

**Ministry of
Transportation and Infrastructure**

**2014/15 – 2016/17
SERVICE PLAN**

February 2014



For more information on the British Columbia Ministry of Transportation and Infrastructure see Ministry Contact Information on Page 36 or contact:

Ministry of Transportation and Infrastructure:

PO BOX 9850
STN PROV GOVT
VICTORIA, BC
V8W 9T5

or visit our website at

www.gov.bc.ca/tran/

Published by the Ministry of Transportation and Infrastructure

Message from the Minister and Accountability Statement



It is my pleasure to deliver the Ministry's *2014/15 - 2016/17 Service Plan*. This plan outlines our strategy for ensuring the province's transportation network is safe, efficient and reliable, and that continued investment in our infrastructure contributes to a strong economy, a secure tomorrow and a lasting legacy for future generations of British Columbians.

The Province has kept its fiscal house in order, and this enables us to continue our strategic investments in transportation infrastructure. These investments create more economic opportunities for our province through increased trade, new business partnerships, and the creation of long-term jobs in communities

across the province.

My [Mandate Letter](#) identifies key transportation priorities to support the government's goal of a strong economy and secure tomorrow. The Ministry is also moving forward with efforts to support the Province's Core Review, which focuses on ensuring the best possible use of government resources and respect for the interests of taxpayers.

The Ministry's plan continues to support the goals of [Canada Starts Here: The BC Jobs Plan](#), which calls for expanding markets for B.C. products, particularly in Asia, and strengthening our infrastructure to get our goods to market. Since 2005, government and industry partners have committed \$22 billion to improve and expand port, rail, road and airport facilities. Looking ahead, our [Pacific Gateway Transportation Strategy 2012–2020](#) targets a further \$25 billion in total investment that will capitalize on our ideal location as a gateway to the Asia-Pacific.

Across the province, we are making other essential transportation investments to meet growing demand, ease congestion and boost the economy.

The Lower Mainland's population is expected to grow by a million people over the next three decades, and our infrastructure must be ready. Already, the new Port Mann Bridge and four-lane South Fraser Perimeter Road are letting travellers and goods move more swiftly and safely through the region. Next, we will move to fix another of B.C.'s worst traffic bottlenecks by replacing the George Massey Tunnel with a new bridge.

Public transit is also key to meeting the Lower Mainland's transportation needs. In the summer of 2016, we will provide families with a new transportation option as the Evergreen Line opens. The Ministry remains committed to working with TransLink and the Mayors' Council on Regional Transportation to find other ways to meet the demands of a growing region.

Outside the Lower Mainland, other new investments are strengthening the highways that link our communities. As committed in *Strong Economy, Secure Tomorrow*, we continue to four lane more sections of the Trans-Canada Highway between Kamloops and the Alberta border, improving the flow of trade and increasing safety for everyone who depends on this corridor. We also continue to support

economic growth by increasing capacity along Highway 97 as part of the Cariboo Connector Program and on the Trans-Canada Highway through the Kicking Horse Canyon Project.

To ensure the Island's transportation network is ready for the future, we are developing a detailed Vancouver Island Transportation Strategy that will cover land, rail, air and sea. Public engagement will be a key component of this strategy, as we set priorities and develop projects for consideration. As announced in October 2013, the additional \$15-million investment in the Malahat is an important part of this strategy, adding 2.3 kilometres of new median barrier with construction starting in 2014.

Transportation projects across the Northern parts of British Columbia are supporting trade and job creation in our mining, forestry, tourism, and other industries. From 2014 to 2016/17, the provincial government will be investing over \$300 million for transportation improvements in the North.

B.C.'s valuable oil and gas industry depends on our Ministry for safe, reliable access between resource areas and markets, and over the next three years, we will be investing \$60 million towards the Oil and Gas Rural Road Improvement Program. From 2014/15 through 2016/17 we will also be investing \$90 million as part of the Mountain Pine Beetle Strategy.

Our liquefied natural gas (LNG) strategies will help B.C. open new markets in Asia. The Province has committed \$15 million to the Prince Rupert Road Rail Utility Corridor, a \$90 million project that provides foundational infrastructure in support of LNG and other bulk terminal development on Ridley Island. This investment attracted \$75 million more from the federal government, CN and the Prince Rupert Port Authority. To ensure that transportation systems for Kitimat and Prince Rupert are in place when needed, the Ministry is working closely with those municipalities, the federal government, other Provincial Ministries, and local industry to identify requirements and ensure a coordinated approach.

The major highway improvements we have made across B.C. over the past decade have given us an opportunity to review our rural highways to see if changes to speed limits are now appropriate. Our Rural Highway Safety and Speed Review will also examine ways to prevent wildlife collisions, safely manage trucks and other slower vehicles, and otherwise improve the safety and efficiency of our rural highways. We are gathering public input and expect recommendations will be ready in the spring of 2014.

The Ministry is working with BC Ferries to implement our vision of an affordable, efficient and sustainable ferry service to coastal communities.

Our plan for the next three years will strengthen our economy, help keep B.C. families safe and provide for future generations. I am pleased to share this plan with you.

The Ministry of Transportation and Infrastructure 2014/15 - 2016/17 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



Honourable Todd G. Stone
Minister of Transportation and Infrastructure
February 6, 2014

Table of Contents

Message from the Minister and Accountability Statement	3
Purpose of the Ministry	6
Strategic Context	8
Goals, Objectives, Strategies and Performance Measures	10
Resource Summary	22
Resource Summary Table.....	22
Major Capital Projects.....	23
Major Programs.....	28
Crown Corporations.....	31
Appendices	36
Ministry Contact Information.....	36
Hyperlinks to Additional Information.....	37

Purpose of the Ministry

The Ministry of Transportation and Infrastructure plans transportation networks, provides transportation services and infrastructure, develops and implements transportation policies, and administers many related acts and regulations. The Ministry also administers federal-provincial funding programs, including the Building Canada Fund.

The Ministry opens up B.C. through innovative, forward-thinking transportation strategies that move people and goods safely, and fuel our provincial economy. Improvement of vital infrastructure is a key goal, along with enhancing the competitiveness of B.C.'s transportation industries, reducing transportation-related greenhouse gas emissions and providing B.C. with a safe and reliable highway system.

To accomplish its mandate, the Ministry:

- Works to expand and integrate various modes of transportation in consultation with local and regional authorities, stakeholder groups and industry members, with port, railway, airport, and transit service partners, and in cooperation with transportation-related Crown corporations;
- Pursues policies and initiatives to enhance the competitiveness of B.C.'s ports and airports – our gateways for economic growth and development;
- Works with partners and other levels of government to provide funding to develop and deliver cost-effective public transit, ferry services, and cycling networks;
- Builds highway infrastructure to fulfill the economic and social needs of British Columbians;
- Maintains highways to a high standard through contracts with private sector road maintenance providers;
- Undertakes vehicle safety inspections and sets commercial vehicle operating standards;
- Licenses and regulates commercial passenger transportation; and
- Manages funding for high-quality, modern public infrastructure that supports the development of strong communities by contributing to long-term economic growth and a clean environment.

The Minister is responsible for the following Crown corporations: BC Transportation Financing Authority, BC Railway Company, BC Transit, the Transportation Investment Corporation, the Insurance Corporation of British Columbia, the B.C. Pavilion Corporation and the Rapid Transit Project 2000 Ltd. The BC Transportation Financing Authority (BCTFA) and BC Railway Company (BCRC) are reported in this service plan.

- The BC Transportation Financing Authority (BCTFA) is established under the *Transportation Act* to plan, acquire, construct, hold and improve transportation infrastructure throughout the province. The BCTFA owns all provincial highways and land held for construction of future transportation infrastructure.

- BC Railway Company (BCRC) is incorporated under the *British Columbia Railway Act* and supports the [Pacific Gateway Transportation Strategy 2012–2020](#) by acquiring and holding railway corridor and strategic port lands, and making related infrastructure investments to provide benefit to the province, including the strategic sale of surplus land. BCRC also administers the Canadian National Railway Company (CN Rail) Revitalization Agreement and the operation of the Roberts Bank port subdivision.

BC Transit, TI Corp, ICBC and PavCo are self-reporting Crown corporations and more information can be found on their websites, www.bctransit.com/, www.pmh1project.com, www.icbc.com/ and www.bcpavco.com/ respectively.

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

Rapid Transit Project 2000 Ltd. – This project completed its mandate to build the Millennium Line and concluded direct project activities in 2006. The Ministry is responsible for any continuing Rapid Transit Project 2000 Ltd. administration and financial reporting.

Strategic Context

Economic Forecast. The Economic Forecast Council expects British Columbia's real GDP to grow by 2.3 per cent in 2014 and 2.7 per cent in 2015. Risks to British Columbia's economic outlook include the potential for further slowing of domestic activity, renewed weakness in the U.S. economy and slowing Asian demand. Additional risks include the ongoing sovereign debt situation in Europe and a fluctuating Canadian dollar.

Growth in Asia Pacific Trade. Continuing to strengthen and build Canada's economy depends on its success in world trade. As Asia responds to the new domestic demands of its burgeoning middle classes, British Columbia and western Canada are well positioned to significantly expand natural resource exports, particularly in liquid natural gas, metals and minerals, coal, potash and grain to Asia. While the U.S. remains B.C.'s largest export market, Mainland China, Japan, South Korea and Taiwan are our next four largest markets and are growing.

Canada is a Pacific Rim country and British Columbia is uniquely positioned – through its geography, demographics and resources – to figure prominently in the globally integrated marketplace and to take advantage of the growing demand for trade in Asia. B.C.'s proximity to Asia, our large Asian population and cultural connections in addition to the growing presence of Vancouver as a North American air hub to Asia and as a global maritime centre all serve to build stronger ties to booming Asian economies. These factors will also help lessen our reliance on traditional within-continent trading patterns and will strengthen our economy to be more resilient in the future.

[*Canada Starts Here: The BC Jobs Plan*](#) outlines the strategies for achieving economic growth in B.C. and by moving goods and people efficiently to markets, transportation will be the enabler that allows these sectors to prosper.

Facilitation of Trade. Canada's Pacific Gateway is one of several west coast gateways linking Asia with North American consumers of imported products and North American commodity producers with emerging Asian and world markets. British Columbia has become the preferred gateway for Asia-Pacific trade for many shippers, and as Canada's natural trade gateway to Asia, B.C. has the opportunity and responsibility to ensure its ports, airports, road and rail networks – which form the Pacific Gateway – support and enable economic growth and prosperity in this province and the rest of Canada.

To build on B.C.'s status as the preferred gateway for Asia-Pacific trade, the province and its port, rail and air partners have developed three desired outcomes, and will collaborate on a number of strategies to achieve them.

1. World Class Supply Chains – Supply chain infrastructure that efficiently links goods and people with global markets and customers.
2. Competitive Business Environment – Canada's Pacific Gateway is the preferred western North American gateway for trade, providing a competitive and desirable business environment for global investors and customers.

3. Sustainable Social License – Stakeholders, communities and First Nations are regularly consulted on the actions and outcomes of the Pacific Gateway Strategy and are engaged, supportive, and active participants and beneficiaries of a globally competitive Pacific Gateway.

Interprovincial trade is also a major part of our economy, and the Ministry continues to work with Alberta and Saskatchewan through the Pacific Gateway Alliance and New West Partnership Trade Agreement to streamline industry requirements across the three provinces. These efforts will help reduce costs and improve competitiveness, and ensure capacity is in place to handle Canada's exports to Asia. As well, investments in the highways that connect economic gateways to each other will facilitate trade and keep B.C. an attractive place to do business.

Changing Regional Economies. Rural economies continue to diversify and will rely on a range of infrastructure improvements to facilitate this evolution. Increased log and forest product truck traffic from accelerated harvests triggered by the mountain pine beetle epidemic are projected to peak in 2013/14 and continue for some years after. With increased natural resource development, such as oil and gas, and mining and forestry, industrial traffic places significant demands on the existing transportation infrastructure. To support this increase in traffic and ensure roads remain suitable for all users, the Ministry will make additional investments in affected road networks, including maintenance and rehabilitation due to incremental wear and tear.

Federal Infrastructure Programs. The federal government committed in [Budget 2013](#) to over \$47 billion in new funding over the next 10 years under [Economic Action Plan 2013](#) starting in 2014/15. The New Building Canada Plan includes a new Building Canada Fund, which consists of a \$4-billion, merit-based, National Infrastructure Component to support investments in projects of national significance, particularly those that support job creation, economic growth and productivity and a \$10-billion Provincial-Territorial Infrastructure Component to support projects of national, regional and local significance across the country in a broad range of categories. An additional \$1.25 billion in funding was also allocated to the P3 Canada Fund. Federal funding may influence investment programs proposed under the Ministry of Transportation and Infrastructure's Service Plan. Provincial-federal discussions are expected to commence in early 2014.

Goals, Objectives, Strategies and Performance Measures

The Ministry of Transportation and Infrastructure collaborates with other ministries, governments and stakeholders to promote economic growth and diversification in support of Government's priority of creating jobs to secure a strong tomorrow for communities across the province. Our integrated transportation network is the backbone of B.C.'s economy and investing in safe and reliable infrastructure will help make our transportation industries more globally competitive and will position them to support the movement of people and goods. The Ministry invests in transit, cycling and walking infrastructure in support of Government's continued commitment to lead the world in sustainable environmental management, giving British Columbians more sustainable transportation options.

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

- Improved infrastructure drives economic growth and trade;
- British Columbia's transportation sector is globally competitive;
- Greenhouse gas emissions from the transportation sector are reduced;
- British Columbia's highway system is safe and reliable; and
- Excellent customer service.

In accordance with the B.C. Climate Adaptation Strategy, the Ministry considers potential climate change and impacts in planning, projects, policies, legislation, regulations and approvals.

Goal 1: Improved infrastructure drives economic growth and trade

Objective 1.1: Improve mobility on routes servicing major economic gateways

Strategies

- Identify infrastructure projects for both short-term and long-term economic benefits;
- Improve mobility and reliability and reduce bottlenecks on major urban and rural trade corridors using partnership cost-sharing where feasible;
- Promote border efficiencies at Canada/U.S. border crossings through infrastructure improvements and the deployment of intelligent transportation technology, such as the Advanced Traveller Information Systems that advise motorists of border wait times, and to facilitate FAST and NEXUS lanes which expedite border clearance for pre-approved travellers and trusted traders; and

- Through the new state of the art Regional Transportation Management Centre, continue to improve the mobility and reliability of the transportation network by providing advanced incident management and enhanced traveller information systems.

Objective 1.2: Identify and select priority improvement projects

Strategies

- Identify key safety and mobility improvements to enhance the movement of people and goods;
- Develop options for improvements;
- Evaluate and prioritize options;
- Develop business cases for individual projects; and
- Amalgamate projects into an integrated investment strategy.

Objective 1.3: Use provincial investment dollars as effectively as possible

Strategies

- Complete projects on budget and on time;
- Develop public-private partnerships in consultation with Partnerships BC, where appropriate;
- Capture value from surplus lands to fund transportation improvements; and
- Continue to engage with the federal government to leverage funding for transportation projects in British Columbia.

Performance Measure 1: Project Performance

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
The percentage of projects that meet their budget and schedule	91.5%	91.5%	91.5%	91.5%

Data Source: Ministry of Transportation and Infrastructure

Discussion

This performance measure evaluates all the Ministry capital construction and rehabilitation projects completed each year within the overall Transportation Investment Plan. The number and total value of these projects varies from year to year as new investments are made. The performance measure allows the Ministry to assess how efficiently and effectively it delivers a large suite of projects.

Projects range in size, scope, and value from the very small to the extremely complex and costly, and they use a variety of procurement methods from traditional design/bid/build to public-private partnerships. Programs are continuously evolving to meet the needs of the infrastructure and to best serve the citizens of the province. The constant target represents the Ministry’s ability to maintain a

high level of achievement despite these challenges and the broad range of projects included in the target.

Objective 1.4: Improve road access for resource industries and rural residents

Strategies

- Invest in priority roadway rehabilitation and improvements on the roads serving industry and rural residents, including \$150 million between 2014/15 and 2016/17 as part of the Interior and Rural Side Roads Program and \$60 million over the next three years towards the Oil and Gas Rural Road Improvement Program;
- Support B.C.'s *Mountain Pine Beetle Action Plan* through the strategic investment of \$90 million over the next three years; and
- Undertake projects to support increased industrial growth such as four-laning, strengthening of roadways, improving overhead clearances, alignments and bridge capacity.

Objective 1.5: Initiate discussions with the federal government to leverage available federal funding and administer cost-sharing programs directed at the provision of infrastructure required to support and sustain B.C.'s economic prosperity

Strategies

- Lead the provincial negotiations with the federal government in the development of the next round of federal/provincial infrastructure programs; and
- Take a leadership position in partnership with other Provincial Ministries to support local government's priority infrastructure projects.

Goal 2: British Columbia’s transportation sector is globally competitive

Objective 2.1: Develop Canada’s Pacific Gateway

Strategies

- Implement [*The Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People*](#);
- Work closely with other levels of government and stakeholders to achieve the objectives of the *Pacific Gateway Transportation Strategy*;
- Undertake supply chain development and integration in conjunction with the private sector and the Governments of Canada, Alberta and Saskatchewan especially for new markets and customers;
- Ensure transportation infrastructure and supply chain performance standards are in place to meet Canadian import and export needs through the Pacific Gateway; and
- Provide leadership through the Pacific Gateway Alliance, a unique collaboration of transportation service providers and governments which oversees infrastructure, labour and service reliability improvements aimed at expanding Canada’s Pacific Gateway trade.

Performance Measure 2: Pacific Gateway Supply Chain Investments

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Cumulative completed provincial strategic investment in Pacific Gateway supply chain infrastructure (\$billions)	\$5.36 billion	\$5.60 billion	\$5.76 billion	\$5.79 billion

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

Discussion

Government and industry partners have come together to fulfill the long-term vision of British Columbia as North America’s gateway of choice for Asia Pacific trade, with the most competitive transportation network on the west coast of the Americas.

Through British Columbia’s Pacific Gateway Strategy the Ministry participates with private and other public agencies in infrastructure projects, such as the Roberts Bank Rail Corridor, Ridley Island Road and Rail Utility Corridor, Deltaport Terminal, Road and Rail Improvement Project and the North Shore Trade Area. The Pacific Gateway Alliance is the unique public private partnership that oversees the Pacific Gateway’s expansion of port, rail, road and airport facilities. The Government of Canada, Provinces of B.C., Alberta and Saskatchewan, Port Metro Vancouver, the Port of Prince Rupert, CN, Canadian Pacific, Vancouver International Airport and other industry partners are working together to take advantage of Canada’s strategic location at the crossroads of the North American marketplace and the booming economies of Asia. In addition, the Ministry has direct responsibility for funding and implementing road and bridge improvements including projects through

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

The Ministry, with the federal government, also has a role to play in creating a competitive environment for industry through policy and legislation that supports industry investment decisions. The Ministry actively participates in or leads marketing missions to promote Canada's Pacific Gateway in both North America and Asia.

Since 2005, over \$22 billion has been committed by provincial, federal and municipal governments and the private sector to projects that support the Pacific Gateway. The [*Pacific Gateway Transportation Strategy*](#) targets an additional \$25 billion in new public and private-sector investment in transportation infrastructure needed to meet rising Asian demand for B.C.'s and Canada's products. The performance measure captures all provincial strategic investment in Pacific Gateway supply chain infrastructure since 2005.

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

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

Strategies

- Build a rapid transit backbone and supportive rapid and frequent bus service to create rider options;
- Encourage the use of Compressed Natural Gas (CNG) buses;
- Invest in public transit infrastructure;
- Improve High Occupancy Vehicle (HOV) and transit priority measures;
- Encourage increased land-use density around transit stations and along transit corridors through policy and funding agreements; and
- Invest in an integrated cycling and walking network.

Performance Measure 3: Transit Ridership

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Annual public transit ridership in B.C.	289.0 million	294.4 million	297.9 million	302.4 million

Data Source: Data Source: Estimates for future public transit ridership are provided by BC Transit and TransLink and are based on the anticipated effects of transit investments, changing local conditions such as the price of fuel and the forecast of annual budgets that impact service hours and transit capacity.

Discussion

Transit ridership is the number of rides taken by people using public transit over a set period of time. Ridership is a measure that allows the Province to monitor the success of transit investments on a year to year basis. An increase in the number of trips using transit is related to the growth in population and a shift from automobile use to transit. This contributes to reduced congestion and the emission of greenhouse gases by the transportation sector.

More than 80% of the provincial transit ridership occurs in Metro Vancouver with the remaining ridership distributed between 81 transit systems (conventional, custom and paratransit) in other communities around the province. The goal of the provincial government is to double transit ridership in the province by 2020.

Estimated ridership increases for the next three years reflect the impact of recent investments such as the Kelowna Rapid Bus and the introduction of new services such as Rapid Bus on Highway 1 across the Port Mann Bridge, as well as new investments such as the Evergreen Line which is scheduled to open in 2016. Ridership is also increasing due to the increased reliance on transit in many markets across British Columbia.

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

Strategies

- Reduce commercial truck idling by minimizing wait times;
- Improve rural road infrastructure;
- Build rail grade separations; and
- Free up road capacity for goods movement by reducing the use of single-occupant vehicles.

Objective 3.3: Reduce greenhouse gas emissions through the adoption of new technologies and promote the use of natural gas as a transportation fuel of choice

Strategies

- Invest in new buses that use the latest technology;
- Increase the use of weigh-in-motion technology to reduce the need for trucks to stop and idle at inspection stations;
- Implement intelligent traffic control systems to reduce idling and create time advantages for transit; and
- Promote the use of natural gas as the fuel of choice for heavy duty commercial vehicles.

Goal 4: British Columbia’s highway system is safe and reliable

Objective 4.1: Ensure contractors maintain the provincial highway system to a high standard

Strategies

- Review and consider future improvements to continue delivery of high quality maintenance and rehabilitation programs; and
- Administer the highway maintenance contracts and assess how well the contractors are delivering their services through the Contractor Assessment Program.



Performance Measure 4: Contractor Assessment

Performance Measure	Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Rating of the maintenance contractors' performance using Contractor Assessment Program	93%	93%	93%	93%	93%

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

Discussion

In keeping with the Ministry’s high standards for maintaining highway infrastructure, the Contractor Assessment Program was created as a means to systematically monitor and assess the contractor’s performance throughout the year.

Ratings measure whether the contractors exceed contract requirements based on the results of local and regional assessments and road user satisfaction ratings. Contractors that exceed basic requirements are entitled to a bonus. A rating between 85 and 90% warrants a 1% bonus, between 90 and 95% warrants a 1.5% bonus, and above 95% warrants a 2% bonus. The performance measure is a provincial average of the combined summer and winter ratings for all 28 contracts in the province.

The ratings are generated through a combination of three processes: a local assessment, which is generated by Ministry District staff and is overseen by the local District Operations Manager; a regional assessment, which is generated by a team of auditors from outside the service area and is typically overseen by an outside District Operations Manager; and interviews led by the local District Operations Manager with local stakeholders.

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

Strategies

- Invest in the main highway system (roads and bridges) to maintain and mitigate the onset of deterioration in ways that maximize the return on infrastructure investment;
- Systematically assess the condition of the infrastructure to determine priority in the annual resurfacing and structure rehabilitation and replacement programs; and
- Integrate climate change adaptation considerations into rehabilitation design and cost.

Objective 4.3: Improve highway safety and reliability

Strategies

- Monitor highway safety and improve high-risk locations in consultation with local and regional authorities and stakeholders;
- Maximize highway safety and reliability through both safety-focused enhancements and low-cost improvements, such as signs, lighting, and lane markings;
- Work with safety partners such as the Insurance Corporation of British Columbia, local law enforcement, and the Ministry of Justice to identify areas for safety improvements; and
- Examine highway safety and reliability issues considering climate forecasts and the adaptive capacity of transportation infrastructure. Address and revise standards where appropriate from results of studies on climate and highway infrastructure interactions.

Performance Measure 5: Highway Safety

Performance Measure	Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Crash reduction after construction on safety improvement capital projects	100 collisions	20% reduction from baseline	20% reduction from baseline	20% reduction from baseline	TBD

Data Source: The RCMP and ICBC.

Discussion

Collision prediction models and collision modification factors were used to forecast a 20% reduction in collisions for 2013/14.

Reporting for 2013/14 will be based on safety improvement capital projects that are substantially complete by 2013/14. For future years, newly completed projects for each fiscal year will be added to the dataset and reported on.

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

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

Beginning 2016/2017, a new baseline and new targets will be established for a new set of projects. These projects will form the basis for the subsequent reporting period until they are delivered.

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

Strategies

- Establish and enforce regulations to enhance vehicle safety in B.C. and to ensure the safety of the travelling public;
- Participate with other jurisdictions on initiatives to coordinate and harmonize policies and standards for commercial vehicles;
- Ensure information systems provide the quality and timeliness of commercial vehicle safety data for compliance and enforcement;
- Build on existing technologies and policies to promote safety and improve efficiency for the commercial transport industry; and
- Improve interprovincial movement of commercial trucks by harmonizing programs, policies and regulations with the provinces of Alberta and Saskatchewan through the New West Partnership Trade Agreement.

Goal 5: Excellent customer service

Objective 5.1: Continue to improve service levels provided to the British Columbia business community

Strategies

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

Objective 5.2: Provide excellent customer service to all British Columbians

Strategies

- Use social media to communicate and engage more efficiently with the Ministry's stakeholders and enhance customer service;
- Use online data and information to engage citizens and support open government;
- Undertake annual surveys of customer satisfaction and compare survey results with baseline data to ensure customer needs are met;
- Use survey results and public feedback to better understand various elements of customer expectations and levels of customer service provided through existing processes and procedure and use that information to better serve the public; and
- Evaluate results to determine how to adjust internal processes, procedures and communications to enable more rapid information exchanges within and between Ministry business units to deliver enhanced customer service.

Performance Measure 6: Customer Service

Performance Measure	Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Customer Satisfaction Survey: Stakeholder satisfaction with existing Ministry services and delivery processes, rated on a scale of 1 to 5	3.9	4.10	4.10	4.10	4.10

Data Source: The Ministry's Customer Satisfaction Survey is based on the Common Measurement Tool (CMT), a survey framework designed by the Institute for Citizen-Centred Service to be administered by public-sector organizations to facilitate the measurement of citizen satisfaction.

Discussion

The customer satisfaction score is based on British Columbians' ratings of service they received from the Ministry. For example, Ministry staff may have checked the status of an application, provided

information on government requirements, directed citizens to the correct source of information, or assisted with forms. The survey focuses on seven core drivers of customer satisfaction which are fairness, willingness to help, staff knowledge, timeliness, accessibility, staff respect and courtesy, and information.

The Customer Satisfaction Survey utilizes a web-based and in-person questionnaire to complete the study. Survey respondents include local governments, commercial highway operators, permit applicants, emergency service providers, resource industries, highway construction and maintenance companies, professional and technical consultants, the real estate industry, business groups, and the general public.

The Ministry uses the survey results to identify areas and processes to improve service delivery. The constant targets represent the Ministry's ability to consistently deliver high quality customer service.

Know Before You Go

Trip planning can help reduce travel time and increase road safety for those travelling for work, commercial users and the travelling public. To provide as much up to date information as possible, the Ministry displays 394 highway webcam images from around the province.

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

Resource Summary

Core Business Area	2013/14 Restated Estimates ¹	2014/15 Estimates ²	2015/16 Plan	2016/17 Plan
Operating Expenses (\$000)³				
Transportation and Infrastructure Improvements	11,433	11,042	11,148	11,257
Public Transportation ⁴	310,606	308,813	308,707	308,598
Highway Operations.....	469,742	472,172	472,172	472,172
Commercial Passenger Transportation Regulation	1,534	1,534	1,534	1,534
British Columbia Pavilion Corporation ..	8,977	8,992	8,972	8,972
Executive and Support Services.....	9,986	9,740	9,740	9,740
Total	812,278	812,293	812,273	812,273
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Highway Operations	2,702	4,168	4,096	4,096
Total	2,702	4,168	4,096	4,096

¹ For comparative purposes, the amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 Estimates.

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

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

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

Major Capital Projects

Kicking Horse Canyon

Objective: Upgrade the 26-kilometre section of the Trans-Canada Highway to a modern, four-lane standard from the junction of Highway 95 at Golden to the western boundary of Yoho National Park. This highway corridor was originally constructed in the 1950s and is mostly two lanes wide. It is an important route for tourism and inter-provincial trade, serving as a gateway between British Columbia and the rest of North America. By connecting remote resource extraction sites with processing, manufacturing, and distribution centres, this portion of the Trans-Canada Highway is a key part of the province's resource economies, particularly forestry and mining.

The Kicking Horse Canyon Project has four phases. The first two, the \$64 million Yoho Bridge and the \$143 million Park Bridge (public-private-partnership), have been completed and are now in operation. Phase 3, which included the Golden Hill to West Portal, 10-Mile Brake Check to Yoho National Park and the 4 km Wall and Approaches projects, was also completed in late fall 2013.

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

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

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

Benefits:

- Safer roads and increased capacity on a critical provincial and national gateway;
- Fewer road closures due to slides and accidents; and
- Economic development through increased tourism and more efficient movement of goods and services.

Risks:

- Challenging climatic and geographic conditions; and
- Managing traffic during construction.

Evergreen Line Rapid Transit Project

Objective: The Evergreen Line has been a centrepiece of Metro Vancouver’s regionally-developed transportation plan for over 15 years and is a key element of the [Provincial Transit Plan](#). The project will extend Metro Vancouver’s rapid transit network to the growing northeast sector communities, providing alternative transit choices, increasing transit ridership, and reducing greenhouse gas emissions and road congestion by getting people out of their cars.

The Evergreen Line is a new rapid transit line that will connect Coquitlam City Centre through Port Moody to Lougheed Town Centre in approximately 15 minutes. The Evergreen Line will seamlessly connect to the current SkyTrain network including the Expo and Millennium Lines and will integrate with Canada Line and with Regional Bus and the West Coast Express.

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

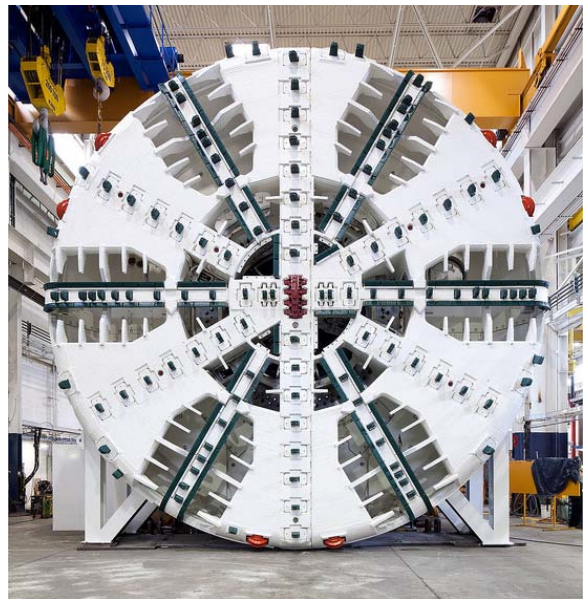
Costs: The Evergreen Line is estimated to cost \$1.431 billion, with the government of Canada contributing up to \$424 million, the government B.C. contributing \$586 million, other partners contributing \$21 million, and TransLink contributing the remaining \$400 million and operating the system as part of the overall rapid transit network.

Benefits:

- Provide fast, frequent, and convenient service, with service almost 20 hours a day, and every three minutes during peak periods;
- Provide greater transit choice;
- Increase transit ridership and capacity, with 70,000 riders per day by 2021;
- Reduce traffic congestion;
- Support regional and municipal growth management plans;
- Stimulate community growth and development; and
- Provide economic opportunities by creating 8,000 new jobs during construction.

Risks:

- Construction through a developed urban area;
- Managing traffic during construction along busy urban commuter routes; and
- Construction of a two-kilometre bored tunnel.



The picture above shows the cutter head on the tunnel boring machine that will be used for the Evergreen Line. The cutter head is 10 metres in diameter and weighs 109 tonnes.

George Massey Tunnel Replacement Project

Objective: The George Massey Tunnel opened in 1959 and now carries over 80,000 vehicles each day. As the only major Fraser River crossing in Metro Vancouver, with a single lane of traffic in the off-peak direction during the daily commute, the George Massey Tunnel experiences significant traffic congestion. The existing crossing is at capacity during morning and afternoon rush hour commutes, and near capacity throughout the day.

In addition, cyclists and pedestrians are currently under-served by the George Massey Tunnel. For safety reasons, they are not permitted to access the tunnel, and the existing shuttle service does not meet the needs of users. A replacement crossing will also open up options to improve transit service along the Highway 99 corridor.

Consultations for the George Massey Tunnel Replacement Project were held in two phases between November 2012 and April 2013. This confirmed strong support for resolving the problems of congestion, safety, and reliability at the tunnel. Consultation resulted in a preference for a new bridge along this corridor.

The existing tunnel has about 10 years until major operational systems need to be replaced, and it does not meet modern design and seismic standards. A new bridge and corridor improvements will help to resolve all these issues. Construction is scheduled to begin in 2017.

Costs: It is too soon to estimate how much the project will cost. Over the next three years, the Ministry will continue to undertake additional technical analyses, assess transit options, draft a business case and prepare a project definition report.

Benefits:

- Improved movement of people and goods on a highway that is important to commuters and vital to our Asia-Pacific Gateway;
- Reduced travel times and congestion for all users, including transit;
- Opens the corridor up to future rapid transit options;
- Improved access to major trade gateways and industrial areas;
- Improved safety and reliability;
- Increased business, job and re-development opportunities; and
- Improved safety and connections for pedestrians and cyclists.

Risks:

- Construction on soft soils; and
- Maintaining traffic during construction for road and marine users.

Port Mann/Highway 1 Improvement Project

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



Transportation Investments

(\$ millions)	2014/15	2015/16	2016/17	Total
Provincial Investments				
Transportation Investment Plan				
Rehabilitation	176	176	176	528
Interior and Rural Side Roads	50	50	50	150
Oil and Gas Rural Road Improvement Program	20	20	20	60
Mountain Pine Beetle Strategy	30	30	30	90
Highway 1 – Kamloops to Alberta Border	50	45	49	144
George Massey Tunnel Replacement Project	18	23	30	71
Okanagan Valley Corridor	36	35	36	107
Cariboo Connector Program	26	47	52	125
Other Highway Corridors and Programs	152	91	127	370
Cycling Infrastructure	9	6	4	19
Total Transportation Investment Plan	567	523	574	1,664
Provincial Transit Plan				
Canada Line Rapid Transit Project	19	19	19	57
Evergreen Line Rapid Transit Project	296	3	-	299
Rapid Transit, Buses and Other Transit Priorities	105	154	173	432
Total Provincial Transit Plan	420	176	192	788
Total Provincial Investments¹	987	699	766	2,452
Investments Funded through Contributions from Federal Government and Other Partners				
Evergreen Line Rapid Transit Project	189	330	52	571
Contributions to the Transportation Investment Plan	58	53	11	122
Contributions to the Provincial Transit Plan	1	64	67	132
Total contribution from all partners¹	248	447	130	825
Total Investments in Transportation Infrastructure	1,235	1,146	896	3,277

¹ Total provincial investment includes operating and capital spending.

Transportation Investment Corporation (\$ millions)	2014/15	2015/16	2016/17	Total
Port Mann Highway 1 Project	83	-	-	83
Total Investments in Transportation Infrastructure including the Port Mann Highway 1 Project	1,318	1,146	896	3,360

Major Programs

Highway Rehabilitation – Invest \$528 million 2014/15 through 2016/17 in road and bridge surfacing, bridge rehabilitation, seismic retrofits and highway safety improvements.

Interior and Rural Side Roads – Make these roads safer and more reliable, and improve connections between communities. The Ministry is investing \$150 million from 2014/15 through 2016/17 to renew the interior and rural road networks.

Oil and Gas Rural Road Improvement Program – Invest \$60 million from 2014/15 to 2016/17 for rehabilitating the existing public road infrastructure in the Northeast region of the province to help eliminate seasonal road restrictions and extend the winter drilling season for oil and gas exploration, thereby attracting new investment, creating jobs and improving safety for both industry and residents.

Mountain Pine Beetle Strategy – Invest \$90 million from 2014/15 through 2016/17 to facilitate the safe and efficient transportation of harvested mountain pine beetle killed timber; to repair damage done to the highway system by the extraordinary increase in heavy truck traffic, and to help ensure that the goals and objectives of B.C.'s *Mountain Pine Beetle Action Plan* are met.

Okanagan Corridor Improvements – Continue to support trade and tourism, enhance safety, reduce congestion and support the use of transit, by allocating \$107 million over the next three years to improve the highway system. This funding is augmented through partnerships with federal and municipal governments. Approved projects include: construction of a southbound Big White Passing Lane on Highway 33; intersection improvements to Big White Road along Highway 33 providing access to the Big White Ski Resort; six-laning of Highway 97 in Kelowna between Highway 33 intersection; and Edwards Road and Sneena Road Overpass on Highway 97 in partnership with the Westbank First Nation, west of Kelowna.



A time lapse photograph shows the new Wood Lake Overpass and the on-ramp to the Pelmeash Parkway passing underneath. The Overpass and Parkway were part of improvement work undertaken along the heavily-used section of Highway 97 between Winfield and Oyama.

The new four-lane construction of Highway 97 from Winfield to Oyama has been completed and now provides a continuous four-lane highway link between Vancouver and the City of Armstrong.

Using stakeholder input from the Okanagan Valley Transportation Symposium, specific future projects will be developed in the south, central and northern Okanagan Valley, within the context of overall provincial funding and priorities. Planning for the Second Crossing of the Okanagan Lake will also be initiated.

Cariboo Connector Program – The Cariboo Connector Program will continue to expand the 460 kilometre portion of Highway 97 from Cache Creek to Prince George. This major route expansion is designed to increase safety and decrease travel times, while providing northern communities with a first-class trade corridor that meets the needs of a rapidly expanding economy. This will be provided through four-lane construction, intersection development, frontage road and access management, twinning of structures and other key safety and capacity improvements.

Phase One began in 2005/06 with an initial commitment of \$200 million by the Province. The addition of federal infrastructure funds in 2009/2010 allowed for projects to be delivered over and above the original scope. Phase One construction was completed in 2012 with a total value of approximately \$240 million. Phase One included a number of key strategic projects including twinning the Simon Fraser Bridge and the installation of the state-of-the-art Red Rock Commercial Vehicle Inspection Station, equipped with Weigh2Go and transponder technologies.

Phase Two of the Program began in April 2012 with a commitment of \$200 million by the Province. The Phase Two program is currently underway with the completion of the Bonaparte Intersection Improvements near Cache Creek; 70 Mile four-Laning near 70 Mile House; Stormy four-laning near 100 Mile House; and the Old Cariboo Highway to Sintich Road four-laning in Prince George. Design work has also started on the remaining Phase Two four-lane projects including: Stone Creek to Williams Road in Prince George; Quartz Road to Dragon Lake in Quesnel; Carson to Fox Mountain Road in Williams Lake; 76 Mile South near 70 Mile House; and Williams Lake Indian Reserve to Lexington in Williams Lake. All of these projects are anticipated to start construction between 2014 and 2017.

Other Highway Corridors and Programs – Work with local governments and stakeholders to identify priority areas for improving the performance of highway corridors through projects such as passing lanes, four-laning,

left-turn slots, realignments, intersection improvements and safety upgrades. More specifically, the Ministry will be widening sections of Highway 2 and Highway 97 north near Dawson Creek and Fort St. John and Highway 3 between Hope and the Alberta border to support these important trade corridors.

In addition, improvements are being undertaken on Highway 16, a major east-west trade corridor, to increase the opportunity for suppliers to

move equipment, facility components and construction materials from the Port of Prince Rupert to the oil and gas industry in the Peace. Improvements in the Lower Mainland include interchanges at Highway 99 and 16th Avenue and Highway 91 at 72nd Avenue, road improvements on



Photograph showing the new interchange at Highway 99 and 16th Avenue in Surrey.

Highway 11 at Vye Road and a truck climbing lane on Highway 1 in Langley to improve mobility in these areas. To ensure the ability for our Commercial Vehicle Safety and Enforcement (CVSE) staff to conduct roadside inspections safely, numerous mobile weigh scale pullouts are being created at strategic locations around the province.

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

The Province continues to invest in order to make cycling a safe and attractive alternative transportation option for commuters. BikeBC's investment is further leveraged through cost-sharing agreements with local governments. Additionally, the Gateway Program includes a \$50 million investment to construct cycling facilities on the Gateway corridors, and the *Provincial Transit Plan* will establish up to 1,000 new bike lockers at key locations by 2020.

Provincial Transit Plan – Reducing greenhouse gases and increasing transit ridership, market share and accessibility are key goals in the 2008-2020 [Provincial Transit Plan](#). These goals are being accomplished by transit investments and service expansion that support healthier and more efficient communities and reduce the need for private automobile use. The Plan calls for the Government of Canada, the Province of British Columbia and local governments to invest \$14 billion in transit infrastructure during the Plan's 12 year duration; \$2 billion in investments are identified for the next three years (2014/15-2016/17). These include: completion of the Evergreen Line; investments in rapid bus services; additional upgrades to the Expo Line; completion of faregate and smartcard implementation on TransLink's system; constructing new park and ride facilities and transit exchanges; upgrading transit service centres; and the U-Pass BC program.

The Province continues to partner with BC Transit and TransLink on planning initiatives that will identify future transit priorities. In Metro Vancouver, we will remain engaged with the Mayors' Council on Regional Transportation on the development of a regional transportation vision, on potential new revenue sources, and on the referendum on transit funding. We will also continue to work with local governments outside Metro Vancouver to implement the recommendations of the independent review of BC Transit.

Crown Corporations

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

British Columbia Railway Company

Organizational Overview:

BCRC's primary mandate is to support [*The Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People*](#) by acquiring and holding railway corridor and strategic port lands, and making related infrastructure investments to provide benefits to the province. BCRC owns the former BC Rail railway lands and track infrastructure, which is leased to CN Rail through the Revitalization Agreement. Consistent with *The Pacific Gateway Transportation Strategy*, BCRC owns and operates the Roberts Bank Port Subdivision rail line (40 kilometre track from Surrey to Roberts Bank coal and container terminals). BCRC, through its subsidiary BCR Properties Ltd., owns port-related lands which are leased to terminal operators, including those upon which the Vancouver Wharves and Squamish Terminals port facilities operate.

BCRC is a corporation incorporated under the *British Columbia Railway Act*. On April 1, 2010, BCRC moved under the control and management of the Ministry of Transportation and Infrastructure, becoming a wholly owned subsidiary of the BC Transportation Financing Authority (BCTFA).

BCRC has retained its legislative authority and is governed by two principal pieces of legislation. The *British Columbia Railway Act* establishes the corporation's structure, governance, responsibilities and accountabilities. The *British Columbia Railway Finance Act* establishes the borrowing and investment framework for BCRC. BCRC must also meet the requirements common to other government corporations and organizations under the *Financial Administration Act* and the *Budget Transparency and Accountability Act*.

BCR Properties Ltd. also owns surplus real estate holdings not required for railway and port operations. Its mandate is to dispose of all land holdings not required to support railway and port operations. This mandate is carried out by staff in the Ministry of Transportation and Infrastructure.

Corporate Governance:

BCRC's governance practices are in accordance with the best practices outlined in the *BC Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations*, Board Resourcing and Development Office, February 2005.

Grant Main, Deputy Minister, Ministry of Transportation and Infrastructure is the sole member and chair of the Board of Directors. The President and CEO of BCRC is Gordon Westlake.

Goals and Strategies:

Goal 1: Provide open access for the three class one railways serving the Roberts Bank port terminals via BCRC's Port Subdivision and ensure safe, reliable and efficient freight train operations

Strategies:

- Conduct dispatching, train control and yard management in a manner that provides fair and equal access to Roberts Bank port terminals;
- Maintain railway track and infrastructure in compliance with standards acceptable to the BC Safety Authority and Transport Canada; and
- Maintain cooperative relationships with port terminal operators and neighbouring municipalities of Delta and Surrey.

Goal 2: Participate in joint planning and development initiatives related to the *The Pacific Gateway Transportation Strategy*

Strategies:

- Provide advice and support to further *The Pacific Gateway Transportation Strategy*;
- Secure through purchase option or other means, lands suitable for supporting Pacific Gateway Strategy objectives; and
- Make investments in infrastructure projects that support the Pacific Gateway Strategy.

Goal 3: Effective and efficient management of the long-term leases of BCRC's strategic assets, including the Revitalization Agreement with CN Rail, the Operating Lease Agreement with Kinder Morgan Canada Terminals and the property lease with Squamish Terminals.

Strategies:

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

Goal 4: Dispose of all surplus real estate holdings and other assets not required for freight railway corridors or port terminal operations.

Strategies:

- Dispose of surplus real estate holdings in a manner that maximizes commercial returns;
- Complete subdivisions of larger land holdings where total net proceeds of disposition can be increased;
- Obtain market rates on leases, encroachments, easements etc. on retained lands; and
- Fulfill obligations and oversight responsibilities relating to environmental laws and regulations.

[The Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People](#)

*This strategy is a comprehensive update of the coordinated and collaborative approach to government/private sector investment to develop and expand B.C. ports, airports, roads and Canadian railways, originally set out in the **BC Ports Strategy** (2005) and **Pacific Gateway Strategy Action Plan** (2006). The **Transportation Strategy** targets \$25 billion in new public and private-sector investment in transportation infrastructure needed to meet rising Asian demand for B.C.'s and Canada's products, beyond the \$22 billion previously committed.*

*Pacific Gateway transportation infrastructure is critical to getting goods to market, a key facet of **Canada Starts Here-the BC Jobs Plan**. Transportation is the enabler of growth and the **Pacific Gateway Transportation Strategy** supports the BC Jobs Plan by setting out a number of actions that will improve the capacity, reliability, and global competitiveness of trade corridors and transportation links between regional, national and international markets.*

BC Transportation Financing Authority

Organizational Overview:

The BC Transportation Financing Authority (BCTFA) was established in 1993 as a Crown corporation operating under the *Transportation Act* with a mandate to plan, acquire, construct, hold and improve transportation infrastructure throughout B.C. 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 chair of the BCTFA is the Minister of Transportation and Infrastructure. The BCTFA has no dedicated staff. Management is provided by staff at the Ministry of Transportation and Infrastructure.

Corporate Governance:

The Minister of Transportation and Infrastructure is the Minister responsible for the BCTFA and the sole member of the Board of Directors.

The Deputy Minister of the Ministry of Transportation and Infrastructure is appointed as the Chief Executive Officer and is responsible for the business and operations of the BCTFA.

Goals and Strategies:

The BCTFA is committed to maximizing the financial, social and economic benefits of the provincial highway, transit and transportation investments through:

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

BC Transportation Financing Authority

Statement of Operations¹

	2013/14 Forecast	2014/15 Budget	2015/16 Plan	2016/17 Plan
Revenue(\$000)				
Dedicated Taxes ²	426,000	429,000	432,000	435,000
Amortization of deferred contributions ³	136,615	143,817	144,018	161,792
Other revenue ⁴	209,046	77,925	24,623	21,305
Total	771,661	650,742	600,641	618,097
Expenditures(\$000)				
Highway Operations	469,940	516,135	538,072	577,583
Transit Programs	82,230	129,367	146,832	176,719
Ferry Operations	13,284	14,846	15,370	14,695
Other	34,608	49,655	43,761	38,395
Debt Servicing Costs ⁵	330,692	335,710	368,654	430,369
Total	930,754	1,045,713	1,112,689	1,237,761
Net Loss(\$000)				
Net operating loss	(159,093)	(394,971)	(512,048)	(619,664)

¹ This statement has been reformatted to align with the presentation of the Statement of Operations in the consolidated financial statements.

² Dedicated taxes include 6.75 cents per litre motor fuel tax and a provincial sales tax on short-term car rental of \$1.50 per day.

³ Contributions towards capital assets are deferred and amortized to income at the same rate as the related highway infrastructure is amortized to expense.

⁴ Other revenue includes interest income, grants from the Province, property sales, rental revenues, earnings from the British Columbia Railway Company.

⁵ Interest on borrowing used to finance construction work in progress is capitalized. Upon completion, related interest costs are expensed.

Appendices

Ministry Contact Information

Website

www.gov.bc.ca/tran/

General Inquiries

Email: tran.webmaster@gov.bc.ca

Phone: 250 387-3198

Fax: 250 356-7706

Mailing Address

PO Box 9850 Stn Prov Govt
Victoria BC V8W 9T5
Canada

Regional Offices

South Coast Regional Office

1500 Woolridge Street, Suite 310
Coquitlam BC V3K 0B8
604) 527-2221

Southern Interior Regional Office

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

Northern Regional Office

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

Hyperlinks to Additional Information

Additional information can be found online at the following:

Ministry of Transportation and Infrastructure

www.gov.bc.ca/tran

<http://twitter.com/tranbc>

www.drivebc.ca/

Legislation governing the Ministry's activities

www.th.gov.bc.ca/key_initiatives/legislation/statutes.htm

Evergreen Line Rapid Transit Project

www.evergreenline.gov.bc.ca/

George Massey Tunnel Replacement Project

<http://engage.gov.bc.ca/masseytunnel/>

Provincial Transit Plan

www.th.gov.bc.ca/transit_plan

BC Railway Company

www.bcrco.com/

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

www.pmh1project.com/

BC Transit

www.bctransit.com/

The Insurance Corporation of British Columbia

www.icbc.com/

The B.C. Pavilion Corporation

www.bcpavco.com/

