>Costs: The estimated cost is \$60 million, which includes planning, engineering, construction, mitigation, site supervision, First Nations accommodation and contingency. Phase 2, the main stabilization contract, commenced construction in September 2019 and is on schedule for completion by May 2020.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety and reliability. • Maintain direct connection between Lillooet and Kamloops. • Maintain community connectivity and cohesiveness for the Xaxli’p community. • Respond to requests for a long-term solution dating back to the mid-1990s. • Limit future costs associated with extra-ordinary maintenance and stabilization measures. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions (ongoing slide movement). • Managing traffic during construction. • Impacts to the Xaxli’p Fountain Reserve 1A. • Archaeological finds. 				

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>Highway 1 – Lower Lynn Corridor Improvements</u>	2021	157	41	198
<p>Objective: Construction of replacement structures over Highway 1 at Mountain Highway and Keith Road/Dollarton Highway as well as municipal improvements on Keith Road. The project also includes the construction of westbound collector-distributor lanes and the construction of two new structures on either side of the existing Highway 1 Lynn Creek Bridge.</p> <p>Costs: The estimated cost is \$198 million, inclusive of property acquisition costs and contingencies. The Government of Canada is contributing \$66.6 million under the Provincial-Territorial Component of the new Building Canada Fund and the Major Infrastructure Component of the old Building Canada Fund, and the District of North Vancouver is contributing \$54.7 million.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety for all road users. • Reduce congestion and improve travel times through a key corridor. • Support community connectivity. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Archeological impacts. • Utility relocations. • Managing traffic during construction. 				
<u>Illecillewaet Four-Laning and Brake Check Improvement Project</u>	2022	18	67	85
<p>Objective: The Illecillewaet Four-Laning and Brake Check Improvement Project is part of the Trans-Canada Highway program that supports the provincial commitment to accelerate upgrades to the Alberta border. The project scope includes providing approximately 2 kilometres of four-lane highway to increase vehicle storage during winter closures and to improve passing opportunities, expanding the existing brake check area to accommodate 15 trucks and accommodation of eastbound traffic turn-around to enable trucks and cars in the event of a road closure.</p> <p>Costs: The estimated project cost is \$85.2 million and is cost shared with the federal government, which is contributing \$15.5 million. The estimated total project cost includes engineering, construction, First Nations consultation, archaeology, and project management.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety, mobility and reliability. • Improve travel speeds and relieved congestion, which will reduce driver frustration and improve safety. • Improve capacity and safety for queued vehicles and reduced traveller delay due to highway closures during winter storm and avalanche control events. • Improve brake check safety and capacity. • Provide an opportunity for vehicles to safely turn around in the event of extended highway closures. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Environmental impacts. 				

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>Highway 14 Corridor Improvements</u>	2022	6	80	86
<p>Objective: To enhance safety, introduce opportunities for travel time savings and promote mobility options and transit use to help build a stronger local and regional economy. These objectives will be met by resurfacing and shoulder widening 10 kilometres of Highway 14 between Otter Point Road (west) and Woodhaven Road, and by realigning and four-laning with median division over 1.5 kilometres of the highway generally between Connie Road and Glinz Lake Road, including an underpass sideroad connection to Gillespie Road that includes a new Park and Ride transit facility.</p> <p>Costs: \$85.7 million total Capital cost made up of \$30.2 million in funding from the Government of Canada, and \$55.5 million in Provincial funding.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Mobility improvements via the introduction of wider paved shoulders for cyclists and improved sideroad connections and the new Park and Ride transit facility. • Safety improvements via wider paved shoulders, better surface conditions, straighter alignments, intersection upgrades, median barrier division, channelization and lighting. • Reliability improvements as a result of the safety benefits associated with reduced collisions and associated highway closures, as well as new passing opportunities. <p>Risks:</p> <ul style="list-style-type: none"> • Environmental and geotechnical. • Properties. • Construction and Traffic Management. 				
<u>West Fraser Road Realignment</u>	2023	2	101	103
<p>Objective: Reconstruct 5 km of West Fraser Road on a new alignment that by-passes a closed section that was washed out in 2018 and is located in an active landslide area. This project will improve the connectivity of local indigenous and non-indigenous communities in the area by eliminating the need take a substantial detour which has been in place since the closure.</p> <p>Costs: The estimated cost is \$103.4 million, and the project is eligible for reimbursements from the Government of Canada through the Disaster Financial Assistance Agreement.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improves travel time and reliability for residents affected by the detour. • Better connects Indigenous communities that are separated by the closure. • Improves the ability for local industries to get their goods and resources to their destination. • Improves safety of all road users through lower collision risk. • <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Archeological finds. • Potential for changed conditions during construction. 				

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>Highway 91/17 and Deltaport Way Upgrade Project</u>	2023	37	223	260
<p>Objective: A combination of improvements to the existing Highway 91, Highway 17, Highway 91 Connector and Deltaport Way to improve travel safety and efficiency. These upgrades will improve local and commercial travel in the area and reduce conflicts between commercial vehicles and other traffic. They also complement the Alex Fraser Bridge improvements and 72nd Avenue Interchange projects.</p> <p>Costs: The estimated cost is \$260 million, with the Government of Canada contributing \$81.7 million, the Port of Vancouver \$87.5 million, the Province of B.C. \$87.5 million, and the Tsawwassen First Nation \$3.5 million.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Reduce congestion to improve travel time and reliability through Delta. • Improve traffic safety for goods movers and the travelling public, with lowered collision risk and better operating hours at the Nordel commercial inspection facility. • Support community and economic development, with better access to employment areas, faster access between South Delta and North Delta/Surrey, improved cycling connections, and improved permitting and inspection service for commercial vehicle operators. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Traffic management during construction. • Archeological finds. • Utility relocations. 				
<u>Pattullo Bridge Replacement Project</u>	2023	51	1,326	1,377
<p>Objective: A new four-lane bridge that meets current seismic and road design standards and provides a safe and reliable crossing for vehicles, pedestrians and cyclists and network connections in Surrey and New Westminster.</p> <p>Costs: The estimated cost is \$1.377 billion which includes planning, engineering, construction, site supervision, property acquisition, regulatory approvals, removal of the existing Pattullo Bridge and contingency. The estimated cost includes both capitalized and expensed costs. The new bridge is expected to open in 2023. The removal of the existing bridge will occur after the new bridge is in service.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety for drivers. • Improve seismic resiliency and emergency response capability. • Improve regional connectivity. • Improve the movement of goods. • Provide safer corridors for pedestrians and cyclists. <p>Risks:</p> <ul style="list-style-type: none"> • Managing traffic during construction. • Archeological impacts. • Permitting/regulatory requirements. • Utility relocations. • Third party agreements. • Geotechnical conditions. 				

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>Highway 1 Quartz Creek Bridge</u>	2023	7	114	121
<p>Objective: Upgrading approximately 4.4 kilometres of the Trans Canada Highway to four lanes, including a replacement new bridge structure on a new alignment of to replace the existing Quartz Creek bridge on a new alignment, a new bridge structure to replace Wiseman Stream Culvert (culvert buried under 30 metres of highway fill), access improvements to forest service roads, wildlife fencing, ungulate guards and large mammal crossings under both Wiseman Bridge and Quartz Bridge structures.</p> <p>Costs: Estimated project cost is \$121.4 million, with the Government of Canada contributing \$49.9 million under the Provincial-Territorial Component of the new Building Canada Fund. The project is to be tender ready for spring 2020.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety, mobility, and reliability for all users on this section of the Trans Canada Highway. • Increase capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial and national economic growth. • Reduce conflicts with wildlife due to wildlife fencing and large mammal crossings. • Improve safety for accessing forest service roads. <p>Risks:</p> <ul style="list-style-type: none"> • Third party agreements. 				
<u>Kootenay Lake Ferry Service Upgrade</u>	2023	2	53	55
<p>Objective: To replace the aging MV Balfour with a new, larger electric-ready ferry; as well as improve safety and accessibility at both ferry terminals (Balfour and Kootenay Bay).</p> <p>Costs: The approved project budget is \$54.7 million. The project is cost shared between the provincial and federal governments with a federal contribution of \$17.2 million and a provincial contribution of \$37.5 million. Federal funding is being provided through the National Building Canada Fund – Provincial-Territorial Infrastructure Component.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Provide service continuity after the retirement of MV Balfour. • Improve capacity to meet demand during summer peaks. • Reduce GHG emissions. • Improve traffic flow in/out of both ferry terminals (Balfour and Kootenay Bay). • Improve safety and accessibility for motorists and pedestrians using the terminal. <p>Risks:</p> <ul style="list-style-type: none"> • Project delays may impact ferry service. • Vessel assembly in a remote location. • Archaeological and geotechnical conditions. 				

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>R.W. Bruhn Bridge and Approaches Project</u>	2023	14	211	225
<p>Objective: The R.W. Bruhn Bridge and Approaches Project supports the provincial commitment to accelerate Highway 1 upgrades to the Alberta border, and addresses the immediate needs of the aging bridge infrastructure and associated safety, mobility and reliability issues. The project scope includes four-laning approximately 1.9 kilometres of Highway 1 and replacing the R.W. Bruhn Bridge. The Project extends approximately 2.5 kilometres and includes at-grade intersection improvements at Old Sicamous Road, Old Spallumcheen Road, Gill Avenue and Silver Sands Road. The scope also includes a new multi-use path to increase safety for pedestrians and cyclists.</p> <p>Costs: The estimated project cost is \$224.5 million. The project is cost shared between the provincial and federal governments with a federal contribution of \$91.1 million and a provincial contribution of \$133.4 million. Federal funding is being provided through the new Building Canada Fund. The estimated total project cost includes engineering, construction, land acquisition, First Nations consultation, archaeology, and project management.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety and traffic flow along the Trans-Canada Highway corridor. • Replace aging R.W. Bruhn Bridge. • Improve safety of local road connections at the Trans-Canada Highway. • Enhance safety for pedestrians and cyclists along the Trans-Canada Highway corridor. • Continue collaboration with Indigenous people and government on project opportunities and accommodation. <p>Risks:</p> <ul style="list-style-type: none"> • Archeological finds. • Potential costs and schedule delay with property acquisition completion. • Geotechnical conditions. 				
<u>Highway 1 Hoffman's Bluff to Jade Mountain</u>	2023	27	172	199
<p>Objective: Upgrading approximately 11.9 kilometres of the Trans-Canada Highway to four-lanes, including highway realignment, highway access improvements, frontage road construction and Chase Creek Bridge replacement. The project will also provide greater pedestrian/cycling connectivity between the Village of Chase and Neskonlith Indian Reserve.</p> <p>Costs: Estimated project cost is \$199.2 million, with the Government of Canada contributing \$55.1 million under the Provincial-Territorial Component of the new Building Canada Fund. The Hoffman's Bluff to Jade Mountain project is composed of the following phases:</p> <ul style="list-style-type: none"> • Phase one, Chase Creek Road to Chase West, will be completed in fall 2022 • Phase two, Chase West to Jade Mountain, will be ready for tender in mid-2020 and completed in fall 2023 <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety, mobility and reliability of this section of Highway 1 for all road users. • Increase capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial and national economic growth. • Improve intersections and accesses for local residents of the Village of Chase and Indigenous communities. • Improve pedestrian and cyclist accommodation for the communities. <p>Risks:</p> <ul style="list-style-type: none"> • Potential additional costs related to completing property acquisition. • Potential cost increase and delays related to evaluation of scope change requests following stakeholder input. 				

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>Highway 1 – Salmon Arm West</u>	2023	42	121	163
<p>Objective: Upgrade six kilometres of the Trans-Canada Highway to four lanes to improve safety, mobility and reliability on this key section of the corridor. The project includes up to seven intersections, a new bridge across the Salmon River, a new interchange, and approximately four kilometres of frontage roads.</p> <p>Costs: The current estimate is \$162.7 million including a \$48.5 million Government of Canada contribution under the Provincial-Territorial Component of the new Building Canada Fund. The project is composed of three segments and will be delivered in three phases. The first phase, from 1st Avenue SW to 10th Avenue SW, will be ready for tender in spring 2020.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve the safety, mobility and reliability of the Trans-Canada Highway corridor. • Improve safety for the City of Salmon Arm, local Indigenous community members and the surrounding area with improvements to intersections and accesses. • Improve pedestrian and cyclist accommodation with construction of a multi-use pathway that will integrate with the community trail networks. • Mitigate impacts of projects on Indigenous interests including archaeological, environmental and cultural interests. <p>Risks:</p> <ul style="list-style-type: none"> • Archaeological impacts. • Potential additional costs or delays related to completing property acquisition. • Disposition of the existing Salmon River Bridge to the City of Salmon Arm. 				
Highway 1 216th to 264th Street Widening	2024	4	231	235
<p>Objective: Construction of 10 kilometres of High Occupancy Vehicle (HOV) lanes in both directions of the Trans-Canada Highway between 216th and 264th streets in Langley. The project will include a new interchange at 232nd Street; the replacement of Glover Road Underpass and the CP Rail Underpass and a west bound truck climbing lane between 232nd and 216th streets and a parking lot for up to 150 commercial vehicles and 45 passenger vehicles.</p> <p>Costs: Estimated cost is \$235.5 million, inclusive of property acquisition costs and contingencies. The Government of Canada is contributing half of eligible costs up to a maximum of \$109 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund. The Township of Langley is contributing up to \$27.1 million for the 232nd interchange component.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety for all road users. • Reduce congestion and improve travel times through a key corridor. • Support HOV use. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Archeological impacts. • Replacement of the Canadian Pacific Railway crossing of Highway 1 while keeping container traffic moving along the Roberts Banks Rail Corridor. • Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans. 				

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
<u>Highway 1 – Phase Four of the Kicking Horse Canyon Project</u>	2024	14	587	601
<p>Objective: Upgrade the final 4.8 kilometres of the 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 British Columbia and the rest of North America and is a key part of the province’s inter-provincial trade, tourism and resource economies. The first three phases of the project have been completed and are now in operation.</p> <p>Costs: The current estimate for Phase 4 is \$601 million. The Government of Canada is contributing \$215.2 million under the National Infrastructure Component of the new Building Canada Fund.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Increase the safety, reliability and capacity on a critical provincial and national gateway. • Strengthen economic development through increased tourism and efficient movement of goods and services. <p>Risks:</p> <ul style="list-style-type: none"> • Challenging climatic and geographic conditions. • Traffic management during construction. 				
<u>Broadway Subway Project</u>	2025	44	2,783	2,827
<p>Objective: The proposed project is a 5.7 kilometre extension of the existing Millennium Line along Broadway from VCC-Clark station, entering a 5 kilometre tunnel at the Great Northern Way campus and continuing as a subway to Arbutus Street. Six underground stations will be built: one at the Great Northern Way campus, and five along Broadway Avenue (Main Street, Cambie Street, Oak Street, Granville Street and Arbutus Street). Upon completion, it will be fully integrated into the regional transportation network and operated by TransLink.</p> <p>Costs: The Broadway Subway Project will cost \$2,827 million, and will be funded through contributions of \$1,830 million from the Government of British Columbia, \$897 million from the Federal Government and \$100 million from the City of Vancouver. The Project is a key part of the rapid transit program in Metro Vancouver’s Mayors’ Council 10-Year Vision, Phase 2. The Vision is funded by the governments of B.C. and Canada, TransLink, and local municipalities.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Provide faster, convenient and more reliable transit service. • Improve transportation options and economic development potential. • Connect communities and regional destinations and fill the gap in the regional transit network. • Help meet future needs by keeping people and goods moving and supporting a growing economy. • Support environmentally friendly transportation options. • Improve regional affordability and access to the Broadway Corridor. <p>Risks:</p> <ul style="list-style-type: none"> • Traffic management during construction. • Geotechnical Conditions. • Third Party Agreements. • Future expandability. • Utility relocations. 				

Appendix A: Agencies, Boards, Commissions and Tribunals

BC Transit

BC Transit coordinates the delivery of public transportation across B.C. with the exception of those areas serviced by TransLink (Metro Vancouver).

BC Container Trucking Commissioner

The Office of the BC Container Trucking Commissioner enforces compliance with the *Container Trucking Act*, issues Container Trucking Services licences within the Truck Licencing System and facilitates ongoing policy and regulatory review.

Passenger Transportation Board

The Passenger Transportation (PT) Board is an independent tribunal established under the *Passenger Transportation Act*. In its adjudicative roles, the PT Board operates independently from Government. The PT Board is accountable to the Minister of Transportation and Infrastructure for complying with applicable government administrative, financial and human resources and other policies. More information on the Board's role and its strategic plan is available at ptboard.bc.ca.

Transportation Investment Corporation (TI Corp)

Transportation Investment Corporation (TI Corp) was established under the Transportation Investment Act. TI Corp became a subsidiary of BCTFA on April 1, 2018, and has a mandate to provide enhanced oversight, management and delivery of major capital transportation projects, including the new Pattullo Bridge Replacement Project, the Kicking Horse Canyon Project – Phase 4 and the Broadway Subway Project.

TI Corp's Service Plan is available online at TICorp.ca

Appendix B: Non-Reporting Crowns

[BC Transportation Financing Authority \(BCTFA\)](#)

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.

The BCTFA has two subsidiaries: Transportation Investment Corporation ([TI Corp](#)); and the [British Columbia Railway Company \(BCRC\)](#).

Financial Statements

[BCTFA Audited Financial Statements](#)

[BCTFA Statement of Operations](#)

BCTFA Performance Plan 2019/20-2021/22

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 local government agencies, communities and private sectors that serve the best interest of British Columbians;
- Use innovative solutions and best practices to deliver the most cost-effective transportation investment plans.

BC Railway Company (BCRC)

Organizational Overview:

BCRC's primary mandate is to acquire and hold railway corridor and strategic port lands and to make related infrastructure investments to provide benefits to the province. BCRC owns the former BC Rail railway lands and tracks infrastructure, which is leased to CN Rail through the Revitalization Agreement. Consistent with western trade corridor strategies, BCRC owns and operates the Roberts Bank Port Subdivision rail line (a 40-kilometre track from Surrey to the Roberts Bank coal and container terminals). BCRC, through its subsidiary BCR Properties Ltd., also 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*.

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

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

Key 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 Technical Safety BC (formerly BC Safety Authority) and Transport Canada;
- 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 western trade corridor strategies

Key Strategies:

- Provide advice and support to further trade corridor strategies;
- Secure through lease, purchase, or other means, lands suitable for supporting trade corridor objectives;
- Make investments in infrastructure projects that support western trade corridors.

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 Pembina Pipelines Corporation and the property lease with Squamish Terminals

Key Strategies:

- Manage a positive landlord-tenant relationship with Squamish Terminals, CN Rail and Pembina Pipelines Corporation;
- Monitor CN Rail compliance with terms of the Revitalization Agreement and Pembina Pipelines Corporation compliance with terms of the Operating Lease Agreement;
- Protect the strategic interests of BCRC and the Province whenever terms of the Revitalization Agreement and the Operating Lease Agreement require enforcement or interpretation.