

**Ministry of
Transportation
and Infrastructure**

**2021/22 – 2023/24
SERVICE PLAN**

April 2021



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Minister's Accountability Statement



The *Ministry of Transportation and Infrastructure 2021/22 – 2023/24 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 black ink that reads "Rob Fleming". The signature is written in a cursive, flowing style.

Honourable Rob Fleming
Minister of Transportation and Infrastructure
April 1, 2021

Minister of State's Accountability Statement



I am the Minister of State for Infrastructure and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2021/22:

- (a) work with the Minister of Transportation and Infrastructure to develop a plan that will advance critical transportation infrastructure;
- (b) support the work of the TransLink Mayors' Council 10-year planning process to extend the Millennium Line to Arbutus Street, with an eventual terminus at UBC, and ensure prompt design and construction of the Surrey-Langley Skytrain;
- (c) support planning to improve the movement of goods and people in the Fraser Valley, including the widening of Highway 1;
- (d) advance the work to replace the Massey crossing;
- (e) support the work of the Pattullo Bridge Replacement Project to ensure a successful completion;
- (f) support the planning and development of key transit projects, like high-speed transit links for the North Shore and the expansion of rail up the Fraser Valley;
- (g) submit to Cabinet a report on the results referred to in paragraphs (a) through (f) on or before March 31, 2022.

A handwritten signature in black ink that reads "Bowinn".

Honourable Bowinn Ma
Minister of State for Infrastructure
April 1, 2021

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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, coastal and inland ferry service delivery, active transportation network improvements and other more socially and environmentally responsible 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

In 2021/22 British Columbians continue to face significant challenges as a result of the global COVID-19 pandemic. The Government of British Columbia is continually evolving to meet the changing needs of people in this province. Government has identified five foundational principles that will inform each ministry's work and contribute to COVID-19 recovery: putting people first, lasting and meaningful reconciliation, equity and anti-racism, a better future through fighting climate change and meeting our greenhouse gas reduction commitments, and a strong, sustainable economy that works for everyone.

The COVID-19 pandemic significantly reduced economic activity in B.C. in 2020. The ongoing evolution and economic cost of the pandemic on B.C. and its trading partners remains highly uncertain. The Economic Forecast Council (EFC) estimates a 5.1 per cent decline in B.C. real GDP in 2020 and expects growth of 4.9 per cent in 2021 and 4.3 per cent in 2022. Meanwhile for Canada, the EFC projects national real GDP growth of 4.7 per cent in 2021 and 4.2 per cent in 2022, following an estimated decline of 5.4 per cent in 2020. As such, B.C.'s economic growth is expected to outperform Canada's in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the timing of the global vaccination rollout, extended travel restrictions, a weaker global recovery, and the continued impact of a slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies and lower commodity prices.

This 2021/22 service plan outlines how the Ministry of Transportation and Infrastructure will support the government's priorities including the foundational principles listed above and selected action items identified in the [November 2020 Minister's Mandate Letter](#) and [Minister of State for Infrastructure's Mandate Letter](#).

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 the private sector to invest in priority rehabilitation and improvement projects that serve the best interest of British Columbians.
- Streamline consultation, tendering, and construction of infrastructure projects to ensure projects are delivered without unnecessary delays.
- 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	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
1.1 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

Linking Performance Measure to Objective

This performance measure reflects the goal of being cost-conscious and evaluates all Ministry capital construction and rehabilitation projects completed each year, within the overall Transportation Investment Plan. 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 Capital Expenditures 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	2014-2018 Baseline ¹	2020/21 Forecast ²	2021/22 Target ²	2022/23 Target ²	2023/24 Target ²
2.1 Serious collision rate on Provincial Highways (Collision per Million Vehicle Kilometre)	0.161	0.156	0.155	0.153	0.152

Data source: The RCMP and ICBC.

¹The baseline value represents the serious collision rate for the five-year period of 2014 to 2018.

²The forecast and target are based on historical trends of the 5-year rolling average serious collision rate between 2010 and 2019. 2019 traffic volumes were projected, and the baseline and targets may change from previously established values following data updates.

Linking Performance Measure to Objective

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	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
2.2 Rating of Maintenance Contractor performance using Contractor Assessment Program	93%	93%	93%	93%

Data source: Ministry of Transportation and Infrastructure

Linking Performance Measure to Objective

Ensuring the safety and reliability of the provincial highway system through a high standard of highway maintenance protects the safety 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 website.

Maintenance contracts were retendered over the last two years. 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.

The target of 93 per cent indicates good performance from Maintenance Contractors and is an indication of exceptional service delivery in exceeding contract specifications, working proactively, and promptly responding to emergencies. The target also indicates a contractor is proactively engaging and communicating with the public and local stakeholders.

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 to the planning of services and policies that impact Ministry stakeholders and the general public.

Performance Measure	2020/21 Forecast ¹	2021/22 Target	2022/23 Target	2023/24 Target
2.3 Survey of stakeholder and citizen satisfaction with Ministry services and processes, rated on a scale of 1 to 5	N/A	4.1	4.1	4.1

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.

¹The 2020/21 measure was not collected. Due to the demands and uncertainty of the COVID-19 pandemic, and subsequent travel restriction, the survey was deferred.

Linking Performance Measure to Objective

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

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

Objective 3.1: Support local economies and communities through the continued development of a multi-modal transportation system¹

Key Strategies

- In partnership with other levels of government and Indigenous communities, expand public transit (including bus service and rapid transit) and support the planning and development of key transit projects, while ensuring service is affordable and accessible.
- Work with the Minister responsible for TransLink to integrate TransLink and BC Transit services.
- In collaboration with the Ministry of Municipal Affairs, encourage compact and mixed land-use around transit stations and along transit corridors through policy and funding agreements, and lead work on the Integrated Transportation and Development Strategy.
- Implement intelligent transportation systems to manage traffic and congestion, reduce idling, and enable improved transit service.
- Expand the use of HOV lanes and transit priority measures.

Performance Measure(s)	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
3.1 Annual public transit ridership in B.C.	124 million	151 million	258 million	264 million

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

Linking Performance Measure to Objective

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 the carbon footprint and providing a lower cost transportation alternative. The COVID-19 pandemic has had a substantive impact on ridership levels in 2020/21, with ridership declining by over 60 per cent due to reduced economic activity, post-secondary institutions transitioning from in-person to online classes, some businesses temporarily or fully closing and many moving to working from home arrangements, and other factors. Provincial transit ridership levels are forecast to rebuild gradually over the service plan period, while likely remaining below targets established in the 2020/21 service plan prior to the pandemic. The reduction of greenhouse gas emissions from the transportation sector is a priority for Government under its CleanBC strategy.

¹ Objectives 3.1 and 3.2 under Goal 3 have been re-ordered for better alignment between Objective, Strategies and Performance Measure.

Objective 3.2: Reduce greenhouse gas emissions from the transportation sector

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 [CleanBC](#) initiatives such as the provincial active transportation strategy, [Move. Commute. Connect.](#), [Vision Zero](#) and continuing to electrify the provincial inland ferry fleet.
- Continue to work with our public transit agencies as they transition to low carbon fleets through [BC Transit’s Low Carbon Fleet Program](#) and [TransLink’s Low Carbon Fleet Strategy](#).
- Build a network of EV charging stations so EV drivers can feel confident travelling throughout B.C.
- Pursue pilot projects that explore new transportation technologies including electric kick scooters.
- 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	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
3.2 Number of locations with public EV charging installed or supported by the Ministry	22	26	28	30

Data source: Ministry of Transportation and Infrastructure.

Linking Performance Measure to Objective

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. Because it is increasingly difficult to find rest areas that connect more distant communities and that also have electric power, the Ministry is reducing its future targets for this measure compared to targets in previous Service Plans. The Ministry continues to research off-grid options to expand the province’s EV charging network.

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.

Resource Summary

Core Business Area	2020/21 Restated Estimates ¹	2021/22 Estimates ²	2022/23 Plan	2023/24 Plan
Operating Expenses (\$000)³				
Transportation and Infrastructure Improvements	16,524	16,848	16,848	16,848
Public Transportation⁴	350,702	360,812	360,812	360,812
Highway Operations	545,541	553,951	553,951	553,951
Commercial Transportation Regulation	3,387	3,456	3,456	3,456
Executive and Support Services	13,220	13,881	13,889	13,904
Total	929,374	948,948	948,956	948,971
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Highway Operations	5,383	3,506	2,421	2,421
Total	5,383	3,506	2,421	2,421

¹ For comparative purposes, the amounts shown for 2020/21 have been restated to be consistent with the presentation of the 2021/22 Estimates.

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

BC Transportation Financing Authority Statement of Operations

	2020/21 Forecast	2021/22 Budget	2022/23 Plan	2023/24 Plan
Revenue (\$000)				
Tax revenue ¹	425,000	441,500	444,500	432,500
Amortization of deferred contributions ² ...	172,297	173,310	172,489	172,702
Other operating revenue ³	35,265	41,330	46,932	33,170
Total	632,562	656,140	663,921	638,372
Expenditures (\$000)				
Highway Operations	682,006	723,760	696,227	728,848
Transit Programs	138,092	142,526	180,337	206,554
Ferry Operations	26,835	24,356	24,150	24,132
Other	129,367	136,847	141,514	153,688
Debt Servicing Costs ⁴	410,405	447,448	493,133	561,891
Total	1,386,705	1,474,937	1,535,361	1,675,113
Net Loss (\$000)				
Net operating loss	(754,143)	(818,797)	(871,440)	(1,036,741)

¹Tax 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.

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

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

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

Transportation Investments

(\$ millions)	2021/22 Budget	2022/23 Plan	2023/24 Plan	Total
Provincial Investments:				
Highway Corridor Rehabilitation	314	292	213	819
Side Road Improvements	162	115	118	395
Pattullo Bridge Replacement	225	310	288	823
Highway 1 to Alberta Border	267	311	259	837
Broadway Subway	337	363	381	1,081
Transit Infrastructure ¹	136	272	341	749
Transportation and Trade Network Reliability ²	360	442	299	1,101
Safety Improvements	41	30	30	101
Community and other programs	18	13	26	57
Total Provincial Transportation Investments	1,860	2,148	1,955	5,963
Investments funded through contributions from Federal Government and Other Partners:				
Contributions from all partners	534	581	532	1,647
Total Investments in Transportation Infrastructure³	2,394	2,729	2,487	7,610

¹Includes notional funding for Surrey-Langley SkyTrain that remains subject to Treasury Board project approval.

²Includes notional funding for George Massey Crossing that remains subject to Treasury Board project approval.

³Total investments include operating and capital spending.

Capital Expenditures

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 91 – Alex Fraser Bridge Improvements	2019	66	4	70
<p>Objective: 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>Costs: The estimated cost is \$70 million. The Government of Canada is contributing half of eligible costs up to a maximum of \$33 million under the National and Regional Priorities of the new Building Canada Fund. The Project completed in 2020. The asset has been put into service and only trailing costs remain.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve traffic capacity and reduce travel time delays for commuters and goods movement during peak times. • Respond to community and local government concerns. <p>Risks:</p> <ul style="list-style-type: none"> • This project is substantially complete. No significant risks remain. 				
Highway 1 Widening and 216th Street Interchange	2020	60	2	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. The Project completed in 2020. The asset has been put into service and only trailing costs remain.</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. • Enhancement to local environmental and fish habitats. • Extension of ITS system on the Highway. <p>Risks:</p> <ul style="list-style-type: none"> • This project is substantially complete. No significant risks remain. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – Admirals Road/McKenzie Avenue Interchange	2020	96	0	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. The Project completed in September 2020. Assets have been put into service and only trailing costs remain.</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"> • This project is substantially complete. No significant risks remain. 				
Highway 7 Corridor Improvements	2020	70	0	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 Infrastructure Component of the new Building Canada Fund. The Project completed in 2020. Only trailing costs remains.</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"> • This project is substantially complete. No significant risks remain. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 99 – 10 Mile Slide Objective: Long-term stabilization of the Ten Mile Slide, approximately 17 kilometres northeast of Lillooet and located within Xaxli'p's Fountain Reserve 1A. 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 in 2021. Benefits: <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 extraordinary maintenance and stabilization measures. Risks: <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. • Construction claims. 	2021	45	15	60
Highway 1 – Lower Lynn Corridor Improvements Objective: Construction of replacement structures over Highway 1 at Mountain Highway, and Keith Road and Main Street/Dollarton Highway as well as municipal improvements on Keith Road/Bridge. The Project also includes the construction of two westbound collector-distributor lanes and the construction of two new structures on either side of the existing Highway 1 Lynn Creek Bridge. Costs: The estimated cost is \$198 million, inclusive of property acquisition costs and contingencies with contributions from other parties totalling \$121 million. Benefits: <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. Risks: <ul style="list-style-type: none"> • Utility relocations. • Managing traffic during construction. 	2021	159	39	198

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – Illecillewaet Four-Laning and Brake Check	2021	41	44	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 and is the first project to be delivered under the Community Benefits Agreement. 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 allow for 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. 				
Highway 14 Corridor Improvements	2022	18	59	77
<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: \$76.7 million total Capital cost made up of \$29 million in funding from the Government of Canada, and \$47.7 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. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
West Fraser Road Flood Recovery	2023	7	96	103
<p>Objective: Reconstruct 5.6 kilometres of two-lane West Fraser Road on a new alignment that by-passes a closed eroded section that was washed out in 2018 and is located in an active landslide area. A new bridge will be constructed over Narcosli Creek along a new alignment. This project will improve the connectivity of local Indigenous and non-Indigenous communities in the area by eliminating the need to 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 Arrangements (DFAA).</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 destinations. • Improves safety of all road users through lower collision risk. • Avoids active slides and rockfall areas. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Archeological finds. • Potential for changed conditions during construction. • Potential for flooding in Narcosli Creek drainage area. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 - Chase Four Laning	2023	36	184	220
<p>Objective: Upgrading approximately 4.9 kilometres of the Trans-Canada Highway to increase safety and capacity by expanding narrow two-lane sections, constructing safer access points to local communities and promoting safer pedestrian and cycling inter-community access.</p> <p>Costs: Estimated project cost is \$220 million, with the Government of Canada contributing \$12.1 million under the Provincial-Territorial Component of the new Building Canada Fund. The Chase Four Laning 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 2023 • Phase two, Chase West to Chase Creek Bridge, will be ready for tender in February 2021 and completed in fall 2023 • Phase 3, Hoffman’s Bluff to Chase West has released the associated federal funding and been removed from the Chase Four Laning project to allow for additional consultation with the Neskonlith Indian Band. The Ministry is continuing with the detailed design process, determining the property requirements and working closely with the Neskonlith Indian Band to address any concerns and impacts the design could have on the Band. <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety, mobility and reliability of this section of Highway 1 for all road users. • Better capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial and national economic growth. • Improves intersections and accesses for local residents of the Village of Chase and Indigenous communities. • Improves 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. • Potential for changed conditions during construction. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 91-Highway 17 Deltaport Way Corridor	2023	93	167	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. 				
Highway 1 – Salmon Arm West	2023	43	112	155
<p>Objective: Upgrade 3.2 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 four-laning, intersection improvements, replacement of Salmon River Bridge, construction of an interchange with frontage road connections at 1st Avenue SW, construction of frontage roads to consolidate access to and from Highway 1, and a multi-use pathway for pedestrians, cyclists and other non-motorized users. Includes up to four 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 \$155 million including a \$31.24 million Government of Canada contribution under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund. The Project is composed of two segments and will be delivered in two phases. The first phase, from 1st Avenue SW to 10th Avenue SW, was tendered 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. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – Quartz Creek Bridge Replacement	2023	10	111	121
<p>Objective: Upgrading approximately 4.4 kilometres of the Trans-Canada Highway to four lanes, including a replacement of the existing Quartz Creek bridge, a new bridge structure to replace the existing Wiseman Stream Culvert (culvert buried under 30 metres of highway fill), and access improvements to forest service roads.</p> <p>Costs: Approved project budget is \$121.4 million, with the Government of Canada contributing \$49.9 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, 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. • Improve safety for accessing forest service roads. <p>Risks:</p> <ul style="list-style-type: none"> • Third party agreements. • Schedule delays. • Geotechnical conditions. 				
Kootenay Lake Ferry Service Upgrade	2023	7	78	85
<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 \$84.7 million. The project is cost shared between the provincial and federal governments. Federal funding of \$17.2 million is being provided through the New 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. • Market conditions may impact project pricing and vessel delivery. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – RW Bruhn Bridge	2023	23	202	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 1.98 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 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. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Pattullo Bridge Replacement	2024	263	1,114	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 2024. 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. • Managing archeological impacts. • Permitting/regulatory processes. • Utility relocations. • Coordinating rail interface. • Third party agreements. • Geotechnical conditions. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – 216th to 264th Street Widening <p>Objective: Construction Extension 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: The approved project budget is \$235 million, with the Government of Canada 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. • Environmental impacts and contaminated soils. • Replacement of the Canadian Pacific Railway crossing of Highway 1 while keeping rail 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. 	2024	13	222	235
Highway 1 – Kicking Horse Canyon Phase 4 <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. 	2024	90	511	601

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2020 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Broadway Subway	2025	365	2,462	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

As of March 31, 2021, the Minister of Transportation and Infrastructure is responsible and accountable for the following:

[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 Transit's Service Plan is available on their [website](#).

[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. More information about the role of the BC Container Trucking Commissioner is available at [obcctc.ca](#).

[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 on their [website](#).

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 2021/22-2023/24

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; and,
- Use innovative solutions and best practices to deliver the most cost-effective transportation investment plans.

[British Columbia Railway Company](#)

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 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; 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 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; and
- 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 Vancouver Wharves Operating Lease Agreement with Pembina Pipelines/Kinder Morgan Canada Terminals and the property lease with Squamish Terminals

Key Strategies:

- Manage a positive landlord-tenant relationship with Squamish Terminals, CN Rail and Pembina Kinder Morgan;
- Monitor CN Rail compliance with terms of the Revitalization Agreement and Pembina 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.