

# Ministry of Transportation and Infrastructure

## 2024/25 – 2026/27 Service Plan

February 2024



For more information on the Ministry of Transportation and Infrastructure contact:

PO Box 9850

STN PROV GOVT

Victoria, BC

V8W 9T5

Or visit our website at

[Ministry of Transportation and Infrastructure](#)

Published by the Ministry of Transportation and Infrastructure

## Minister's Accountability Statement



The Ministry of Transportation and Infrastructure 2024/25 – 2026/27 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 fluid and cursive.

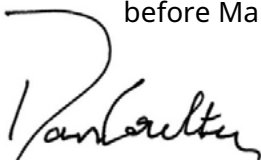
Honourable Rob Fleming  
Minister of Transportation and Infrastructure  
February 12, 2024

## Minister of State's Accountability Statement



I am the Minister of State for State for Infrastructure and Transit and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2024/25:

- a) Support the Minister of Transportation and Infrastructure to advance B.C.'s major infrastructure projects, including Highway 1 expansion in the Fraser Valley, the Fraser River tunnel replacement project, and the Surrey-Langley and UBC SkyTrain projects;
- b) Work with BC Transit and TransLink to ensure ridership continues to recover to pre-pandemic levels;
- c) Support the Minister of Transportation and Infrastructure in working with Cabinet colleagues, communities and regions to assess and support the planning of transit projects to reduce commute times for fast growing urban areas, including evaluating the possible extension of the West Coast Express;
- d) Work with local communities to develop options to improve public transit and other transportation modes on Vancouver Island, including building on the South Island Transportation Strategy;
- e) Support the Minister of Transportation and Infrastructure to complete the Transit-Oriented Development Framework to advance sustainable communities along transit corridors to help achieve our housing and affordability goals;
- f) Work with BC Transit, TransLink and BC Ferries on improving service integration to ensure passengers experience more seamless travel;
- g) Support the Minister of Transportation and Infrastructure to ensure highway improvement projects result in more integrated transportation corridors through incorporating improved active transportation and transit amenities;
- h) Support the Minister of Transportation and Infrastructure in working with Indigenous Communities, and the federal government to advance rural transportation solutions;
- i) Submit to Cabinet a report on the results referred to in paragraphs (a) to (h) on or before March 31, 2025.



Honourable Dan Coulter  
Minister of State for Infrastructure and Transit  
February 12, 2024

# Table of Contents

Minister's Accountability Statement .....	3
Minister of State's Accountability Statement .....	4
Strategic Direction.....	6
Purpose of the Ministry .....	6
Operating Environment.....	7
Economic Statement.....	8
Performance Planning.....	9
Financial Summary.....	19
Appendix A: Public Sector Organizations.....	52
Appendix B: Non-Reporting Crowns.....	53

## Strategic Direction

In 2024/25, the Government of British Columbia will remain focused on providing the services and infrastructure that people depend on to build a good life. Government will continue delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy. Government will continue working collaboratively with Indigenous Peoples as it implements the Action Plan for the Declaration on the Rights of Indigenous Peoples Act and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25 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 [December 2022 Minister's Mandate Letter](#) and [Minister of State for Infrastructure and Transit Mandate Letter](#).

## Purpose of the Ministry

The Ministry of Transportation and Infrastructure helps build resilient communities by providing a safe and reliable transportation network that keeps people and goods moving and supports B.C.'s economic growth. The Ministry is also positioning the province for a greener and more sustainable future by adopting new technologies and implementing intermodal and active transportation solutions. Whether through policy and legislative work, building new or updating existing infrastructure, or providing funding and support to Indigenous communities and local governments, the Ministry's work enables British Columbians to benefit from a growing, accessible, and connected transportation network.

The Ministry builds and maintains safe and resilient roadways and infrastructure, plans integrated transportation hubs and networks, provides affordable, efficient and accessible transportation options for all people in British Columbia, partners with Crown corporations and other entities to deliver transportation services, develops and implements transportation policies, and administers many related acts, regulations and federal-provincial funding programs.

This work includes investing in road infrastructure and running a comprehensive asset management system, including road resurfacing, bridge rehabilitation and replacement, seismic retrofits, safety improvements and upgrades to smaller side roads to help connect communities. This work also includes policy, planning, funding and oversight of public transit, coastal and inland ferry services, passenger and commercial vehicles, active transportation and multi-modal networks. The Ministry is leading initiatives to increase integrated land use and transportation planning, reduce transportation-related greenhouse gas emissions, and strengthen the economy through the efficient movement of people and goods.

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](#). It also serves as the principal liaison into Government for [TransLink](#) and [BC Ferries](#).

## Operating Environment

The current financial climate as well as rapid population growth in B.C. has had a significant impact on overall affordability in the province. To address this, the Ministry is continuing to partner with other ministries to take a broader, integrated approach to planning and delivering infrastructure to better align transportation networks and land use in communities. This will support expansion of our multi-modal transportation options like transit and active transportation, which contribute to the creation of more complete and accessible communities and to greater affordability and livability.

Increasingly, one of the main areas impacting the Ministry are climate-related emergency events like fires, floods, rockfalls and landslides. How the Ministry handles these events takes two forms: we need to be prepared and responsive when one of these events occurs, and we are taking a proactive approach by advancing integration of resilient design in B.C.'s transportation network.

The transportation sector continues to account for about 40 per cent of B.C.'s GHG emissions. Continued development of active transportation networks and robust transit options are helping reduce single-occupant vehicle trips. Integrated planning initiatives will help foster growth in these lower emitting and no-emitting modes and further reduce the need for car trips. The Ministry is also continuing to invest in active transportation infrastructure through programs like the Active Transportation Capital Fund announced in Budget 2023 that will increase connections on ministry rights-of-way to active transportation networks in communities providing more affordable, accessible, climate friendly transportation options. The Ministry is working to electrify more of B.C.'s transportation network. This includes providing charging stations at provincial rest stops and providing incentives like HOV lane use for electric vehicles. Through the CleanBC Heavy-Duty Vehicle Efficiency Program, the Ministry is working to provide electrification options at truck stops to reduce idling. Electrification of the Provincial inland ferry fleet has also begun, with the goal of having the entire fleet electrified by 2040. These diverse initiatives will ensure British Columbians will be able to access a range of clean energy options no matter their choice of travel mode.

Reconciliation continues to be an important part of the Ministry's ongoing work. The [BC Declaration on the Rights of Indigenous Peoples Act](#) and the [Declaration Action Plan 2022-2027](#), along with the [Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples](#) help guide all aspects of the Ministry's work.

The Ministry is also working to make its services more accessible. Our commitment to accessibility is rooted in the Accessible B.C. Act and the B.C. government's [Digital Plan](#) which provide a comprehensive framework to identify, remove, and prevent barriers to accessibility and meet the growing needs and expectations British Columbians. Current projects like Drive BC modernization, the Integrated Project Services solution and the Property Information Management System will transform how the Ministry delivers its services. And ensure our

digital tools and services are accessible and prioritize user experience for British Columbians of all abilities.

The Ministry's core work remains building and maintaining a safe and efficient transportation network for British Columbia. However, the context in which the work to deliver this mission takes place is becoming more complex. The Ministry continues to be nimble and responsive to ensure it continues to meet British Columbians' evolving needs in a changing environment.

## Economic Statement

B.C.'s economy posted modest growth last year as interest rate increases weighed on the economy, and employment continued to expand, supported by immigration. Inflation in the province continued to ease and the Bank of Canada has not raised its policy interest rate since July 2023. The impact of higher rates on borrowing costs and elevated household debt led to lower consumer spending and reduced home sales. Lumber, natural gas and coal prices declined in 2023, reducing the value of the province's goods exports. Meanwhile, there was a record number of housing starts in the province in 2023. There is uncertainty over the transmission of high interest rates to the residential construction sector and the duration of slower growth for the rest of the economy in B.C. and among our trading partners. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 0.9 per cent in 2023 and expects growth of 0.5 per cent in 2024 and 2.1 per cent in 2025. Meanwhile for Canada, the EFC estimates growth of 1.1 per cent in 2023 and projects national real GDP growth of 0.5 per cent in 2024 and 1.9 per cent in 2025. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook continue to center around interest rates and inflation, including the risk of price increases stemming from geopolitical conflicts, the potential for interest rates remaining higher for longer, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, lower commodity prices, climate change impacts and the volatility of immigration levels.



## Performance Planning

### **Goal 1: British Columbia has an integrated transportation network**

To better serve British Columbians, the Ministry is continuing to align transportation and land use to maximize network movement, transit ridership and co-benefits to communities. This integration will improve livability, reduce emissions and help economic development.

#### **Objective 1.1: Leverage integrated transportation planning and development to support complete, connected communities.**

The Ministry continues to progress alignment of land use and transportation planning by developing an integrated planning process to advance smart, coordinated growth across B.C. to enhance liveability, support housing goals, encourage complete and connected communities, and support more sustainable and affordable transportation options, like public transit and active transportation.

#### **Key Strategies**

- Continue to advance integrated planning and development across the Ministry through the integrated planning process to maximize investments and deliver co-benefits to communities in partnership with them.
- Develop a transit oriented development framework to advance sustainable communities along transit corridors to support housing development and other benefits.
- Work with other ministries to improve timing and transparency of permitting processes to support housing and sustainable economic development.
- Enhance the existing planning and decision-making framework to help focus government policy, coordinate with municipal and regional economic development and land-use planning initiatives.

#### **Discussion**

Our government recognizes that decisions about transportation investments and land-use can help establish key provincial priorities like housing / affordability, and emissions reduction and the creation of healthy, equitable and resilient communities. Putting this opportunity into action, MOTI on behalf of the Province is advancing the development of an Integrated Planning Approach, to better align transportation and land use planning. This Province wide initiative represents a bold enhancement to our planning and decision-making processes and will guide how we invest in our communities.

To leverage integrated transportation planning and development, the Ministry is working on a framework for transit oriented development to advance community connectivity, housing development and transit ridership. Collaboration with other ministries will improve permitting

and transparency processes, support housing and economic development, adding smart and coordinated growth across the province. Additionally, the Ministry will update investment metrics to address monetary and social costs to our transportation network and major projects, further contributing to complete and connected communities. These key strategies ensure that the Ministry is working towards British Columbia having an integrated transportation network, connecting communities, improving livability and economic development.

## **Objective 1.2: Support resilient supply chains and influence economic development through transportation services, planning and infrastructure.**

The Ministry leads transportation network planning and investment that enables economic development and people, communities and businesses to stay connected. It also works with partners to support resilient and efficient supply chains that are essential to economic activity and delivering the goods and services the province and Canada depend on.

### **Key Strategies**

- Deliver and implement a goods movement action plan to provide leadership and coordination among the transportation sector for a goods movement ecosystem, that is smart, sustainable and competitive.
- Leverage transportation planning and investments with strategic land use planning to better connect people and communities to jobs and services to maximize economic development potential.
- Continue to make key asset preservation and rehabilitation investments to support connections between communities and key transportation corridors and roadways across the province.

### **Discussion**

To support resilient supply chains and economic development, the Ministry has developed a goods movement action plan that will drive BC's goods movement ecosystem to one that is smart, sustainable and competitive. Implementation of the action plan is underway. The Ministry is also making key investments in road, bridge and drainage appliance rehabilitation to ensure transportation networks are proactively maintained. Investment in transportation infrastructure, planning, integration and maintenance is integral to providing a transportation network for British Columbia to ensure supply chains remain resilient and economic development remains strong. Some of the key deliverables for 2024 are performing critical assessments of all infrastructure, establishing a Northern Transportation Discussion Forum and advancing both the Vancouver Island Supply Chain Management Project and the Fraser Valley Highway 1 Corridor Improvement Program.

### Objective 1.3: Deliver people focused transportation services and systems.

The Ministry is leading service integration of transit, ferries and active transportation to connect people and businesses, improving network accessibility and community connection. It is also incorporating a GBA+ lens to ensure policies, programs, planning and services meet the diverse needs of people and communities.

#### Key Strategies

- Ensure a range of appropriate, inclusive transportation modes and infrastructure to meet the diverse needs of people across British Columbia.
- Continue to support and expand GBA+ analysis across business processes policies, programs and services.
- Advance implementation of the Declaration on the Rights of Indigenous Peoples Act (Declaration Act) and its Action Plan.

#### Discussion

The Ministry is dedicated to ensuring the availability of people focused transportation services and systems by addressing key areas to support the diverse needs of all British Columbians. Supporting and expanding GBA+ analysis ensures that projects and programs consider the diverse needs of passengers in an integrated transportation network. The Ministry will also continue to implement the Ministry-specific goals outlined in the Declaration Act Action Plan. This includes identifying and advancing reconciliation negotiations on historical road impacts and road accessibility with First Nations on reserve, treaty and title lands, and identifying multi-modal transportation systems that provide sustainable, safe, reliable and affordable transportation options for First Nations communities.

#### Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1a Annual public transit ridership in B.C. <sup>1</sup>	287 million	296 million	306 million	313 million

Data source: TransLink and BC Transit forecasts

<sup>1</sup>Figures are totals of TransLink and BC Transit passenger trips.

#### Discussion

Provincial transit ridership levels are continuing to recover from substantial declines in 2020/21 due to the COVID-19 pandemic. As of November 2023, BC Transit ridership recovered to an average of 111% (11% above) of pre-pandemic level and TransLink ridership reached 88% of pre-pandemic level, for a province-wide average recovery of 92%. Ridership levels are forecasted to continue building gradually over the service plan period.

The ministry continues to work with both transit agencies (BC Transit and TransLink) to improve transit services and expand transit service capacity to further support ridership growth.

## **Goal 2: British Columbia has a clean, accessible and sustainable transportation network.**

The transportation sector is responsible for 40 per cent of B.C.'s greenhouse gas (GHG) emissions and the Ministry is taking a leadership role within government through [CleanBC](#) and in our operations to advance climate change mitigation, adaptation and resilience across the transportation network. Success hinges on action, collaboration and partnerships within government and with communities, and leaning into innovation and technology to drive change. The Ministry is supporting shifts to sustainable modes of travel and expanding active transportation networks to help meet ambitious greenhouse gas reduction targets.

### **Objective 2.1: Reduce greenhouse gas emissions across the transportation sector.**

The Ministry is leading, in partnership with the Ministry of Energy, Mines and Low Carbon Innovation, a Clean Transportation Action Plan to support emissions reductions by focusing on efficiency-first transportation options to reduce GHG emissions by 2030.

#### **Key Strategies**

- Complete development and implement the Clean Transportation Action Plan to reduce greenhouse gas emissions across the transportation network.
- Continue to support the adoption of zero emission vehicles (ZEVs) by expanding a continuous EV charging network at Provincial Rest Stops – especially in the North – as part of Canada's electric highway.
- Support and pursue innovative policies, programs and projects that support mode shift and reduce emissions.
- Continue to work with 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](#), and support TransLink's other climate action initiatives for Metro Vancouver captured in the agency's new 30-year Regional Transportation Strategy, [Transport 2050](#).

#### **Discussion**

The Clean Transportation Action Plan is anticipated to be released in 2024 and will include personal and commercial transportation, public transit and other modes of transportation. It will establish policy, actions, baselines and measurements to reduce emissions. The Ministry will also collaborate with public transit agencies to support the transition to low carbon alternatives.

**Objective 2.2:** Support accessible and affordable public transit.

The Ministry is focusing on expanding a public transit network that is accessible, reliable, integrated and affordable to connect British Columbians to their communities, jobs, services and social activities. A robust and connected public transit system will also address climate goals by reducing GHG emissions generated by motor vehicles, improving livability and supporting housing in more compact communities and transit-oriented developments.

**Key Strategies**

- Continue to work with provincial transit agencies, the federal government, local governments and Indigenous communities to expand and improve public transit services and infrastructure and support equitable access.
- Improve connections to active transportation and transit networks within the province.
- Work with TransLink, BC Transit and BC Ferries to improve integration of transit services, and support development of a strategic transit capital planning to be implemented through both agencies’ long-term investment plans.

**Discussion**

As the population in B.C. continues to grow, expanding availability and accessibility of active modes and transit become more important. These lower-emitting modes will help meet government’s greenhouse gas reduction targets. These options, especially transit, are also more affordable and offer greater flexibility and accessibility to people of all ages and abilities. The Ministry is supporting accessible and affordable public transit by collaborating with relevant groups to improve and expand public transit across the province, improve inter-modal connections including with active transportation facilities, and working with TransLink, BC Transit and BC Ferries on improving service integration.

**Performance Measures**

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2a Number of All Ages and Abilities (AAA) <sup>1</sup> active transportation infrastructure planning and capital projects funded by MOTI through the Active Transportation Capital Fund	N/A	10	12	15

Data source: Ministry of Transportation and Infrastructure

<sup>1</sup>AAA design standards can be found in the [B.C. Active Transportation Design Guide](#).

**Discussion**

As part of the Ministry’s work to reduce greenhouse gas reductions from the transportation sector, we are promoting the use of non-emitting modes of transportation and pursuing innovative policies, programs and projects that support mode shift and reduce emissions. All

Ages and Abilities (AAA) is an industry design standard for high-quality infrastructure most likely to have a substantial effect on gaining mode share for active transportation options like walking, cycling and other active modes. For example, protected and separated cycle lanes or multi-use paths are considered AAA.

Work to incorporate AAA design standards across projects in the province is just beginning with the establishment of the Active Transportation Capital Fund in Budget 2023. This funding is dedicated to AAA infrastructure implementation on Ministry rights-of-way. AAA projects incorporate both corridor pathway and overpasses/underpasses that significantly improve walking and cycling connectivity in a community. Available funding will be designated to locations across the province where the most positive mode share impact can be achieved.

### **Goal 3: Transportation networks and roadways in British Columbia are safe, reliable and resilient.**

Planning, operating and maintaining a safe, reliable and resilient transportation network through strong and strategic capital, maintenance and rehabilitation investments remains the core work of the Ministry.

#### **Objective 3.1: Ensure a high standard of transportation infrastructure maintenance through strong and strategic rehabilitation investments.**

The Ministry's investments in transportation infrastructure ensure the safety, reliability and resiliency of the transportation network that British Columbians depend on.

##### **Key Strategies**

- Build on already-strong strategic partnerships with federal and local governments communities and the private sector to invest in priority rehabilitation and improvement projects.
- Continue to lead negotiations for federal-provincial infrastructure programs.
- Continue to systematically assess the conditions of provincial infrastructure to determine priority in the preservation of Provincial assets.
- Invest in the provincial highway system to maintain safety and efficiency, mitigate the onset of deterioration, and maximize the return on infrastructure investment.

##### **Discussion**

The Ministry delivers its maintenance and rehabilitation investment programs through a comprehensive asset management framework based on proactive asset condition assessment and optimization of investments in the highway system. Through timely maintenance and rehabilitation, the Ministry extends the lifecycle of its assets, reduces future maintenance costs and upholds service for highway users in the long term.

### **Objective 3.2: Improve transportation network safety across all modes.**

The Ministry prioritizes the safety of the transportation network and continuously updates operating frameworks to make sure it meets the diverse safety needs of users across an integrated, multi-modal network.

#### **Key Strategies**

- Maximize highway safety and reliability through focused enhancements and improvements.
- Continue to be a leader in implementing intelligent transportation systems, such as the automated avalanche detection system that permanently scans large slopes at a distance of up to 5 kilometres and automatically detects moving snow masses in real-time.
- Continue to enhance commercial vehicle safety in B.C. through monitoring, inspection, enforcement, and education.

#### **Discussion**

The Ministry is improving safety in the transportation network by addressing policy, programs and design. Road safety enhancements, commercial vehicle safety and enforcement, and intelligent transportation systems enhance on-road safety conditions.

### **Objective 3.3: Drive resilience in the transportation network and its assets.**

Each year the province faces threats from natural disasters, whether that's forest fires, heat waves or floods. Because of British Columbia's geographic location, it's also important to consider potential seismic related events. The Ministry is taking a proactive approach by continuing to advance the integration of resilient design in B.C.'s transportation network to improve safety and reliability. This will ensure resiliency British Columbians have a safe, reliable, connected network they can depend on.

#### **Key Strategies**

- Continue integrating climate change and seismic resilience considerations into capital and rehabilitation projects.
- Working with partners, other levels of government to promote and broaden our systems-based approach to transportation network planning and investments.
- Build infrastructure designed to better withstand natural disasters and to adapt to future climate change events.
- Build on the Ministry's standing as a recognized sector-leader in developing climate adaptation and resilience engineering policy, standards and practices.
- Increase organizational resilience and effective emergency management program service delivery through training, exercises, lessons learned and modernizing emergency plans.

## Discussion

The Ministry is improving resilience in the transportation network by working with partners to design new and upgrade existing infrastructure to be resilient against the threat of climate and seismic related events. This includes resilience assessments, implementing resilient design across all major capital and rehabilitation projects, and collaborating with other levels of government to advocate for resilient design in our transportation network. The Ministry is also developing a guidebook for incorporating systems-based approaches into infrastructure development.

### **Objective 3.4: Deliver priority projects on schedule and within budget.**

The Ministry leads the delivery of priority projects, ensuring that planning and investment is done in a fiscally responsible way. Projects that are kept on schedule and within budget improve the public's confidence in the planning and maintenance of the transportation network.

#### **Key Strategies**

- Continue streamlining consultation, tendering, and construction of infrastructure projects to ensure projects are delivered without unnecessary delays.
- Deliver cost-effective transportation investments by continuing to use innovative solutions and best practices.

## Discussion

The Ministry is delivering priority projects on schedule and within budget by working with partners to ensure project management principles are applied and the most effective procurement approaches are utilized to ensure projects are completed in a timely and financially responsible manner. New and innovative collaborative contract models, such as the Alliance contract model, are being introduced which are enhancing positive partnering arrangements and benefitting Ministry project delivery practices. As best-practices for infrastructure construction advance and the types of projects that best serve British Columbians change to integrate a broader spectrum of transportation modes, the Ministry and its partners and stakeholders need to also innovate. By ensuring the Ministry keeps pace with innovation, it ensures not only good value for British Columbians in what projects are undertaken, but also how those projects are delivered.



## Performance Measures

Performance Measure	2017/21 Baseline <sup>1</sup>	2023/24 Forecast <sup>2</sup>	2024/25 Target <sup>2</sup>	2025/26 Target <sup>2</sup>	2026/27 Target <sup>2</sup>
3a Serious collision rate on Provincial Highways (Collision per Million Vehicle Kilometre)	0.138	0.123	0.120	0.118	0.116

Data source: The RCMP and ICBC

<sup>1</sup>The baseline value represents the serious collision rate for the five-year period 2017-2021.

<sup>2</sup>The forecast and target are based on historical trends of the 5-year rolling average serious collision rate between 2013 and 2022.

### Discussion

Targeted safety improvements, together with sound regulations and policy, ongoing monitoring and enforcement in cooperation with public safety partners, and the use of information systems and other technologies, improves transportation network efficiency, which creates a safer highway network with a reduced rate of serious crashes. [DriveBC](#) is an important information system tool for the Ministry as well as travellers. DriveBC has two sets of cameras. One set is for Ministry staff to monitor the transportation network for up-to-the moment information on things like key infrastructure, construction projects, maintenance of highways, variable speed limit signs and the wildlife warning system. The other set of cameras is for the travelling public so people can monitor traffic levels, weather and road conditions in real-time and make important decisions regarding when to travel and what route to use. While the exact utility of DriveBC is not reflected in the data for this measure, it is an important tool that contributes greatly to highway safety in the province.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3b Rating of maintenance contractor performance using Contractor Assessment Program	93%	93%	93%	93%

Data source: Ministry of Transportation and Infrastructure

### Discussion

Ensuring the safety and reliability of the provincial highway system through a high standard of maintenance protects the safety of network users, reduces delays and closures, and increases traveller confidence in our transportation network. Private contractors are responsible for maintaining provincial highways year-round in 28 different contract service areas throughout the province. Each contractor repairs and maintains the driving surface, completes roadside upkeep and delivers bridge and winter maintenance. These Contractors undergo local, regional and stakeholder assessments to ensure compliance with the maintenance specifications and contract requirements. The [Contractor Assessment Program](#) specifies the obligations maintenance contractors are required to meet through their work to protect public safety, Provincial infrastructure and the environment.

The target of 93 per cent indicates good performance from maintenance contractors and 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.

<b>Performance Measure</b>	<b>2023/24 Forecast</b>	<b>2024/25 Target</b>	<b>2025/26 Target</b>	<b>2026/27 Target</b>
3c Percentage of projects that meet their budget and schedule	91.5%	91.5%	91.5%	91.5%

Data source: Ministry of Transportation and Infrastructure

### **Discussion**

This performance measure reflects the goal of being cost-conscious and evaluates Ministry capital construction and rehabilitation projects completed each year, within the overall transportation investments 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. Demonstrating efficiency in project delivery helps build confidence from the public in continued investment in projects that benefit British Columbians, including those listed in the Capital Expenditures section.

## Financial Summary

(\$000s)	2023/24		2025/26	2026/27
	Restated Estimates <sup>1</sup>	2024/25 Estimates	Plan	Plan
<b>Operating Expenses</b>				
Transportation and Infrastructure Improvements	30,433	28,497	28,497	28,497
Public Transportation	350,435	373,351	379,384	386,098
Highway Operations	612,876	705,235	705,235	705,235
Commercial Transportation Regulation	1,830	1,969	1,969	1,969
Executive and Support Services	24,843	26,387	26,387	26,387
<b>Total</b>	<b>1,020,417</b>	<b>1,135,439</b>	<b>1,141,472</b>	<b>1,148,186</b>
<b>Capital Expenditures</b>				
Highway Operations	5,261	3,473	3,135	3,135
<b>Total</b>	<b>5,261</b>	<b>3,473</b>	<b>3,135</b>	<b>3,135</b>

<sup>1</sup> For comparative purposes, amounts shown for 2023/24 have been restated to be consistent with the presentation of the 2024/25 Estimates.

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

## BCTFA Statement of Operations

	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
<b>Revenue (\$000)</b>				
Tax revenue <sup>1</sup>	471,000	468,500	461,500	435,500
Amortization of deferred contributions <sup>2</sup>	175,608	183,244	195,042	194,703
Other operating revenue <sup>3</sup>	31,254	41,321	36,232	35,312
<b>Total</b>	<b>677,862</b>	<b>693,065</b>	<b>692,774</b>	<b>665,515</b>
<b>Expenditures (\$000)</b>				
Highway Operations	812,565	874,771	938,985	963,802
Transit Programs	235,333	382,757	382,044	291,495
Ferry Operations	24,539	24,234	24,118	23,237
Other	78,498	92,146	72,169	72,218
Debt Servicing Costs <sup>4</sup>	722,927	901,157	1,079,458	1,332,763
<b>Total</b>	<b>1,873,862</b>	<b>2,275,065</b>	<b>2,496,774</b>	<b>2,683,515</b>
<b>Net Loss (\$000)</b>				
<b>Net operating loss</b>	<b>(1,196,000)</b>	<b>(1,582,000)</b>	<b>(1,804,000)</b>	<b>(2,018,000)</b>

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

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

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

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

## Transportation Investments:

(\$ millions)	2024/25 Budget	2025/26 Plan	2026/27 Plan	Total
<b>Provincial Investments:</b>				
Highway Corridor	336	362	354	1,052
Side Road Improvements	186	192	185	563
Pattullo Bridge Replacement	251	156	88	495
Highway 99 Tunnel Program <sup>1</sup>	203	326	952	1,481
Transportation Infrastructure Recovery	351	563	657	1,571
Fraser Valley Highway 1 Corridor Improvements Program	507	748	928	2,183
Highway 1 to Alberta Border	228	180	167	575
Broadway Subway	393	455	5	853
Surrey Langley Skytrain	513	938	792	2,243
Transit Infrastructure	454	401	242	1,097
Transportation and Trade Network Reliability	422	419	311	1,152
Safety Improvements	62	59	65	186
Community and other programs	33	19	19	71
<b>Total Provincial Transportation Investments</b>	<b>3,939</b>	<b>4,818</b>	<b>4,765</b>	<b>13,522</b>
<b>Investments funded through contributions from Federal Government and Other Partners:</b>				
<b>Contributions from all partners</b>	<b>574</b>	<b>710</b>	<b>446</b>	<b>1,730</b>
<b>Total Investments in Transportation Infrastructure <sup>2</sup></b>	<b>4,513</b>	<b>5,528</b>	<b>5,211</b>	<b>15,252</b>

<sup>1</sup> Includes the Fraser River Tunnel Project and Highway 99/Steveston Interchange Transit & Cycling Improvements.

<sup>2</sup> Total investments include operating and capital spending.

## Capital Expenditures

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Highway 91 – Alex Fraser Bridge Capacity Improvements</b>	2019	67	3	70
<p><b>Objective:</b> Implement a counter-flow system during peak travel times through the addition of a seventh lane, a moveable barrier system and a delay time information system.</p> <p><b>Costs:</b> The estimated cost of the project is \$70 million. The Government of Canada contributed \$33 million under the National and Regional Priorities of the new Building Canada Fund. The project reached substantial completion in 2019 and only trailing costs remain.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve traffic capacity and reduce travel time delays for commuters and goods movement during peak times.</li> <li>• Respond to community and local government concerns.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• This project is substantially complete. No significant risks remain.</li> </ul>				
<b>Highway 1 – Illecillewaet Four-Laning and Brake Check Improvements</b>	2021	74	0	74
<p><b>Objective:</b> Located 42-kilometres east of Revelstoke, this portion of Highway 1 Kamloops to Alberta program, includes an expansion of the existing brake check area with accelerating and decelerating lanes, four-laning, improved geometrics and a turn around for trucks and cars.</p> <p><b>Costs:</b> The estimated cost is \$74 million with the Government of Canada contributing \$16 million under the Provincial-Territorial Infrastructure Component of the New Building Canada Fund, and the Province of B.C. contributing \$58 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety, mobility, reliability and efficiency for users.</li> <li>• Improved capacity and safety for queued vehicles.</li> <li>• Reduced traveller delay due to highway closures during winter storm and avalanche control events.</li> <li>• Improved brake check safety and capacity.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• This project is substantially complete. No significant risks remain.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 99 – 10-Mile Slide</a>	2021	82	2	84
<p><b>Objective:</b> Long-term stabilization of the 10-Mile Slide, approximately 17 kilometres northeast of Lillooet and located within Xaxli’p’s Fountain Reserve 1A.</p> <p><b>Costs:</b> The estimated cost of the project is \$84 million and is fully funded by the Province of B.C. The project reached substantial completion in 2021 and only trailing costs remain.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve safety and reliability.</li> <li>• Maintain direct connection between Lillooet and Kamloops.</li> <li>• Maintain community connectivity and cohesiveness for the Xaxli’p community.</li> <li>• Limit future costs associated with extraordinary maintenance and stabilization measures.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The project reached substantial completion and no significant risks remain.</li> </ul>				
<a href="#">Highway 4 – Kennedy Hill Safety Improvements</a>	2022	54	0	54
<p><b>Objective:</b> Upgrade the 1.5-kilometre section of Highway 4 located along Kennedy Lake known as Kennedy Hill, to a standard that meets a minimum design speed of 50 km/h with 3.6-metre-wide lanes and minimum shoulder width of 1.5-metres to accommodate cyclists.</p> <p><b>Costs:</b> The estimated cost is \$54 million with the Government of Canada contributing \$14 million and the Province of B.C. \$40 million. The Project reached substantial completion in 2022 and only trailing costs remain.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improve safety and mobility of traffic.</li> <li>• Facilitate economic development and tourist travel.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• This Project is substantially complete. No significant risks remain.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 14 Corridor Improvements</a>	2023	68	9	77
<p><b>Objective:</b> Enhance safety, reduce travel times and promote mobility options on Highway 14 through improvements to 10-kilometres between Otter Point Road (west) and Woodhaven Road and over 1.5-kilometres between Connie and Glinz Lake roads.</p> <p><b>Costs:</b> The estimated cost is \$77 million, with the Government of Canada contributing \$29 million and the Province of B.C. \$48 million. The Project reached substantial completion in 2023 and only trailing costs remain.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Mobility improvements via the introduction of wider paved shoulders for cyclists and improved sideroad connections and the new Park and Ride transit facility.</li> <li>• Safety improvements via wider paved shoulders, better surface conditions, straighter alignments, intersection upgrades, median barrier division, channelization and lighting.</li> <li>• Reduce collisions and associated highway closures, as well as new passing opportunities.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• This Project is substantially complete. No significant risks remain.</li> </ul>				
<a href="#">Highway 91 to Highway 17 and Deltaport Way Corridor Improvements</a>	2023	243	17	260
<p><b>Objective:</b> 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><b>Costs:</b> The estimated cost is \$260 million, with the Government of Canada contributing \$82 million, the Port of Vancouver \$87.5 million, the Province of B.C. \$87 million, and the Tsawwassen First Nation \$3.5 million. The Project reached substantial completion in 2023 and only trailing costs remain.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Reduced congestion to improve travel time and reliability through Delta.</li> <li>• Improved traffic safety for goods movers and the travelling public, with lowered collision risk and better operating hours at the Nordel commercial inspection facility.</li> <li>• Support for community and economic development, with better access to employment areas, faster access between South Delta and North Delta/Surrey, improved cycling connections, and permitting and inspection service for commercial vehicle operators.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Final deficiency review.</li> </ul>				



Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">West Fraser Road Realignment</a>	2023	69	25	94
<p><b>Objective:</b> Reconstruct 5.6 kilometres of two-lane West Fraser Road on a new alignment that bypasses 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><b>Costs:</b> The estimated cost is \$94 million, and the project is eligible for reimbursements from the Government of Canada through the Disaster Financial Assistance Arrangements (DFAA).</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved travel time and reliability for residents affected by the detour.</li> <li>• Better connections for Indigenous communities that are separated by the closure.</li> <li>• Improved ability for local industries to get goods and resources to their destinations.</li> <li>• Improved safety of all road users through lower collision risk.</li> <li>• Avoidance of active slides and rockfall areas.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions.</li> <li>• Archeological finds.</li> <li>• Potential for flooding in Narcosli Creek drainage area.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 1 – Quartz Creek Bridge Replacement</a>	2024	82	37	119
<p><b>Objective:</b> Upgrading approximately 4.4-kilometres of Highway 1 to four lanes, including a replacement of the existing Quartz Creek bridge, rehabilitation and extension of the existing Wiseman Creek Culvert, a new wildlife underpass structure, and access improvements to forest service roads.</p> <p><b>Costs:</b> The estimated cost is \$119 million, with the Government of Canada contributing \$50 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund and the Province of B.C. contributing \$69 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety, mobility, and reliability for all users on this section of Highway 1.</li> <li>• Increased capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial, and national economic growth.</li> <li>• Improved safety for accessing forest service roads.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Third party agreements.</li> <li>• Schedule delays.</li> <li>• Geotechnical conditions.</li> </ul>				
<a href="#">Highway 1 – Kicking Horse Canyon Phase 4</a>	2024	571	30	601
<p><b>Objective:</b> 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. The fourth and final phase achieved substantial completion in November 2023 and is targeted to achieve total completion in 2024.</p> <p><b>Costs:</b> The estimated cost is \$601 million. The Government of Canada is contributing \$215 million under the National Infrastructure Component of the new Building Canada Fund and the Province of B.C. contributing \$386 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Increased safety, reliability and capacity on a critical provincial and national gateway.</li> <li>• Economic development through increased tourism and efficient movement of goods.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The project reached substantial completion in 2023 and no significant risks remain.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Pattullo Bridge Replacement</a>	2024	821	556	1,377
<p><b>Objective:</b> 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><b>Costs:</b> [The estimated cost is \$1.377 billion.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety for drivers.</li> <li>• Improved seismic resiliency and emergency response capability.</li> <li>• Improved regional connectivity and goods movement.</li> <li>• Safer corridors for pedestrians and cyclists.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Traffic management during construction.</li> <li>• Archeological-finds.</li> <li>• Permitting/regulatory processes.</li> <li>• Utility relocations.</li> <li>• Coordinating rail interface.</li> <li>• Third party agreements and interface.</li> <li>• Supply Chain disruption.</li> <li>• Geotechnical conditions.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
Highway 5 Corridor	2024	207	143	350
<p><b>Objective:</b> Rebuild the Highway 5 Corridor with longer and more robust structures to facilitate climate resiliency and recognising and respecting the Indigenous Territories on which the work is being conducted.</p> <p><b>Costs:</b> The estimated cost is \$350 million. The project is eligible for reimbursements from the Government of Canada through the Disaster Financial Assistance Arrangements (DFAA) Program.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• 75-year service life on structures.</li> <li>• Incorporation of climate resiliency.</li> <li>• Streamlined delivery schedule.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Weather impacts due to remote location of the project.</li> <li>• Material and fabricator supply and fabrication.</li> <li>• Equipment dismantling/assembly, site office power connection, equipment utilisation.</li> <li>• Environment, archaeology, communications and third parties.</li> <li>• Impact to Indigenous interests.</li> <li>• Geotechnical conditions.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Highway 1 Corridor – Falls Creek</b>	2024	34	109	143
<p><b>Objective:</b> The Falls Creek project is located approximately 20 kilometers south of Lytton, B.C. along Highway 1. Sections of Highway 1 were severely damaged during the November 2021 atmospheric river storm event. The objective of the project is to construct a new three-lane bridge at Falls Creek, replacing the three-lane culvert that was washed out by the 2021 flooding event. The project is part of the overall Highway Reinstatement Program, which includes Highway 1 (Fraser-Thompson), Highway 5 (Coquihalla) and Highway 8 (Nicola Valley).</p> <p><b>Costs:</b> The estimated cost of the project is \$143 million. The project is eligible for reimbursements from the Government of Canada through the Disaster Financial Assistance Arrangements (DFAA) Program.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Restoration of a three-lane crossing at Falls Creek.</li> <li>• Repair/replacement of 500m of asphalt at washout.</li> <li>• Reconstruction of roadway embankment at two washouts immediately southeast of crossing.</li> <li>• Increases reliability for users including commercial transport industry and local communities.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Weather impacts, labour availability and interest, productivity, girder installation, supplier and subcontractor costs, lead time of critical elements, ground conditions, demolition of existing structures.</li> <li>• Design adjustments, third party driven design changes, geotechnical conditions.</li> <li>• Chance archeological finds during construction and other archaeological impacts such as permitting delays and unanticipated assessments.</li> <li>• Unanticipated costs to satisfy railway requirements.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 1 – Salmon Arm West</a>	2025	90	50	140
<p><b>Objective:</b> Upgrade 3.2 kilometres of the Trans-Canada Highway to four lanes to improve safety, mobility, and reliability. The project will be delivered in two phases. the Salmon Arm West 1st Avenue to 10th Avenue phase reached substantial completion in 2023 and the Salmon Arm West 10th Ave to 10th St. phase is expected to complete in 2025.</p> <p>The work includes four-laning, a pathway for pedestrians, cyclists and other non motorized users, up to four intersections, a new bridge across the Salmon River, a new interchange, and approximately 4- kilometres of frontage roads.</p> <p><b>Costs:</b> The estimated cost is \$140 million including a \$31 million Government of Canada contribution under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund and the Province of B.C. contributing \$109 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety, mobility and reliability of the Trans-Canada Highway corridor, the City of Salmon Arm, local Indigenous community members and the surrounding area.</li> <li>• Improved pedestrian and cyclist accommodation with construction of a multi-use pathway that will integrate with the community trail networks.</li> <li>• Mitigated impacts of projects on Indigenous interests including archaeological, environmental and cultural interests.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Archaeological impacts.</li> <li>• Potential additional costs or delays related to completing property acquisition.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 1 – Chase Four-Laning</a>	2025	116	80	196
<p><b>Objective:</b> 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. This project is delivered in two segments, the Chase Creek Road to Chase West reached substantial completion in 2023 and the Chase West to Chase Creek Bridge is expected to complete in 2025.</p> <p><b>Costs:</b> The estimated cost of the project is \$196 million, with the Government of Canada contributing \$12 million under the Provincial-Territorial Component of the new Building Canada Fund and the Province of B.C. \$184 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety, mobility and reliability of this section of Highway 1 for all road users.</li> <li>• Better capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial and national economic growth.</li> <li>• Improved intersections and accesses for residents of the Village of Chase and Indigenous communities.</li> <li>• Improved pedestrian and cyclist accommodation for the communities.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Potential for changed conditions during construction.</li> <li>• Archaeological impacts.</li> </ul>				
<a href="#">BC Transit Victoria handyDART Facility</a>	2025	33	51	84
<p><b>Objective:</b> Construct a new BC Transit-owned Victoria regional handyDART operations and maintenance facility to meet growing demand for transit service for persons with disabilities. The new facility in View Royal will support a future fully electric handyDART vehicle fleet in the Victoria Regional Transit System and replace an existing facility that is at the end of its useful service life.</p> <p><b>Costs:</b> The approved budget for the project is \$84 million with the Government of Canada contributing \$21 million under the Investing in Canada Infrastructure Program (ICIP), the Province of B.C. \$41 million and other contributions of \$22million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Increase Victoria Regional handyDART fleet capacity to support future service increases.</li> <li>• Enable future operation of a fully electric handyDART fleet in Victoria, supporting CleanBC greenhouse gas emissions reduction targets.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Potential schedule delay due to permitting requirements for site electrification.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 7 Widening - 266th Street to 287th Street</a>	2025	42	88	130
<p><b>Objective:</b> Improve 4-kilometres of Highway 7 between 266th Street and 287th street from two to four lanes, including the construction of 2-metre-wide shoulders, new sidewalks on 272nd Street, River Road and 280th Street, new energy efficient lighting and pavement markings, and accommodations for future bus stops to provide more accessible and reliable service. This project supports improved connectivity between communities and regions, and the movement of goods and services to port and rail related activities along the Fraser River.</p> <p><b>Costs:</b> The estimated cost is \$130 million, with the Government of Canada contributing \$29 million under the Provincial Territorial Infrastructure Component – National and Regional Projects (PTIC-NRP) and the Province of B.C. contributing \$101 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Provide key safety improvements to reduce collision rates.</li> <li>• Increase mobility and reliability for users including, First Nations, commercial transport industry and local communities.</li> <li>• Safer active transportation facilities.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Unforeseen ground or adverse weather conditions during construction requiring additional work.</li> </ul>				



Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 99/Steveston Interchange, Transit and Cycling Improvements</a>	2025	53	84	137
<p><b>Objective:</b> The Project will replace the existing two-lane overpass structure at Steveston Highway and Highway 99 with a new structure that accommodates two eastbound lanes and three westbound lanes, as well as improved connections for transit along the Highway 99 corridor. These improvements will support sustainability of Fraser River communities, facilitate increased share of sustainable modes of transportation, enhance regional goods movement and commerce and support a healthy environment.</p> <p><b>Costs:</b> The estimated cost of the project is \$137 million. Fully funded by the Province of BC.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Relieve congestion at key interchanges within the Highway 99 corridor.</li> <li>• Reduce transit vehicle travel times while improving transit reliability and operations within the Highway 99 corridor.</li> <li>• Improved connections for pedestrians and cyclists.</li> <li>• Improved long-term mobility and reliability for transit travel within the Highway 99 corridor.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Environmental and geotechnical conditions.</li> <li>• Protection of proximal infrastructure.</li> <li>• Archeological impacts.</li> <li>• Traffic management during construction.</li> <li>• Regulatory and permitting requirements.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 17 – Keating Cross Overpass</a>	2025	24	53	77
<p><b>Objective:</b> The project will replace the northbound left turn onto Keating Cross Road with a “flyover” overpass, eliminating the need to turn across busy highway traffic and reducing congestion. This includes widening of Keating Cross Road, installation of a new sidewalk on Keating Cross Road, installation of bus-on-shoulder facilities to support future plans for rapid bus transit on Highway 17, and realignment of the southbound on-ramp.</p> <p><b>Costs:</b> The estimated cost is \$77 million, with the Government of Canada contributing \$17 million under the Provincial Territorial Infrastructure Component – National and Regional Projects (PTIC NRP), the Province of B.C. \$58 million and the District of Saanich \$2 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety, traffic flow and travel times along Highway 17.</li> <li>• Reduced idling times and related air emissions.</li> <li>• Relieve existing vehicle congestion and accommodate growing traffic demands.</li> <li>• Improve access for area neighbourhoods and businesses.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Utility relocations.</li> <li>• Property acquisition.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Highway 1 Corridor - Nicomen Bridge</b>	2025	18	126	144
<p><b>Objective:</b> The Nicomen River Bridge is located approximately 16 kilometers northeast of Lytton, B.C. along Highway 1. Sections of Highway 1 were severely damaged during the November 2021 atmospheric river storm event. The objective of the project is to replace the Nicomen River Bridge to fully restore this section of Highway 1 to pre-storm functionality. The project is part of the overall <i>Highway Reinstatement Program</i>, which includes Highway 1 (Fraser-Thompson), Highway 5 (Coquihalla) and Highway 8 (Nicola Valley).</p> <p><b>Costs:</b> The estimated cost of the project is \$144 million. The project is eligible for reimbursements from the Government of Canada through the Disaster Financial Assistance Arrangements (DFAA) Program.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• A 75-year design life, updating to current bridge codes including improvements to meet climate change resiliency standards.</li> <li>• Two vehicle lanes with increased shoulder widths following the existing highway geometry.</li> <li>• Increased bridge span to improve resilience. The increased lengths also provide for wildlife crossings, an important feature for local Indigenous communities.</li> <li>• Extensive protection of bridge and roadway structures with rock riprap from local quarries.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Weather impacts, labour availability and interest, productivity, girder installation, supplier and subcontractor costs, lead time of critical elements, ground conditions, demolition of existing structures.</li> <li>• Design adjustments, third-party driven design changes, geotechnical conditions.</li> <li>• Chance archeological finds during construction and other archaeological impacts such as permitting delays and unanticipated assessments.</li> <li>• Unanticipated costs to satisfy railway requirements.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Kootenay Lake Ferry Service Upgrade</a>	2025	58	27	85
<p><b>Objective:</b> 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><b>Costs:</b> The estimated cost of the project is \$85 million, with the Government of Canada contributing \$17 million through the New Building Canada Fund – Provincial-Territorial Infrastructure Component and the Province of B.C. contributing \$68 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Service continuity after the retirement of MV Balfour.</li> <li>• Improved capacity to meet demand during summer peaks.</li> <li>• Reduced GHG emissions.</li> <li>• Improved traffic flow in/out of both ferry terminals (Balfour and Kootenay Bay).</li> <li>• Improved safety and accessibility for motorists and pedestrians using the terminal.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Project delays may impact ferry service.</li> <li>• Vessel assembly in a remote location.</li> <li>• Market conditions may impact project pricing and vessel delivery.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 1 – Ford Road to Tappen Valley Road Four-Laning</a>	2026	61	182	243
<p><b>Objective:</b> The Trans Canada Highway 1 Ford Road to Tappen Valley Road Four-Laning project will upgrade approximately 4.3-kilometres of the Trans-Canada Highway. The western limit of the project begins at Ford Road and extends through to its terminus 400-metres east of Tappen Valley Road. Improvements include four-laning, a commercial carrier pullout, frontage roads, a protected T-intersection, a new overhead bridge and median barrier.</p> <p><b>Costs:</b> The estimated cost is \$243 million. This includes up to \$82 million from the Government of Canada under the Provincial-Territorial Infrastructure Component of the New Building Canada Fund and the Province of B.C. contribution of \$161 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety, capacity and movement of goods and services.</li> <li>• Safer access to local roads for residents, commercial vehicles, tourists and travellers.</li> <li>• Reduced travel times during peak travel periods.</li> <li>• Wider shoulders and new frontage road system to support cyclists, pedestrians, and people using other modes of active transportation.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Archaeological impacts.</li> <li>• Geotechnical concerns and rock horizon variances.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 1 – 216th to 264th Street Widening</a>	2026	79	266	345
<p><b>Objective:</b> 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 reconfiguring the interchange at 232nd Street and constructing a new crossing at Glover Road and replacing the railway crossing immediately east of it. This Project is Phase 2 of the Fraser Valley Highway 1 Corridor Improvement Program.</p> <p><b>Costs:</b> The estimated project cost is \$345 million, with the Government of Canada contributing up to a maximum of \$96 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund, the Province of B.C. contributing \$226 million and other contributions of \$23 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety for all road users.</li> <li>• Reduced congestion and improved travel times through a key corridor.</li> <li>• Support for HOV use.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions.</li> <li>• Archeological impacts (chance find).</li> <li>• Environmental impacts and contaminated soils.</li> <li>• Replacement of the Canadian Pacific Railway crossing of Highway 1 while keeping rail traffic moving along the Roberts Banks Rail Corridor.</li> <li>• Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans.</li> <li>• Construction cost escalation.</li> <li>• Access to partnership funding.</li> <li>• Utility relocation along CP Rail/BC Hydro corridor.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Broadway Subway</a>	2026	1,346	1,481	2,827
<p><b>Objective:</b> The project is a 5.7-kilometre extension of the existing Millennium Line along Broadway from VCC Clark Station, entering a 5-kilometre tunnel at Great Northern Way and continuing as a subway to Arbutus Street. Six underground stations will be built: one at Great Northern Way-Emily Carr, and five along Broadway Avenue: Mount Pleasant, Broadway-City Hall, Oak-VGH, South Granville, and Arbutus. Upon completion, it will be fully integrated into the regional transportation network and operated by TransLink. The Project is a key part of the rapid transit program in Metro Vancouver’s Mayors’ Council 10-Year Vision. The Vision is funded by the Governments of B.C. and Canada, TransLink, and local municipalities.</p> <p><b>Costs:</b> The Broadway Subway Project will cost \$2.827 billion and will be funded through contributions of \$1.830 billion from the Government of British Columbia, \$897 million from the federal government and \$100 million from the City of Vancouver.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Faster, convenient, and more reliable transit service.</li> <li>• Improved transportation options and economic development potential.</li> <li>• Connected communities and regional destinations and filling the gap in the regional transit network.</li> <li>• Meet future needs by keeping people and goods moving and supporting a growing economy.</li> <li>• Support environmentally friendly transportation options.</li> <li>• Improved regional affordability and access to the Broadway Corridor.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Traffic management during construction.</li> <li>• Geotechnical conditions.</li> <li>• Third party interfaces.</li> <li>• Utility relocations.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Blackwater North Fraser Slide</b>	2026	2	201	203
<p><b>Objective:</b> To re-establish the road network by realigning approximately 1.4-kilometres of Blackwater Road 20-metres south into the slope and implementing slope stabilisation system and improved drainage; reconfiguring Blackwater and Wells Road Intersection; and on the Knickerbocker Slide, installing depressurisation works such as pumping wells to manage slide movement.</p> <p><b>Costs:</b> The estimated cost of the project is \$203 million. The project is eligible for federal government funding through the Disaster Financial Assistance Arrangements (DFAA) program.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety, capacity and operation of the road network.</li> <li>• Re-established road network to current-day design standards.</li> <li>• Integrated climate adaptation measures to infrastructure creating resiliency against future events.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Archaeology and Environmental permitting delays due to unforeseen impacts and agency delays.</li> <li>• Meeting First Nations requirements.</li> <li>• Land acquisition.</li> <li>• Changing conditions during construction creating further landslide movement or first time geohazards.</li> </ul>				



Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Cottonwood Hill at Highway 97 Slide</b>	2026	3	332	335
<p><b>Objective:</b> The objective of the project is to reduce riverbank erosion and provide slope and highway stabilisation using rockfill buttress and structural solution on Highway 97 at Cottonwood Hill. The project is one of ten projects within the Cariboo Road Recovery Program, which was created in response to the catastrophic damage to infrastructure due to slides and washouts experienced throughout the Cariboo region from March 2020 to June 2021.</p> <p><b>Costs:</b> The estimated cost of the project is \$335 million. The project is eligible for federal government funding through the Disaster Financial Assistance Arrangements (DFAA) program.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Reduced risk to public safety and the environment from further slide activity.</li> <li>• Increased public safety by reducing the risk of collisions and threats to workers on the road including contractors, traffic control personnel and first responders.</li> <li>• Improves reliability of access to local and Indigenous communities.</li> <li>• Improves reliability to access to essential healthcare, education, food, and other community services.</li> <li>• Reduces the potential for closures resulting in significant detours for commercial vehicles.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Challenging climatic and geographic conditions.</li> <li>• Traffic management during construction.</li> <li>• Access to lands for traditional use purposes impacted during construction for Indigenous Communities.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
Highway 1 Selkirk	2026	5	124	129
<p><b>Objective:</b> The objective of the project is to improve the Trans Canada Highway (TCH) by widening approximately 3.9-kilometres of highway to four-lanes located within the Southern Interior Region, Rocky Mountain District. The project is a segment of the TCH Four-Laning Program between Revelstoke and Golden and an extension of the planned Quartz Creek Project.</p> <p><b>Costs:</b> The estimated cost of the project is \$129 million with the Government of Canada contributing \$32 million and the Province of B.C. \$97 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• A safe passing opportunity to break up congestion queues.</li> <li>• A median barrier to limit cross-over collisions.</li> <li>• Roadside barrier to reduce severity of off-road, right collisions.</li> <li>• Modern 100 km/h highway geometrics.</li> <li>• Adequate shoulder width for active transportation.</li> <li>• Reduced greenhouse gas emissions from rerouting.</li> <li>• Enhanced rest area appropriate for use by commercial trucks and passenger vehicles.</li> <li>• Two wildlife crossings and exclusion fencing integrating with wildlife improvements at Quartz Creek.</li> <li>• Upgraded drainage to meet climate change design standards.</li> <li>• Mitigation of on-going extraordinary maintenance and safety challenges related to problematic frost heaves.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Challenging rock and soil conditions.</li> <li>• Additional engineering services during construction.</li> <li>• Archaeological finds before and during construction.</li> <li>• Construction cost escalation.</li> <li>• Challenging climatic and geographic conditions.</li> <li>• Traffic management during construction.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Highway 95 Bridge Replacement</b>	2026	0	90	90
<p><b>Objective:</b> The objective of the project is to replace Kicking Horse River Bridges No. 1 and No. 2 located on Highway 95 in the Town of Golden, approximately 2-kilometers south of the junction with the Trans-Canada Highway (Highway 1). These bridges create the only viable vehicle link between the north and south side of Golden.</p> <p><b>Costs:</b> The estimated cost of the project is \$90 million. The project is eligible for federal funding through the Disaster Mitigation Assistant Fund (DMAF).</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Enhanced community resiliency.</li> <li>• Increased pedestrian and cyclist connectivity by the provision of a multi-use path and other facilities for active transportation.</li> <li>• Provide a 75-to-100-year life span requiring minimal rehabilitation for the first 25 years.</li> <li>• Improved efficiency and reliability benefits and reduced greenhouse gas emissions by avoiding lengthy detours in the event of bridge closures.</li> <li>• Provide safety benefits from improved approach geometry.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions.</li> <li>• Permitting/regulatory processes.</li> <li>• Managing traffic during construction.</li> <li>• Managing archeological impacts.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 1 – Fraser Valley Corridor Improvements Mt. Lehman Road to Highway 11 Site Preparation</a>	2026	0	100	100
<p><b>Objective:</b> Early works to de-risk project schedule and cost for the future construction of 8-kilometres of integrated multimodal highway improvements to Highway 1 between Mt. Lehman and Highway 11.</p> <p><b>Costs:</b> The estimated cost of the project is \$100 million and is fully funded by the Province of B.C.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• De-risk future construction by addressing key risks: utility relocations, ground improvements, creek relocation, and median soil removal.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions.</li> <li>• Archeological impacts (chance find).</li> <li>• Environmental impacts and contaminated soils.</li> <li>• Utility relocations.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Highway 1 Jumping Creek to MacDonald</b>	2027	12	233	245
<p><b>Objective:</b> The objective of the project is to improve approximately 2.6-kilometers to four lanes between Jumping Creek and the MacDonald Snowshed. The project is part of the four-laning improvements on the Trans Canada Highway from Kamloops to the Alberta border. The project will extend the eastern limit of the recently completed (2021) Illecillewaet Four-Laning project to the western entrance of the Jack MacDonald Snowshed.</p> <p><b>Costs:</b> The estimated cost of the project is \$245 million with the Government of Canada contributing \$46 million and the Province of B.C. \$199 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• A safe passing opportunity to break up congestion queues.</li> <li>• A divider to limit cross-over collisions.</li> <li>• Roadside barrier to reduce severity of off-road right collisions.</li> <li>• Modern 100 km/hr highway geometrics.</li> <li>• Avalanche and geohazard risk mitigation.</li> <li>• Increased shoulder width for active transportation.</li> <li>• A safe wildlife crossing at the existing MacDonald Snowshed.</li> <li>• Reduced greenhouse gas emissions from re-routing.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Constructability challenges due to site constraints.</li> <li>• Geotechnical conditions are highly variable.</li> <li>• Chance archeological finds during construction resulting in investigations, design changes and delays.</li> <li>• Requirements of third parties may impact scope.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Highway 1 Goldstream Safety Improvements</b>	2027	15	147	162
<p><b>Objective:</b> The objective of the project is to design and construct approximately 2.5-kilometres of safety and environmental improvements to the Highway 1 Malahat Corridor within Goldstream Park.</p> <p><b>Costs:</b> The estimated cost of \$162 million is fully funded by the Province of B.C.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Widening and installing median barrier to limit cross-over (head-on) collisions.</li> <li>• Installing enhanced roadside barrier to limit off-road right and left collisions.</li> <li>• Constructing a pedestrian overpass across the highway located near the Goldstream River Bridge.</li> <li>• Constructing a pedestrian footbridge across Goldstream River parallel to the highway bridge connecting the pedestrian overpass to the new river trail.</li> <li>• Constructing a pedestrian underpass located near the Niagara Creek for day use and hiking trail access.</li> <li>• Constructing a new BC Transit stop for park users.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions.</li> <li>• Maintaining adequate traffic flow during construction will require temporary works and development of comprehensive traffic control plans.</li> <li>• Construction cost escalation.</li> <li>• Weather impacts due to remote location of the project.</li> <li>• Environment, archaeology, communications, and third parties.</li> <li>• Impact to Indigenous interests.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<b>Belleville Terminal Redevelopment</b>	2027	4	300	304
<p><b>Objective:</b> The new preclearance terminal will meet Canada’s obligations under the Canada-US Land, Rail, Marine, and Air Transport Preclearance Agreement (LRMA) and provide a safe and secure international gateway for passengers and goods. It will also help drive the regional, provincial, and national economies while creating a welcoming port of entry for tourists and business travellers.</p> <p><b>Costs:</b> The estimated cost is \$304 million, with the Government of Canada contributing \$42 million and the Province of BC \$262 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Compliance with safety and pre-clearance border control measures under the LRMA.</li> <li>• Provide an international gateway for goods, services, and passengers that will drive the regional, provincial, and national economies.</li> <li>• Opportunity to showcase the cultural and geographical significance of the project’s location.</li> <li>• Incorporate the highest energy efficiency standards and resiliency standards for a changing climate.</li> <li>• Reduce greenhouse gas emissions, mitigate site contamination, and integrate renewable materials into its design.</li> <li>• Grow the skilled labour workforce through apprenticeships and skills training, including employment opportunities for Indigenous peoples, women and underrepresented groups.</li> <li>• Implement GBA+ and barrier-free accessibility principles to provide a safe, equitable, and accessible transportation facility with strong community presence.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical, environmental, contamination, and marine conditions.</li> <li>• Permitting/regulatory processes.</li> <li>• Traffic management and maintaining operations during construction.</li> <li>• Labour market conditions and global supply chain issues.</li> <li>• Managing archeological impacts.</li> <li>• Managing partner and third-party requirements, agreements, and interfaces.</li> <li>• Converting the Steamship Building and wharf into temporary terminal facilities to assist in maintaining operations during construction of the new terminal.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 1 – R.W. Bruhn Bridge</a>	2027	41	214	255
<p><b>Objective:</b> 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 includes a new multi-use path to increase safety for pedestrians and cyclists.</p> <p><b>Costs:</b> The estimated cost is \$255 million, with the Government of Canada contributing \$91 million under the Building Canada Fund and the Province of B.C. \$164 million.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved safety and traffic flow along the Trans-Canada Highway corridor.</li> <li>• Replacement of the aging R.W. Bruhn Bridge.</li> <li>• Improved safety of local road connections at the Trans-Canada Highway.</li> <li>• Enhanced safety for pedestrians and cyclists along the Trans-Canada Highway corridor.</li> <li>• Continued collaboration with Indigenous people and government on opportunities and accommodation.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Archeological finds.</li> <li>• Geotechnical conditions.</li> <li>• Traffic management (vehicle, marine, pedestrian/cyclist) during construction.</li> </ul>				



Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Surrey Langley SkyTrain Project</a>	2028	191	3,819	4,010
<p><b>Objective:</b> The Project is a 16-kilometre extension of the existing Expo Line that will run on an elevated guideway primarily along Fraser Highway from King George Station to 203<sup>rd</sup> St. in Langley City. The Project includes eight new stations, three new transit exchanges, active transportation elements and provides for transit-oriented development opportunities. Upon completion, it will be fully integrated into the regional transit network to be operated and maintained by TransLink.</p> <p><b>Costs:</b> The estimated cost is \$4.010 billion, with the Government of Canada contributing \$1.306 billion, the Province of B.C. \$2.476 billion and other contributors \$228 million. The provincial contribution includes \$60 million for active transportation improvements.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Provide sustainable multi-modal transportation choices to connect communities.</li> <li>• Support transit-oriented development.</li> <li>• Foster healthy communities and a healthy environment.</li> <li>• Create economic development and job growth.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Traffic management during construction.</li> <li>• Geotechnical Conditions and utility relocations.</li> <li>• Third Party Agreements.</li> <li>• Labour market conditions and global supply chain issues.</li> <li>• Market conditions may impact project pricing.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Highway 1 – Fraser Valley Corridor Improvements 264th Street to Mt. Lehman Road</a>	2028	48	2,292	2,340
<p><b>Objective:</b> Design and construction of 13-kilometres of integrated multimodal highway improvements to Highway 1 between 264th and Mt. Lehman.</p> <p><b>Costs:</b> The estimated cost of the project \$2,340 million and is funded by the Province of B.C.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Increased lane capacity and decreased congestion.</li> <li>• Addition of an HOV lane in each direction, BOS lane, two additional truck climbing lanes.</li> <li>• New 264th Interchange with new truck parking and mobility hub.</li> <li>• Infrastructure for affordable and environmentally beneficial transportation.</li> <li>• 11-kilometres new multi-use path.</li> <li>• Accommodation for future growth in the Fraser Valley.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions.</li> <li>• Archeological impacts (chance find).</li> <li>• Environmental impacts and contaminated soils.</li> <li>• Interface management between multiple contracts.</li> <li>• Construction cost escalation.</li> </ul>				

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2023 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
<a href="#">Fraser River Tunnel Project</a>	2030	77	4,071	4,148
<p><b>Objective:</b> The Project is a new eight-lane immersed tube tunnel that will provide more capacity for drivers and transit users in both directions, while providing walking and cycling options at this crossing for the first time. The new tunnel is expected to open in 2030.</p> <p><b>Costs:</b> The estimated cost is \$4.148 billion which includes planning, engineering, construction, site supervision, property acquisition, regulatory approvals, interest during construction and contingency. The estimated cost includes both capitalized and expensed costs.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• More capacity for drivers and transit users in both directions.</li> <li>• Improved transit speed and reliability along the Highway 99 corridor.</li> <li>• More travel options for users with a new connection for pedestrians and cyclists.</li> <li>• Improved seismic resiliency and emergency response capability.</li> <li>• Maintains the current clearances for the Fraser River navigational channel.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Geotechnical conditions.</li> <li>• Permitting/regulatory processes.</li> <li>• Managing highway and river traffic during construction.</li> <li>• Managing archeological impacts.</li> <li>• Utility relocations.</li> <li>• Coordinating rail and municipal interfaces.</li> </ul>				

## Appendix A: Public Sector Organizations

As of February 22, 2024, the Minister of Transportation and Infrastructure is responsible and accountable for the following organizations:

### **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 Commission**

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](http://obcctc.ca).

### **Transportation Investment Corporation**

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 projects, including the new Pattullo Bridge Replacement Project, the Kicking Horse Canyon Project – Phase 4, the Broadway Subway Project, the Fraser River Tunnel Project, and the Steveston Interchange Project. TI Corp's Service Plan is available on their [website](#).

### **Passenger Transportation Board**<sup>1</sup>

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](http://ptboard.bc.ca).

<sup>1</sup>The Passenger Transportation Board will transfer to the Ministry of Attorney General as of April 1, 2024.

## 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 or cause to be constructed, improved or operated, transportation infrastructure throughout B.C. and transit-oriented developments. 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).

#### BCTFA Performance Plan 2024/25 -2026/27

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

- 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 (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 Roberts Bank coal and container terminals). BCRC, through its subsidiary BCR Properties Ltd., also owns port-related lands which are leased to industrial tenants and 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 direction 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

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 (CN, CPKC and BNSF) serving the Roberts Bank port terminals via BCRC's Port Subdivision and ensure safe, reliable and efficient freight train operations.**

- 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 the applicable standards of acceptable to Technical Safety BC 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.**

- 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, and the property lease with Squamish Terminals.**

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

