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Promoting Cleaner Communities Through Active Transportation – Platform Commitment
Better Transit for South Island – Active Transportation Infrastructure – Platform Commitment
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Caroline Andrewes (Association of Consulting Engineering Companies)

Dave Earle (BC Trucking Association)

Kelly Scott (BC Road Builders)

John Wilson (Wilson's Transportation)

Taxi Modernization/Ride Hailing

Adam Blinick (Uber Canada)

Mohan Kang (BC Taxi Association)

Caroline Bauer (Vancouver Taxi Association)

Aaron Lyle Zifkin (Lyft)

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Keith Creel (CP Rail – President and CEO)

Kevin Desmond (TransLink – President and CEO)

Amanda Farrell (TI Corp – President and CEO)

Sean Finn (CN Rail – Executive Vice President – Corporate Services)

Robin Silvester (Port of Vancouver – President and CEO)

Shaun Stevenson (Prince Rupert Port Authority)

Gordon Westlake (BC Rail Company – President and CEO)

Integrated Transportation Development Plan

Michael Crawford (BC Container Trucking Commissioner)

Transportation Policy & Programs

Susan Brice (BC Transit: Victoria Regional Transit Commission – Chair)

Mark Collins (BC Ferries – President and CEO)

Catherine Holt (BC Transit – Chair)

John Horning (BC Ferry Services Inc – Board Chair)

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Erinn Pinkerton (BC Transit – President and CEO)

Catherine Roome (Technical Safety BC - President)

Lecia Stewart (BC Ferry Authority - Chair)

Sheldon Stoilen (BC Ferries Commissioner)

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MINISTRY PROFILE

Ministry: Transportation & Infrastructure

The Ministry of Transportation and Infrastructure ensures safe and efficient movement of people and goods, access to services people count on, and economic sustainability and prosperity, across British Columbia.

The ministry is responsible for transportation modes including road, rail, air, transit, ferry, port and active transportation (walking, cycling, etc.) and its contributions to these modes range from emergency response, enforcement, operations, maintenance, preservation and expansion, project delivery, transportation investment, oversight to policy which respects diversity and inclusion as well as Indigenous reconciliation.

Ministry Mandate:

The Ministry of Transportation and Infrastructure plans integrated transportation networks, provides transportation services and infrastructure, develops and implements transportation policies, and administers many related acts, regulations and federal-provincial funding programs optimizing and integrating investment decisions related to transportation, economic development and climate action.

The ministry invests in major projects (e.g. Broadway Subway Project and Pattullo Bridge Replacement), highway rehabilitation and side road improvements. The ministry provides operating grants to BC Transit and invests capital in BC Transit and TransLink infrastructure. The ministry also cost-shares with communities through programs such as the British Columbia Air Access Program and Active Transportation Infrastructure Grant Program which help local communities with improvements to their airports and active transportation infrastructure respectively. As well, the ministry pays for coastal ferry services provided by BC Ferry Services Inc., a company independent of government.

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.

Budget:

Table 1 - Ministry Operating Expenses (\$000)³

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

Table 2 - Provincial Transportation Investments

\$ millions	Update Forecast 2019/20	Budget Estimate 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25	Five Year Total	
Highway Corridor Rehabilitation	213	265	285	286	Advice/Re	commentat	tions;	
Side Road Improvements	109	110	110	115		ent Financia	al	
Pattullo Bridge Replacement	135	254	310	277	-Informatio	n		
Highway 1 to the Alberta Border 4-laning	60	244	387	413	<u></u>			
Broadway Subway to Arbutus	31	245	396	470				
Transit Infrastructure	146	192	193	310				
Transportation & Trade Network Reliability 1	272	314	241	158				
Safety Improvements	52	30	29	29	Γ			
Community and other programs	22	23	13	13	Γ			
Total Provincial Investment	1,040	1,677	1,964	2,071	Ť			
Investment funded through contributions from other partners	352	415	627	610				
Total Investments in transportation infrastructure ²	1,392	2,092	2,591	2,681			,	

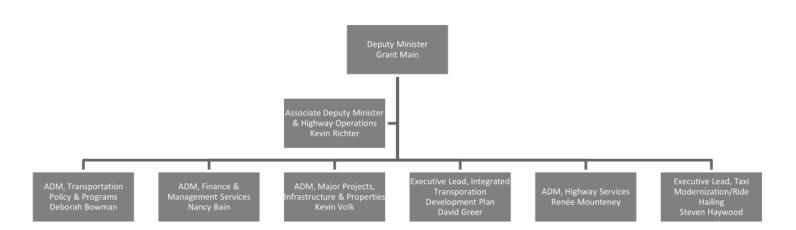
Table 1:

Table 2:

¹ Includes funding for George Massey Crossing

Full Time Equivalents (FTEs): 1,563

Executive Organizational Chart:



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

 $^{^2 \ \}text{Further information on program funding and vote recoveries is available in the} \ \underline{\text{Estimates and Supplement to the Estimates}}.$

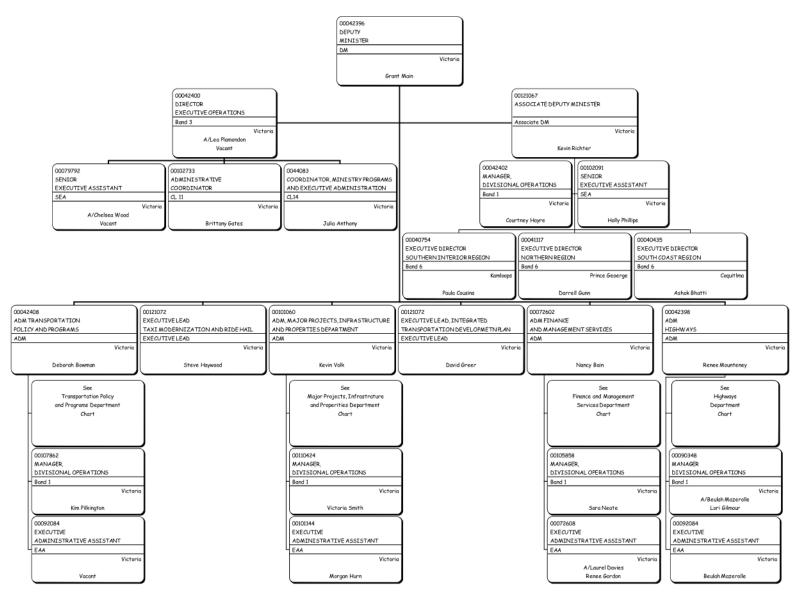
³ Operating expenses are reported net of funding from external sources, primarily the BC Transportation Financing Authority.

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

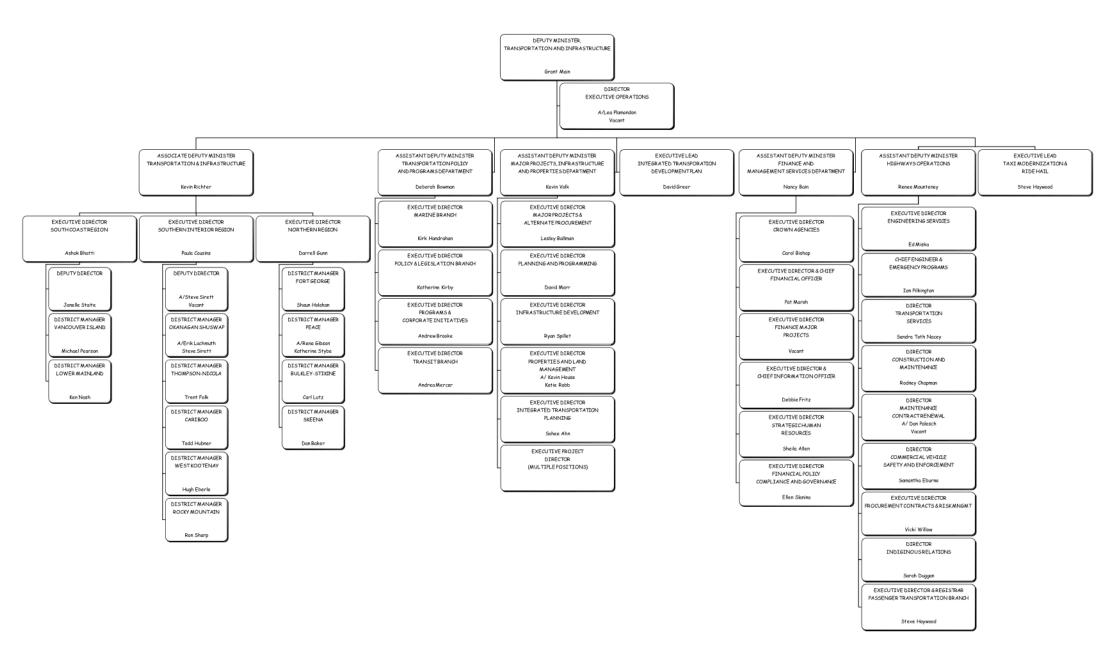
² Total investments include operating and capital spending

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE ORGANIZATION CHART DEPUTY MINISTER'S OFFICE

Last Modified: October, 2020



MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE ORGANIZATION CHART November, 2020





Grant Main
Deputy Minister
Ministry of Transportation & Infrastructure

Grant Main is Deputy Minister of the Ministry of Transportation and Infrastructure, appointed in March 2011. He is also a Director of the Transportation Investment Corporation, a member of a range of major capital project boards in different sectors, Chair of the BC Rail Corporation, and sits on a number of Deputy Minister Committees.

Much of Grant's public service career has been focussed on infrastructure policy, project management, delivery and finance as well as leading a range of high-profile challenging policy and operational priorities for government. Grant is a graduate of Economics from the University of Victoria and he has been a public servant for over 30 years.

Before his appointment as Deputy Minister of the Ministry of Transportation and Infrastructure, Grant served as Deputy Minister of the Ministry of Healthy Living and Sport from June 2008 to October 2010 and Deputy Minister of Community, Sport and Cultural Development from October 2010 to March 2011. Prior to this, he was with Partnerships BC for six years as the Vice- President, Partnerships Services. He has also held positions in Treasury Board Staff and the Ministries of Finance, Advanced Education, and Economic Development. Prior to the public service Grant worked in the private sector in a number of different fields. Grant was also an Olympic athlete.



Kevin Richter
Associate Deputy Minister
Highway Operations Department, Ministry of Transportation & Infrastructure

Kevin's 25+ years of service with the ministry has included a variety of roles including: Associate Deputy Minister (since December 2018), Assistant Deputy Minister – Highways (2015 to 2018) and Assistant Deputy Minister - Infrastructure, Major Projects, and Policy/Planning (2009 to 2015).

Building on his Bachelor's Degree in Geological Engineering and Master's Degree in Civil Engineering from the University of British Columbia, Kevin, as a professional engineer for over 30 years, has gained extensive experience in the mining industry, oil and gas industry, heavy civil construction sector, and geotechnical/civil engineering consulting services sector.

Since starting his career with the ministry, Kevin has worked and lived in many communities throughout rural British Columbia and has had the opportunity to be involved in a diverse array of engineering, construction, operations, and management experiences. The opportunities to meet and hear from citizens, local governments and Indigenous People across British Columbia has been rich and rewarding. The relationships fostered have made an impact on his perspective and understanding of issues across the province and has deepened his appreciation for the importance of the ministry's role in making the province safer, stronger and better for all British Columbians.

As the Associate Deputy Minister of Highway Operations, Kevin is responsible for operating, maintaining, rehabilitating and expanding our road and highway network. He is also the champion for leading the ministry's reconciliation journey with First Nations peoples.



Nancy Bain
Assistant Deputy Minister
Finance and Management Services
Ministry of Transportation and Infrastructure

Nancy has been with the Ministry since March 2009 as our ADM of Finance and Management Services. Nancy has a degree in Psychology from the University of Victoria and is a Chartered Accountant. She began her career in the provincial government in 1992 with Treasury Board Staff. During her career in the public service, Nancy has held a number of senior financial positions including six years as the Chief Financial Officer for the British Columbia Ambulance Service.

As our ADM of Finance, Nancy is responsible for the following branches: Financial Management; Finance Major Projects; Information Management; FOI; Crown Agencies and Strategic Human Resources.

Nancy is responsible for all financial, budgeting, forecasting, accounting, reporting and debt management for the ministry and the BC Transportation Financing Authority, government's largest taxpayer supported Crown Agency. Her responsibilities also include financial oversight for the Transportation Crown Agencies and other entities (BC Transit, TI Corp, BC Rail, BC Ferries and TransLink).

Nancy's other responsibilities include leading the Information Management Branch who manage the ministry's suite of custom IT infrastructure supporting critical systems such as avalanche and weather services and Drive BC.

The ministry Strategic Human Resources Branch supports approximately 1500 FTE's in a variety of services and initiatives such as succession planning and leadership development.



Renée Mounteney Assistant Deputy Minister Highways Services Ministry of Transportation & Infrastructure

Renée Mounteney has been Assistant Deputy Minister of the Highway Services department since April 2019. Prior to her appointment as Assistant Deputy Minister, Renée was the Executive Project Director for the Broadway Subway project and the Executive Director, Infrastructure Development within the Major Projects, Infrastructure and Properties Department.

Renée has a Master of Business Administration from Athabasca University which she obtained while working for the Province. Through this online MBA program, Renée was able to learn alongside a variety of people in different roles both private and public sector who worked all over the world.

As the Assistant Deputy Minister of Highways Services, Renée is responsible for the corporate oversight and provincial accountability for the following key areas; Commercial Vehicle Safety and Enforcement, Construction and Maintenance, Development Services, Engineering Services and the Chief Engineer, Emergency Programs, Indigenous Relations, Passenger Transportation, Procurement Contract and Risk Management Services, and Transportation Services. Renée was also named the lead for the Ministry for COVID-19.

Renée's career with the ministry began in 1989 in Nelson working in the Kootenays Regional Office (which has since been combined into the Southern Interior Region). Renée has had a varied career in public service in several locations, although over her 31 years with the Province, she has largely been with our ministry. Her roles have been in Finance as a regional manager, Highway Operations as a District Manager and then as a Deputy Director. Renée has also spent some time with the ministries of Forests, Lands, Natural Resource Operations and Rural Development; Children and Families; and Education. Her varied experience in different roles and different locations throughout the province has given Renée an appreciation for the unique challenges and opportunities that exist in B.C. and the role that the ministry has in supporting its citizens.



Kevin Volk
Assistant Deputy Minister
Major Projects, Infrastructure & Properties
Ministry of Transportation and Infrastructure

Kevin Volk rejoined the Ministry of Transportation and Infrastructure in 2018 as the Assistant Deputy Minister of the Major Projects, Infrastructure and Properties Department. In this role, he oversees all aspects of planning, programming, procurement and major project delivery within the province. This includes the development and management of the provincial 10-year Transportation Investment Plan, management of federal cost sharing programs, delivery of the major transportation projects throughout the province, and the Ministry's real estate portfolio.

Before rejoining the Ministry of Transportation and Infrastructure, Kevin was the Assistant Deputy Minister, Community and Legislative Services with the Ministry of Municipal Affairs and Housing. In this role, he was responsible for the Province's oversight of TransLink's legislation, funding and governance, as well as property assessment services (including the BC Assessment Authority) and the Community Gaming Grants program.

Kevin has a Bachelor of Applied Science in Civil Engineering from the University of British Columbia and a Master's in Public Administration from the University of Victoria. Kevin is also a professional engineer.



Deborah Bowman
Assistant Deputy Minister
Transportation Policy and Programs
Ministry of Transportation and Infrastructure

Deborah joined the BC Public Service in 2002 after a successful 15-year career in the private sector. She has held several senior executive positions in a variety of provincial ministries and over the past 18 years she has implemented a number of key government priorities in both the economic and social sectors. Recognized for her strong leadership ability and readiness to assume more challenging and complex roles, in 2011, she accepted her first ADM appointment as ADM Talent Management in the Public Service Agency where she led talent management programs for over 30,000 employees working in the BC Public Service.

In 2014, Deborah was appointed as ADM Policy and Programs in the Ministry of Transportation and Infrastructure where she is responsible for several high profile and challenging files focused on the delivery of transportation policy and programs across British Columbia. Her portfolio includes all aspects of strategic transportation policy, legislation and regulation as well as responsibility for the Marine Branch, Policy and Legislation Branch, oversight of BC Transit and transit policy as well as transportation programs such as cycling, airport and Active Transportation grants, Corporate Planning, Programs and Strategic Initiatives Branch, Active Transportation and Clean BC, as well as Inter-Jurisdictional Programs (federal/provincial and Washington State/BC). Deborah holds a Master's degree in International and Intercultural communications from Royal Roads University and lives in Victoria.

Deborah's key responsibilities include:

- Establishing and implementing provincial transportation policies and legislation;
- Delivery of coastal ferries services through the Coastal Ferry Services Contract with BC
 Ferries and for Inland ferry service delivery in BC;
- Transit services delivered through BC Transit and fed/prov funding for BC Bus North, the Highway 16 Action Plan and Intercity bus service;
- Ensuring transportation policies and programs support Clean BC initiatives and implementing an Active Transportation Strategy Policy and Framework for BC; and,
- Ensuring provincial alignment with federal, provincial and territorial transportation policies and programs.



Steven Haywood
Executive Lead
Taxi Modernization and Ride Hailing
Ministry of Transportation and Infrastructure

Steven is the Executive Lead for Taxi Modernization and Ride Hailing, appointed in December 2018. Steven also holds the positions of Executive Director and Registrar of the Passenger Transportation Branch and Executive Director for Commercial Vehicle Safety & Enforcement.

The bulk of Steven's public service career has been focused on regulatory policy making, driver and vehicle compliance operations, and the establishment and maintenance of national and international commercial vehicle safety standards. Steven has been a public servant for over 25 years.

Prior to his appointment as Executive Lead Taxi Modernization and Ride Hailing, Steven provided leadership and legislative authority as Director of Commercial Vehicle Safety and Enforcement from June 2014 to Dec 2018. Additionally, Steve has represented British Columbia at the Canadian Council of Motor Transport Administrators since 2014, chairing the Compliance and Regulatory Affairs committee from June 2017 to June 2019. As well, Steven currently sits on the Transport Canada led School Bus Safety Task Force and the Vulnerable Road Users Task Force.



David Greer
Executive Lead
Integrated Transportation and Development Planning
Ministry of Transportation and Infrastructure

David is the Executive Lead for Integrated Transportation and Development Planning and Container Trucking and is the Ministry Ethics Advisor. He is also the Ministry lead for the cross-jurisdictional Ultra-High-Speed Rail initiative with Oregon and Washington State; member of the Executive Steering Committee for TransLink and Metro Vancouver's Transport 2050 and Metro 2050 transportation and regional growth plans; and the Federal Territorial and Provincial lead on Urban Mobility.

David has held a variety of positions in the BC Public Service, beginning in 1994 with the former BC Forest Service Protection Branch as a forest firefighter in the Unit Crew program. He continued as a wildland firefighter for 12 seasons with the Valhalla Unit Crew based out of Slocan, B.C., and the Coastal Unit Crew in Abbotsford.

Following a stint as a producer for CBC radio in Toronto, David moved to the Public Affairs Bureau (now known as Government Communications & Public Engagement) in 2006 and held successive positions until he became the Communications Director for (what was then) the Ministry of Labour and Citizens' Services. In 2012, he became the Executive Director in Citizens' Services Real Property Division.

David joined the Ministry of Transportation and Infrastructure in August 2016 as Executive Director for the Properties and Land Management Branch. In October 2016, and for close to two years, also served as Executive Director of the Pacific Gateway Branch (now Integrated Transportation and Planning). He became the Executive Lead of the Integrated Transportation Development Plan and Container Trucking in January 2019.

David has a B.A in English Literature, and a Post Baccalaureate degree in Communications from Simon Fraser University.

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE EXECUTIVE CONTACTS

Deputy Minister's Office

NAME	TITLE	OFFICE	CELL
Grant Main	Deputy Minister	//o j/4-jjzu	Government Financial
Lea Plamondon	A/Director, Executive Operations	778 974-5310	Information
Chelsea Wood	A/Senior Executive Assistant	250 387-3280	
Brittany Gates	Documents Coordinator	778 974-5471	

Associate Deputy Minister & Highways Operations Department

NAME	TITLE	OFFICE	CELL
Kevin Richter	Associate Deputy Minister		Government – Financial –
Courtney Hayre	Manager, Divisional Operations		Information
Holly Phillips	Senior Executive Assistant	778 974-5448	

Finance and Management Services Department

NAME	TITLE	OFFICE	CELL
Nancy Bain	Assistant Deputy Minister	230 307-3100	Government Financial
Sara Neate	Manager of Divisional Operations	778 974-5446	Information
Laurel Davies	A/Executive Administrative Assistant	250 387-3100	

Major Projects, Infrastructure & Properties Department

NAME	TITLE	OFFICE	CELL
Kevin Volk	Assistant Deputy Minister	230 307-0742	Government
Victoria Smith	Manager, Divisional Operations		Financial – Information
Morgan Hurn	Executive Administrative Assistant	778 974-4565	Ī

Transportation, Policy and Programs Department

NAME	TITLE	OFFICE	CELL
Deborah Bowman	Assistant Deputy Minister	250 356-6225	
Kim Pilkington	Manager, Divisional Operations		Financial Information
Vacant	Executive Administrative Assistant		

Highway Services Department

NAME	TITLE	OFFICE	CELL
Renée Mounteney	Assistant Deputy Minister	250 387-3260	Government
Beulah Mazerolle	A/Manager, Divisional Operations	250 387-3260	Financial – Information _
Vacant	Executive Administrative Assistant	250 387-3260	

Taxi Modernization/Ride Hailing

NAME	TITLE	OFFICE	CELL
Steven Haywood	Executive Lead		604 220-7176

Integrated Transportation Development Plan

NAME	TITLE	OFFICE	CELL
David Greer	Executive Lead	250 356-7904	Government

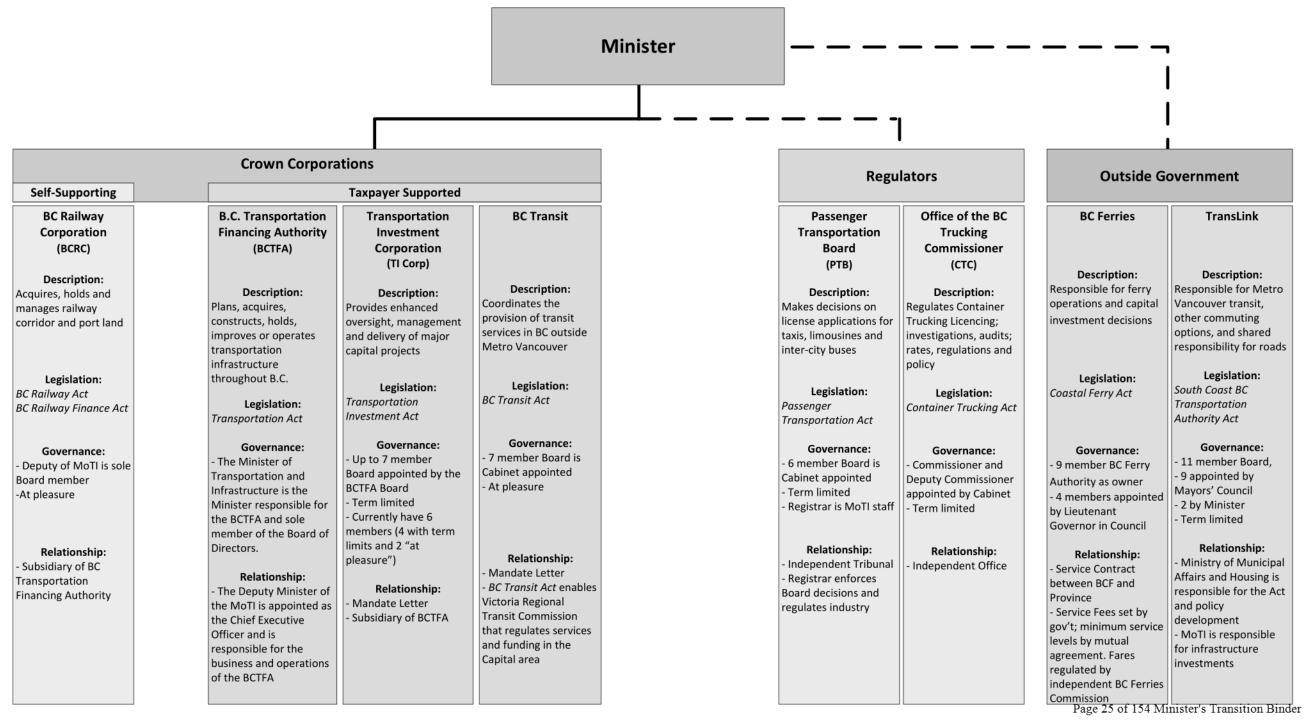
CONFIDENTIAL DRAFT

Ministry of Transportation and Infrastructure (MoTI)

Crowns, Regulators and External Service Providers

CONFIDENTIAL DRAFT

Last Updated: October 6, 2020



es crowns and other public service entities Provides a framework for developing public-private partnerships to expand and
improve provincial transportation infrastructure, also creates the Transportation
Investment Corporation as a Crown corporation with a board of directors.
Enables B.C. Ferry Services Inc. to be established outside the Government Reporting
Entity and be owned by BC Ferry Authority. BC Ferries provides ferry services under
contract to government with fares regulated by the BC Ferry Commission (Note:
Ministry of Justice is responsible for BC Ferry Commissioner).
Establishes the British Columbia Transit Authority as a Crown corporation with a
board of directors, the Victoria Regional Transit Commission with a board of
commissioners and establishes the funding and revenue-generation authority for
these agencies.
Establishes the British Columbia Railway Company as a Crown corporation with a
board of directors, the Port Subdivision Subsidiary, and identifies the activities the
corporation may pursue.
iinistrative nature
Provides authority for the Cabinet to appoint subdivision approving officers for rural
areas.
Provides authority for the Minister to enter into agreements with specific parties
respecting water and land development, highway construction or improvement,
flood control, hospitals, school and other matters.
Provides authority to the Cabinet to assign special status, and subsequent expedited
treatment, to a project deemed to be important to the economic, social or
environmental well-being of British Columbia.
environmental well-being of British Columbia. (Inactive) Transfers to the BC Transportation Financing Authority all of the assets
(Inactive)Transfers to the BC Transportation Financing Authority all of the assets

Legislation to regulate	transportation activities	
Transportation Act	Deals with public works related to transportation, as well as the planning,	
	design, holding, construction, use, operation, alteration, maintenance, repair,	
	rehabilitation and closing of provincial highways. Enables the BC	
	Transportation Financing Authority the designation of highways under	
	provincial jurisdiction, and inland ferry administration.	
Motor Vehicle Act	Ministry of Transportation and Infrastructure is responsible for the sections	
	of the act related to: (1) rules of the road, (2) traffic control devices, (3)	
	commercial vehicle weigh scales, safety and enforcement, (4) vehicle safety	
	standards and inspections, and (5) pilot projects.	
Commercial Transport Act	Establishes licensing requirements, and vehicle configuration and safety	
	standards, for commercial vehicles.	
Railway Act	Provides authority to establish and govern railways operating under	
	provincial jurisdiction.	
Railway Safety Act	Provides authority to adopt the regulations, rules and standards of the	
	federal Railway Safety Act. A Registrar of Railway Safety is also established	
	with the authority to issue operating permits to eligible railway companies.	
Transport of Dangerous	Establishes the safety regulatory framework for the movement of dangerous	
Goods Act	goods by truck.	
Industrial Roads Act	Establishes rules for the operation of industrial roads, including the drivers	
	and vehicles that use these roads.	
Legislation that enable	s program delivery and establishes regulatory agencies	
Passenger Transportation	Establishes the Passenger Transportation Board and Registrar of Passenger	
Act	Transportation. Regulates licensing of scheduled intercity buses, passenger	
	directed vehicles (taxis, commercial ride hail and limousines), and sightseeing	
	buses and shuttles. Establishes economic entry criteria for intercity buses and	
	passenger directed vehicles and the safety criteria for all commercial	
	passenger vehicles.	
Container Trucking Act	Establishes the British Columbia Container Trucking Commissioner with the	
	powers to issue licenses and set rates for container trucking services in the	
	Lower Mainland.	
BC Rail Benefits (First	Created a \$15m trust (all funds now spent) funded with proceeds from BC	
Nations) Trust Act	Rail partnership agreement with CN Rail.	

Significant transportation legislation held in other Ministry		
South Coast British Columbia	Establishes TransLink, a service provider responsible for transit, transportation programs and	
Transportation Authority Act	road infrastructure in Metro Vancouver .	

Delegation Matrix and Statutory Decision Makers

Purpose

The matrix identifies statutory decision makers established under legislation administered by the Minister of Transportation and Infrastructure. Several statutes require an official to be designated as a statutory decision-maker to carry out powers and duties, e.g. the Registrar of Rail Safety under the *Railway Safety Act* or Registrar of Passenger Transportation under the *Passenger Transportation Act*.

Delegation of Statutory Authority

Where a statute assigns specific authority to a Minister, as opposed to a specific official, the Minister's statutory authority can be delegated in two ways:

- 1. Order in Council or Letter of Delegation from the Minister (administrative powers)
 - Most administrative powers are delegated by the Minister to officials within the Ministry by Letter of Delegation. For example, Ministerial authority under the Transportation Act and Motor Vehicle Act in respect of provincial highway administrative matters are delegated to public officials in the Ministry.

2. Interpretation Act

 The Interpretation Act sets out those circumstances where a deputy minister, associate deputy minister, assistant deputy minister, or public official in a Ministry may exercise an authority of the minister without a formal delegation.

Delegation of an authority does not necessarily preclude the Minister responsible for the authority from exercising that authority.

Regulations

Most of the regulation-making powers in the statutes under the ministerial administration of the Minister of Transportation and Infrastructure are exercised by the Lieutenant Governor in Council (e.g., Order in Council). However, the Minister can make regulations on some matters that do not impact broadly across government. The *Motor Vehicle Act, Transportation Act*, the *Industrial Roads Act*, and the *Railway Safety Act* are all examples of statutes where the Minister is authorized in specific circumstances to make regulations on specified matters. The authority for the Minister to make regulations under these statutes cannot not be delegated to officials within the Ministry.

Decision Maker	Statute or Regulation	Duties
Provincial Approving Officer	Land Title Act (s. 77.2) Land Title Act – Bare Land Strata Regulation Real Estate Development Marketing Act Strata Property Act	 Rules on all subdivision applications for properties outside municipalities and in some regional districts. Provincial Approving Officers (PAO) for specific rural areas of the province are appointed by order in council or, where no PAO has been appointed for a rural area, the PAO is the deputy minister of the ministry responsible for the <i>Transportation Act</i> (i.e. TRAN). PAOs consider and decide whether to approve applications for subdivision of land (fee simple and bare land strata) in rural areas of the province. PAOs Consider and determine whether to approve applications of developers to market shared interests in land that do not include a right of use or occupation of buildings. As statutory approving officers, PAOs consider and decide
Registrar of Railway Safety	Railway Safety Act	 whether to approve applications for phased strata subdivision of lands in rural areas of the province. Issues a permit to authorize the operation of a provincial railway if the Registrar considers the applicant capable of operating the railway in a safe manner. The Registrar has authority to cancel or suspend a certificate in specific circumstances, including situations where an operator fails to comply with a term or condition of a certificate.
Director, Commercial Vehicle Safety Enforcement	Motor Vehicle Act	 The deputy minister is the authority to which applications for reconsideration of a decision of the Registrar may be made. Director is responsible for commercial vehicle safety and is authorized to (1) cancel a National Safety Code Safety Certificate, (2) direct ICBC to cancel a carrier's vehicle license(s) or permit(s), and (3) restrict or prohibit a carrier's use of vehicles. The Director may delegate any or all of the powers, duties and functions of the director under the Act, e.g. commercial vehicle safety enforcement officers.
Registrar of Passenger Transportation	Passenger Transportation Act	 Receives all licence applications for commercial passenger transportation (taxi, commercial ride hail, limousines, inter-city bus operators) and forwards to the Passenger Transportation Board for decision. Decision make on applications for sightseeing and charter bus operators. In addition, the Registrar verifies safety requirements for vehicles, issues all licences and is authorized to take enforcement action for non-compliance against licensees in the sector.

Decision Maker	Statute or Regulation	Duties
Designated Highways Officials	Land Title Act	 Decides applications for relief from requirements to provide access to water from lands that are to be subdivided. Decides on proposed subdivision plans affecting lands that are within municipalities and that are situated adjacent to a controlled access highway. Decides proposed subdivision plans submitted to islands trust and regional district approving officers.
Dangerous goods	Transport of Dangerous	Inspectors and analysts have authority to enter and inspect
inspectors and	Goods Act	property and classes of vehicles to enforce compliance with the
analysts		Act.

Minister's Role & Responsibilities Boards/Tribunals Appointment Process

The goal of the Board Resourcing and Development Appointment Process is to select the most qualified individuals having the highest personal and professional integrity to serve the public on the Province's boards, agencies and commissions.

The Governing Principles of the board/tribunal appointment process are as follows:

- Merit-Based: Appointments are governed by the overriding principle of selection based on merit

 an objective assessment of the fit between the skills and qualifications of the prospective
 candidate and the needs of the agency.
- Transparent: The appointment process guidelines are clear and understandable and available to the public.
- Consistent: The appointment process is applied consistently in respect of all appointments to agencies.
- Probity: Agency members must be committed to the principles and values of public service and perform their duties with integrity.
- Proportionate: The appointments process is subject to the principle of proportionality; that is, the process is to be appropriate for the nature of the post and its responsibilities.

The Roles and Responsibilities of those involved in the process are as set out below, including the role of a Minister responsible for a board/tribunal:

- Board Resourcing Office: The Board Resourcing office sets the agency appointment policy, works
 with agencies and Ministries to develop skills and experience profiles for vacancies, seeks out
 and screens potential candidates, recommends preferred candidates and generally oversees and
 monitors all appointments to agencies.
- Responsible Minister: The Responsible Minister formally appoints (in the case of appointments by Minister's Order), or recommends an appointment of (in the case of appointments by the Lieutenant Governor in Council) a candidate to fill a vacancy.
- Ministry Officials: In consultation with the Board Resourcing Office, each Ministry (or in the case
 of Crown Corporations, the Crown Agencies Secretariat) manages the appointment process for
 the agencies within its domain.
- Agency: In consultation with Ministry officials (or in the case of Crown Corporations, the Crown Agencies Secretariat), the agency prepares the skills and experience profile, recommends candidates to fill vacancies and assists in the selection process as necessary or appropriate.
- Candidate: The candidate provides personal information and acknowledges, by formal signature upon accepting an appointment, the duties owed to the agency.

Ministry of Transportation and Infrastructure List of Boards & Tribunals

The following are appointed by order of the Lieutenant Governor in Council ('order in council' appointees):

Board/Tribunal	Enabling Statute
Container Trucking Commissioner	Container Trucking Act
Passenger Transportation Board	Passenger Transportation Act
B.C. Ferry Authority	 Coastal Ferry Act Up to four members of the Authority are order in council appointments
British Columbia Ferries Commissioner	Coastal Ferry Act
BC Transportation Financing Authority	 Transportation Act Not more than 4 members of the Authority are order in council appointments
British Columbia Railway Company Board	British Columbia Railway Act
British Columbia Transit Authority	British Columbia Transit Act
Victoria Regional Transit Commission	British Columbia Transit Act Commission members are order in council appointments from among persons holding local elected office in accordance with section 25 of the Act.

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Operating Budget

Tab 2

Estimates (Excerpt from Blue Book)
Resource Summary (Except from the Service Plan)

The mission of the Ministry of Transportation and Infrastructure is to create an integrated and safe transportation network that incorporates all modes of transport, reflects regional priorities, and provides a strong foundation for economic growth; and to maintain and improve the provincial highway system, ensuring the safe and efficient movement of people and goods provincially, nationally, and internationally.

MINISTRY SUMMARY

(\$000)

	Estimates 2019/201	Estimates 2020/21
VOTED APPROPRIATION Vote 43 — Ministry Operations	925,616	928,920
OPERATING EXPENSES	925,616	928,920
CAPITAL EXPENDITURES ²	2,885	5,383
LOANS, INVESTMENTS AND OTHER REQUIREMENTS 3	_	_
REVENUE COLLECTED FOR, AND TRANSFERRED TO, OTHER ENTITIES 4	_	_

NOTES

- ¹ For comparative purposes, figures shown for the 2019/20 operating expenses; capital expenditures; loans, investments and other requirements; and revenue collected for, and transferred to, other entities are restated to be consistent with the presentation of the 2020/21 Estimates. A reconciliation of restated operating expenses and capital expenditures resulting from transfers between ministries is presented in Schedule A.
- ² A listing of estimated capital expenditures by ministry is presented in Schedule C.
- ³ A summary of loans, investments and other requirements by ministry is presented in Schedule D.
- ⁴ A summary of revenue collected for, and transferred to, other entities by ministry is presented in Schedule E.

SUMMARY BY CORE BUSINESS

(\$000)

	2019/20	2020/21 ESTIMATES		
OPERATING EXPENSES	Net	Gross	External Recoveries	Net
Core Business				
Transportation and Infrastructure Improvements	16,987	1,679,038	(1,662,401)	16,637
Public Transportation	348,321	1,005,219	(654,971)	350,248
Highway Operations	544,168	664,813	(119,272)	545,541
Commercial Transportation Regulation	3,208	4,252	(978)	3,274
Executive and Support Services	12,932	16,309	(3,089)	13,220
TOTAL OPERATING EXPENSES	925,616	3,369,631	(2,440,711)	928,920
CAPITAL EXPENDITURES	Capital Expenditures	Capital Expenditures	Receipts and P3 Liabilities	Net
				·
Core Business	2.005			E 202
Highway Operations	2,885	5,383		5,383
TOTAL	2,885	5,383		5,383

VOTE DESCRIPTIONS

(\$000)

Estimates	Estimates
2019/20	2020/21

VOTE 43 — MINISTRY OPERATIONS

This vote provides for the programs, operations, and other activities described in the voted appropriations under the following core businesses: Transportation and Infrastructure Improvements, Public Transportation, Highway Operations, Commercial Transportation Regulation, and Executive and Support Services.

TRANSPORTATION AND INFRASTRUCTURE IMPROVEMENTS

Voted	Appro	priations

Transportation Policy and Programs	7,984	7,559
Transportation Investments	1	1
Partnerships	1	1
Port and Airport Development	8,095	8,129
Enhancing Economic Development	906	947
	16,987	16,637

Voted Appropriations Description: This sub-vote provides for Transportation Policy and Programs, Transportation Investments, Partnerships, Port and Airport Development, and Enhancing Economic Development. Major activities include transportation and corporate policy, cross-government initiatives, service planning and performance measurement, the development of legislation, and highway planning; capital program development and monitoring; highway corridor investment strategies; quality management; access management; direction and management of projects; engineering, design, survey, construction, reconstruction, and land and property acquisition for provincial transportation assets and infrastructure; asset preservation, including roads and bridges; surfacing, rehabilitation, replacement, seismic retrofit, and safety improvements; rehabilitation of ferries and ferry landings; electrical installations and upgrades; minor roadwork; development and monitoring of public-private partnerships; land base and property management, including port and airport *Land Act* and other tenures; and managing funding to communities to build and improve infrastructure that contributes to their sustainable development. This sub-vote also provides for transfers to other parties such as local governments to support transportation infrastructure initiatives. Costs may be recovered from ministries, the BC Transportation Financing Authority and other Crown corporations, other levels of government, agencies, organizations, individuals, and private sector partners for activities described within this sub-vote.

PUBLIC TRANSPORTATION

Voted Appropriations

Public Transit	121,206	119,133
Coastal Ferry Services	227,115	231,115
	348,321	350,248

Voted Appropriations Description: This sub-vote provides for annual government contributions and payments towards Public Transit and Coastal Ferry Services, including costs incurred for providing public passenger and transportation services in, and between, various communities throughout the province. This sub-vote also includes provincial investments in transit capital infrastructure and operating expenses. Costs may be recovered from ministries, the BC Transportation Financing Authority and other Crown corporations, other levels of government, agencies, organizations, individuals, and private sector partners for activities described within this sub-vote.

HIGHWAY OPERATIONS

Voted Appropriations

Maintenance and Operations	506,433	507,098
Commercial Vehicle Safety and Enforcement	27,085	27,783
Inland Ferries	10,650	10,660
	544,168	545,541

Voted Appropriations Description: This sub-vote provides for Maintenance and Operations, Commercial Vehicle Safety and Enforcement, and Inland Ferries. Major activities include regional, district, and headquarters operations support; avalanche control; rock slope stabilization; traffic operations; development approvals; engineering; inspection station operations; the development, administration, and enforcement of commercial transport road safety programs and vehicle inspection and standards programs, truck licensing programs, passenger transportation services and operations; payments for maintenance of highways, roads, bridge structures, ferries, and tunnels; payments for pavement marking, electrical maintenance, and performance payments; the operation and maintenance of inland ferries and terminals and related infrastructure; and transfers to other parties such as local governments. Costs may be recovered from ministries, the BC Transportation Financing Authority and other Crown corporations, other levels of government, agencies, organizations, individuals, and private sector partners for activities described within this sub-vote.

VOTE DESCRIPTIONS

(\$000)

Estimates 2019/20	Estimates 2020/21
1	1
575	890
2,632	2,383
3,208	3,274
	2019/20 1 575 2,632

Voted Appropriations Description: This sub-vote provides for the offices of the Container Trucking Commissioner, Passenger Transportation Board, and Passenger Transportation Branch and for costs associated with the administration of the Container Trucking Act and the Passenger Transportation Act. The Container Trucking Commissioner issues, audits, and enforces container trucking licences, sets container trucking rates, and oversees key drayage industry activities. The Passenger Transportation Board reviews and approves applications to operate inter-city buses and passenger-directed vehicles in British Columbia, and decides appeals on administrative sanctions imposed by the Registrar of Passenger Transportation. The Registrar of Passenger Transportation reviews and approves applications for passenger transportation operations, such as sightseeing buses and hotel and airport shuttles, which are not adjudicated by the Board. The Passenger Transportation Branch verifies safety requirements, conducts investigations, when required, and in cooperation with other programs and agencies, provides overall provincial coordination and direction for enforcement and compliance activities against both licensed and unlicensed operators. Costs may be recovered from ministries, other levels of government, agencies, organizations, individuals, and private sector partners for activities described within this sub-vote.

EXECUTIVE AND SUPPORT SERVICES

Voted	Appropriations
-------	----------------

Minister's Office	622	622
Corporate Services	12,310	12,598
	12,932	13,220

Voted Appropriations Description: This sub-vote provides for the office of the Minister of Transportation and Infrastructure; the deputy minister's office; and services to support program delivery, including finance, administration, strategic human resources, information technology and management, oversight of Crown corporations, and facilities management. Costs may be recovered from ministries, the BC Transportation Financing Authority and other Crown corporations, other levels of government, agencies, organizations, individuals, and private sector partners for activities described within this sub-vote.

VOTE 43 — MINISTRY OPERATIONS	925.616	928,920
	020,010	,

MINISTRY GROUP ACCOUNT CLASSIFICATION SUMMARY

GROUP ACCOUNT CLASSIFICATION		
Salaries and Benefits	144,701	146,795
Operating Costs	2,861,129	2,877,194
Government Transfers	480,341	358,169
Other Expenses	1,151	1,156
Internal Recoveries	(1,960)	(13,683)
External Recoveries	(2,559,746)	(2,440,711)
TOTAL OPERATING EXPENSES	925,616	928,920

Resource Summary

Resource Summary						
Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates ²	2021/22 Plan	2022/23 Plan		
Operating Expenses (\$000) ³						
Transportation and Infrastructure Improvements	16,987	16,637	10,961	10.061		
mprovements	10,987	10,037	10,961	10,961		
Public Transportation ⁴	348,321	350,248	357,385	357,385		
Highway Operations	544,168	545,541	546,951	546,951		
Commercial Transportation Regulation	3,208	3,274	3,343	3,343		
Executive and Support Services	12,932	13,220	13,500	13,500		
Total	925,616	928,920	932,140	932,140		
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)						
Highway Operations	2,885	5,383	4,135	4,060		
Total	2,885	5,383	4,135	4,060		

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

² Further information on program funding and vote recoveries is available in the <u>Estimates and Supplement to the Estimates.</u>

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.

Ministry of Transportation and Infrastructure 2020 Transition Binder

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FINANCE & MANAGEMENT SERVICES DEPARTMENT

ADM Responsible: Nancy Bain, ADM Finance and Management Services

Core Business/ Program Area Description/Critical Business Processes:

The business area supports all ministry programs providing leadership, direction and advice in financial management, financial oversight of crown agencies, strategic human resources; information systems and security; information and privacy management; and facilities.

Budget

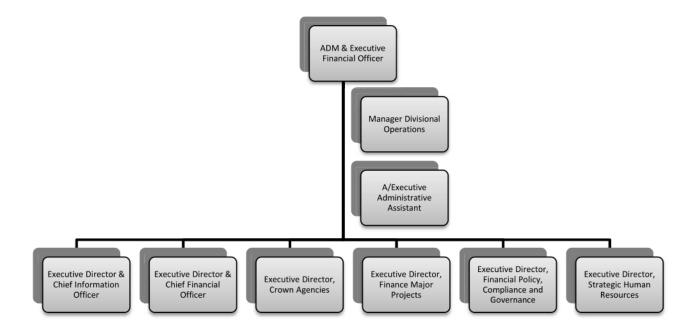
Net Operating Budget:

Government

Full Time Equivalents (FTEs): 150

- Financial Administration Act
- Financial Information Act
- Freedom of Information and Protection of Privacy Act
- Public Service Act
- Balanced Budget and Ministerial Accountability Act
- Transportation Act
- BC Transit Act
- BC Railway Act
- Transportation Investment Act
- Coastal Ferry Act
- South Coast British Columbia Transportation Authority Act

Organizational Chart:



Crown Agencies Branch

ADM Responsible:

Nancy Bain, ADM Finance and Management Services

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs) Executive Director – Carol Bishop

The Crown Agencies Branch supports the ministry by working with crown corporations the Ministry of Transportation and Infrastructure (the ministry) is responsible for, specifically British Columbia Railway Company (BCRC), and Transportation Investment Corporation (TI Corp). The Branch is involved in:

- the development and maintenance of governance and oversight frameworks of the crown corporations to support government in achieving its objectives;
- reviewing the financial information in Crown corporation service plans, strategic plans, quarterly
 forecasts and annual reports, and conducting analyses of information to ensure government
 objectives and requirements are reflected and met;
- analyzing the impact of strategic and operational decisions to determine the financial implications of initiatives proposed on both government (the shareholder) and the crown corporation.
- drafting Cabinet and Treasury Board submissions, outlining the financial implications of the options for consideration; and
- leading and facilitating strategic financial management initiatives, including involvement with asset and liability management, structuring transactions/contracts/financing, and financial modeling to maximize value for both government and the crowns.

The Crown Agencies Branch works closely with other branches of the ministry including the Transportation Policy and Programs Department, the Properties and Land Management Branch, and the Major Projects, Infrastructure and Properties Department. They also work closely with the Ministry of Finance: Treasury Board Staff, the Office of the Comptroller General and Provincial Treasury.

Budget: The budget for this branch is included within the Financial Management Branch.

BCRC Budget

Gross budget

Government Financial Information

Less recoveries

Net budget

Full Time Equivalents (FTEs): BCRC FTEs: 4

- Balanced Budget and Ministerial Accountability Act
- Budget Transparency and Accountability Act
- Financial Administration Act
- British Columbia Railway Act
- British Columbia Railway Finance Act
- British Columbia Enterprise Corporation Act
- Transportation Investment Act

Financial Management Branch

ADM Responsible:

Nancy Bain, ADM Finance and Management Services

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs)
Chief Financial Officer – Patricia Marsh

The Financial Management Branch provides leadership, direction and strategic financial advice to the Ministry of Transportation and Infrastructure and the BC Transportation Financing Authority (BCTFA). The branch ensures the integrity of ministry financial policy and procedures management, leads the ministry in good financial practices, professional ethics and standards, financial principles and policies.

The branch provides expertise and support to the ministry on all financial systems support, revenue and accounts payable, payment services, financial accounting, analysis and reporting, and financial planning, budgets, forecasting, and expenditure monitoring. The Branch also is responsible for facilities.

In addition, the branch provides cash flow management, revenue collection and financing and debt management services for the BCTFA, including analysis and advice on complex financial and derivative instruments.

Budget:

Gross budget Less recoveries Government Financial Information

ss recoveries

Full Time Equivalents (FTEs): 27

Net budget

- Financial Administration Act
- Financial Information Act
- Balanced Budget and Ministerial Accountability Act
- Transportation Act

Finance, Major Projects Branch

ADM Responsible:

Nancy Bain, ADM Finance and Management Services

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs) Executive Director – Carol Bishop

The Finance Major Projects branch provides expert strategic analysis, advice and direction with respect to financial, accounting, financial policy and controls, budgeting and financing strategies and modelling for the Province's major infrastructure projects (projects greater than \$50 million).

Works closely with other branches of the ministry, including the Highways Department, the Major Projects, Infrastructure and Properties Department, and the Properties and Land Management Branch. They also work closely with the Ministry of Finance: Treasury Board Staff, the Office of the Comptroller General and Provincial Treasury.

This branch assists in:

- providing the overall direction for the development, implementation, monitoring and evaluation
 of the financial stewardship for the Province's major multi-year infrastructure projects ensuring
 that the projects are accounted for in such a way that governments economic agenda and fiscal
 plan is not impacted negatively;
- providing direction and leadership in financial management for the ministry's major projects, ensuring appropriate budgeting, forecasting, financing and the supporting financial controls, processes and reporting are in place to ensue major project finances are managed according to relevant statutory requirements, legislation, policies and procedures.
- drafting Cabinet and Treasury Board submissions, outlining the financial implications of the options for consideration.

Budget:

Gross budget

Government Financial

Information

Less recoveries Net budget

Full Time Equivalents (FTEs): 3

- Budget Transparency and Accountability Act
- Financial Administration Act
- Financial Information Act
- Balanced Budget and Ministerial Accountability Act
- Transportation Act

Policy, Compliance & Governance Branch

ADM Responsible:

Nancy Bain, ADM Finance and Management Services

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs) Executive Director, Ellen Slanina

Leads the design and implementation of the ministry's financial governance and compliance framework to enable effective delivery of the ministry's and Government's strategic objectives, optimize ministry financial performance, mitigate financial risks and ensure all financial statutory, regulatory and legal requirements, standards and obligations are met. Leads and conducts complex/major ministry investigations to ensure compliance with financial legislation policies and other financial standards.

Leads the effective implementation and ongoing evaluation of the ministry's financial policies, compliance and assurance systems, and decision-making processes to enable continuous improvements in financial performance and minimization of risks. Review and report out on Enterprise Risk for the ministry to Risk Management Branch, Ministry of Finance.

Review and provide input to ensure financial processes are modernized, standardized and incorporate strong financial controls. Serve as the ministry liaison to the Office of Comptroller's Office on financial policy.

Budget:

Gross budget Less recoveries Government Financial Information

Net budget

Full Time Equivalents (FTEs): 3

- BC Transportation Financing Authority Transit Assets and Liabilities
- Balanced Budget and Ministerial Accountability Act
- Budget Transparency and Accountability Act
- Financial Administration Act
- Financial Information Act
- Transportation Act

Information Management Branch

ADM Responsible:

Nancy Bain, ADM Finance and Management Services

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs) Executive Director & Chief Information Officer – Debbie Fritz

The Information Management Branch (IMB) supports employees and programs throughout the ministry to achieve the ministry's goals and objectives by putting the tools, people and resources in place to support the ministry's information technology needs. The IMB also supports the Transportation Investment Corporation (TiCorp).

The IMB works with central agencies to ensure support for overall strategic directions within the Shared Service model. In addition, the IMB is responsible for information management and information technology (IM/IT) governance, policy, strategic planning, development of line of business applications, security and information and privacy management.

The IMB provides the following services to the ministry:

- Information Management, Security, and Privacy (IMSP)
 - Information Management
 - Information Security
 - o Freedom of Information
 - Privacy
- Business Transformation Services
 - Digital Strategy
 - IM/IT Governance framework
 - o IM/IT Procurement and Vendor Management
 - Responsible for Major IM/IT projects (including digital and transformation)
- Application Management Services
 - LOB software application technical, break/fix and enhancements
 - User hardware, software and telecommunication support
 - Corporate Projects (workstation refresh, unified communications etc.)
 - o Supports Intelligent Transportation Systems (ITS)
 - Supports Ministry's fiber network
- Architecture, Data, and Digital Services
 - Data Architecture
 - Enterprise Architecture
 - Spatial Architecture
 - IM/IT Infrastructure
 - Enterprise Projects
- IM/IT Procurement, Contracting & Licensing
 - o Leads IM/IT Procurement Management program for the ministry
 - Includes IM/IT contracts and licensing

Budget:

Government Financial

Gross budget Information

Less recoveries Net budget

Full Time Equivalents (FTEs): 103

- Information Management Act (IMA)
- Freedom of Information and Protection of Privacy Act (FOIPA)

Strategic Human Resources Branch

ADM Responsible:

Nancy Bain, ADM Finance and Management Services

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs) Executive Director – Sheila Allen

The Strategic Human Resources Branch (SHR) supports the ministry by leading innovative future-focused initiatives, programs and activities related to talent management, workforce planning, succession planning, engagement, organizational development and corporate initiatives. The SHR Branch also leads all internal communications strategies and supports executive communications.

The SHR team focuses on the strategic needs of the ministry ensuring we have the people and skills required to provide services to the citizens of British Columbia, now and moving into the future. SHR supports a modern workforce, facilitates effective knowledge management, building a talented and skilled workforce and enhancing diversity, cultural engagement and growth.

Responsibilities include corporate initiatives such as reconciliation and cultural safety, GBA+ and diversity and inclusion, Knowledge Management Pilot, Workforce Plan, Lean and continuous improvement, internal publications and communications, and leadership and professional development support.

Budget:

Gross budget Less recoveries Net budget Government Financial Information

Full Time Equivalents (FTEs): 7

Related Legislation:

Federal:

- · Canadian Charter of Rights and Freedoms
- Canadian Labour Code

Provincial:

- B.C. Declaration on the Rights of Indigenous Peoples Act
- B.C. Human Rights Code
- British Columbia Labour Relations Code (Act)
- Employment Standards Act
- Public Sector Employers Act
- Public Service Act
- Public Service Benefits Plan Act
- Public Service Labour Relations Act
- Public Service Pensions Plan Act
- Public Interest Disclosure Act.
- Workers Compensation Act

Other:

- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- 10 Draft Principles Guiding the Province of B.C.'s Relationship with Indigenous Peoples
- Truth and Reconciliation Commission's Calls to Action (TRC— CTA)
- B.C., Bill 41.

30/60/90 DAY DECISION NOTE CROWN CORPORATION—BC Transportation Financing Authority

Issue:

 30-day decision: BC Transportation Financing Authority's Statement of Financial Information for the Fiscal Year Ended March 31, 2020 requires approval by October 31, 2020.

Legislative Authority: Financial Information Act

Background:

Organizational Overview:

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. While BCTFA owns most provincial highways and land held for construction of future transportation infrastructure; 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.

Transportation Investment Corporation and BC Rail Company are subsidiaries of BCTFA. The financial results of these Crown corporations are consolidated with those of BCTFA.

Corporate Governance:

The Ministry of Transportation and Infrastructure's Minister is BCTFA's Board Chair and sole member of the Board of Directors. The ministry's Deputy Minister and Executive Financial Officer are BCTFA's Chief Executive Officer and Corporate Secretary respectively.

Statement of Financial Information:

Produced under the *Financial Information Act*, BCTFA's Statement of Financial Information includes the consolidated financial statements, as well as consolidated schedules of debts, guarantee and indemnity agreements, remuneration and expenses, severance agreements and payments to suppliers of goods and services.

Regulated under the *Financial Information Act*, the Statement of Financial Information must be prepared within six months of the fiscal year end and approved by the board of directors. As sole member of BCTFA's Board of Directors, the Minister of Transportation and Infrastructure approves the Statement of Financial Information by October 31, 2020.

Decision Required:

• 30-day decision: The Minister of Transportation and Infrastructure, as the Chair of BCTFA's Board of Directors, approves BCTFA's Statement of Financial Information for the Fiscal Year Ended March 31, 2020 (as attached) by October 31, 2020.

Key Contact:

Nancy Bain ADM, Finance and Management Services (250) 387-3100

BRIEFING NOTE

CROWN AGENCIES

Name: BC Transportation Financing Authority

Legislative Authority: Transportation Act

Mandate:

The BC Transportation Financing Authority (BCTFA) was established in 1993 with a mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure throughout B.C. While BCTFA owns most provincial highways and land held for construction of future transportation infrastructure, 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 is a taxpayer-supported Crown, with its own set of financial accounts, outside of the Consolidated Revenue Fund. As of March 31, 2020, its balance sheet has approximately \$17.2 billion transportation infrastructure assets and land and \$12.5 billion net borrowings (fiscal agency loans and public-private-partnership debt obligations).

The BCTFA's long-term capital plan, the Transportation Investment Plan reflects its mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure. The plan is financed through the BCTFA by direct borrowings, public-private-partnerships, federal and local government cost-sharing, and 6.75 cents per litre of fuel tax revenue from the Province.

Current Appointees:

The chair of the BCTFA is the Minister of Transportation and Infrastructure. The Minister is the sole director of the board. The Deputy Minister of Transportation and Infrastructure is the CEO. The BCTFA has no dedicated staff. Daily operations and management of the authority is provided by the executives and staff of the ministry. The DM and ADMs of the Ministry of Transportation and Infrastructure are appointed officers of BCTFA. Appointments may be required if there are any changes in the ministry executives.

Appointments required:

N/A

Issue(s):

• 30 Days - The Minister of Transportation and Infrastructure, as chair of the board of BCTFA, is required to approve the Statement of Financial Information in September each year.

Key Contact:

- Nancy Bain
- Executive Financial Officer and Corporate Secretary (BCTFA)
- 250-387-3100

BC Transportation Financing Authority Statement of Operations

	2019/20 Forecast	2020/21 Budget	2021/22 Plan	2022/23 Plan
Revenue (\$000)				
Tax revenue ¹	470,000	471,000	474,000	477,00
Amortization of deferred contributions ²	172,192	176,187	177,466	175,37
Other operating revenue ³	51,284	57,063	60,408	45,79
Total	693,476	704,250	711,874	698,16
Expenditur	es (\$000)			
Highway Operations	683,344	660,818	636,386	648,46
Transit Programs	134,482	176,147	171,082	201,98
Ferry Operations	24,911	28,093	24,252	24,72
Other	131,977	138,759	123,969	127,64
Debt Servicing Costs ⁴	424,394	454,936	509,538	569,83
Total	1,399,108	1,458,753	1,465,227	1,572,66
Net Loss (\$000)				
Net operating loss	(705,632)	(754,503)	(753,353)	(874,490

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

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

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

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

Transportation Investments

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

¹Includes funding for George Massey Crossing (planning, interim works and procurement). ²Total investments include operating and capital spending.

Ministry of Transportation and Infrastructure 2020 Transition Binder

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HIGHWAY OPERATIONS DEPARTMENT

Associate DM Responsible: Kevin Richter, Highways Operations Department

Core Business/ Program Area Description/Critical Business Processes:

The Associate Deputy Minister leads and coordinates cross-ministry initiatives, manages partnerships with public and private sector organizations and provides overall ministry direction in Indigenous relations and grows internal Indigenous cultural awareness. The Associate Deputy Minister's office delivers Highways Capital Upgrades across the Province and leads the Highways Operations. Provides executive leadership within the organization, works to further the strategic corporate agenda of government and ensures the highest quality with continuous improvement in project development, project management and delivery services.

The Highways Operations Department spans across 3 Regions and 11 districts.

South Coast Region		South	Southern Interior Region		Northern Region	
0	Lower Mainland	o Ro	cky Mountain District	0	Peace District	
0	Vancouver Island	0 O k	anagan-Shuswap District	0	Fort George District	
		o Th	omas-Nicola District	0	Bulkley-Stikine District	
		o Ca	riboo Districts	0	Skeena District	

Highway Operations is responsible for all aspects of the provincial highway system. The highway network consists of:

- 47,000+ km highway and side roads
- 2,900+ bridges and more than 1,200 other structures such as retaining walls and snow sheds
- 14 inland ferry routes
- 802 traffic signals
- 31 commercial inspection stations
- 450+ (Installation and Maintenance) webcam locations and 189 weather stations

Key programs within the Highway Operations Department are:

- Maintaining and Operating Highways: Private contractors in 28 service areas deliver road maintenance services such as snow plowing, sanding and salting, pothole repair, and ditching. Ministry staff monitor these contractors to ensure they are meeting the ministry's maintenance standards. In addition, ministry staff manage the avalanche program which includes nearly 1,400 avalanche paths throughout the province.
- **Highway Preservation:** Regional staff deliver projects throughout the province that preserve and rehabilitate the highway system. Within the preservation program are the following subprograms:
 - Road Resurfacing Program

- Enhanced Community Safety Program
- Bridge Rehabilitation/Replacement Program
- Sideroad Program

Safety Program

Oil and Gas Program

- Rock/Slope Program
- Highway Expansion and Upgrading: Regional staff plan, design and deliver large projects that add capacity and improve safety and mobility on the highway system. Examples of projects within this program include: Highway 1 Trans-Canada Highway corridor improvements, Highway 7 corridor improvements, West Fraser Road repairs, Highway 1 Malahat safety Improvements and the Highway 1 216 Street to 264 Street.
- Emergency Response: Regional staff respond to natural disasters, including flooding, landslides, washouts and rockfalls. Ministry staff and maintenance contractors are typically first on the scene and quickly mobilize crews and equipment to protect property and restore access.

- Commercial Vehicle Safety and Enforcement (CVSE): Regional staff ensure the safe movement of goods, enforce commercial vehicle safety, inspect more than 30,000 trucks, buses and taxis annually, administer more than 2,700 designated inspection facilities and issue 120,000 permits for overweight or oversized trucks.
- Regional Indigenous Relations: Highway Operations Indigenous relations staff engage with First Nations and Indigenous people in several areas, such as, resolving tenure of highways through First Nation lands, employment and training opportunities on major construction projects, archeological investigations and protection of special sites. Indigenous Relations staff provide strategic advice to ministry staff and coordinate with other agencies to ensure ministry initiatives support broader government objectives.
- **Development Services and Permits**: Regional staff are responsible for subdivision approval in rural B.C., as well as zoning and subdivision near main highways within municipalities. Staff also review and approve approximately 3,800 permits annually for utilities, pipelines, driveways and other improvements within the highway rights of way.

Budget:

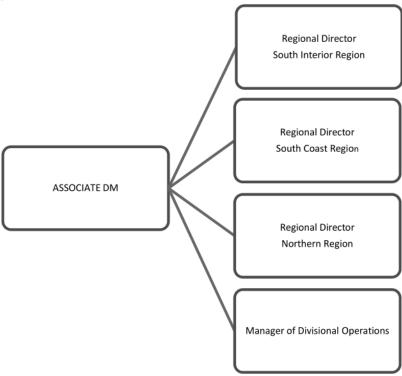
Net Operating Budget: Government Financial

Full Time Equivalents (FTEs): 792

Related Legislation:

- Transportation Act
- Motor Vehicle Act
- Transport of Dangerous Goods Act
- Commercial Transport Act
- Land Title Act
- Industrial Roads Act

Organizational Chart:



Maintaining & Operating Highways

Associate DM Responsible:

Kevin Richter, Highway Operations Department

Director(s) Responsible:

Ashok Bhatti, Executive Regional Director, South Coast Region Paula Cousins, Executive Regional Director, Southern Interior Region Darrell Gunn, Executive Regional Director, Northern Region

Core Business/ Program Area Description/Critical Business Processes:

Highway maintenance and operations staff are divided into 3 regions and 11 districts.

South Coast Region

- 1. Lower Mainland
- 2. Vancouver Island

Southern Interior Region

- 3. Rocky Mountain
- 4. West Kootenay
- 5. Okanagan-Shuswap
- 6. Thompson-Nicola
- 7. Cariboo

Northern Region

- 8. Peace
- 9. Fort George
- 10. Bulkley-Stikine
- 11. Skeena

The highway network spans varying topography ranging from flat valley bottoms, high mountain passes, coast lines, lakes and riversides, and plateaus. It is exposed to extreme weather conditions, land instability, flooding, avalanches, rockslides, and other environmental challenges.

Ministry staff provide a safe and reliable highway network through our maintenance contractors and ministry safety programs. Highways maintenance activities undertaken annually are currently valued at approximately \$425M and are carried out by 10 maintenance contractors serving 28 district service areas across the province.

Contractors provide close to 2,000 staff and more than 800 pieces of winter equipment. They monitor provincial highways and bridges for issues that could cause a hazard to the driving public such as debris, dead animals, fallen trees, defective signs, bridge damage, potholes, flooding, washouts, mudslides, avalanches, snow and ice. Contractors perform more than 50 defined maintenance activities including snow removal, sanding, anti and de-icing, bridge washing and deck repair, emergency response, highway patching, side road grading and dust control.

More than 100 ministry staff are responsible for monitoring the performance of the maintenance contractors to ensure road safety.

Line marking, electrical maintenance, rock scaling and avalanche control are not included in the road and bridge maintenance contracts. Line marking and electrical maintenance are provided under separate maintenance contracts. Avalanche control, which covers nearly 1,400 avalanche paths, and rock scaling are managed by ministry staff.

The highway network consists of:

- Over 47,000km of road network, including approximately 19,000km of gravel and dirt roads.
- 2,800 bridges and more than 1,200 other structures such as retaining walls and snow sheds
- 31 weigh scales, including three weigh-in-motion, facilities conducting 30,000 inspections per year
- More than 465 webcams, providing close to 900 views
- 198 weather stations

Working in collaboration with our industry partners, we are able to provide a safe and reliable provincial highway network. Our industry partners include:

- B.C. Road Builders & Heavy Construction Association
- B.C. Trucking Association
- Association of Consulting Engineering Companies of B.C.

Regional and district offices are as follows:

South Coast

- Regional office: Coquitlam
- District offices: Coquitlam, Chilliwack, Nanaimo, Saanich, Courtenay

Southern Interior

- Regional office: Kamloops
- District offices: Kelowna, Vernon, Penticton, Salmon Arm, Nelson, Grand Forks, Creston, Cranbrook,
 Revelstoke, Golden, Kamloops, Merritt, Clearwater, Quesnel, 100 Mile House, Williams Lake, Lillooet

Northern Region

- Regional office: Prince George
- District offices: Fort St. John, Smithers, Terrace, Dawson Creek, Chetwynd, McBride, Prince George, Vanderhoof, Burns Lake, Dease Lake, Stewart, Masset

Budget: Government
NET Budget 2020/21: Financial

Information

Highway Preservation

Associate DM Responsible:

Kevin Richter, Highway Operations Department

Director(s) Responsible:

Ashok Bhatti, Executive Regional Director, South Coast Region Paula Cousins, Executive Regional Director, Southern Interior Region Darrell Gunn, Executive Regional Director, Northern Region

Core Business/ Program Area Description/Critical Business Processes:

The department's rehabilitation program preserves and prolongs the life of the province's public road and bridge inventory in the most cost-effective manner possible. This includes approximately:

- 47,000 km of highway and side roads
- 2,800 bridges
- 1,200 other highway structures such as culverts, tunnels, snow sheds

These assets have an estimated replacement cost of more than \$172B, are the backbone of the provincial transportation system and play a critical role in the economic growth of the province

Types of rehabilitation include:

- Resurfacing (paving, hot-in-place recycling or seal coating)
- Road base repairs
- Drainage improvements
- Bridge rehabilitation (deck replacement, joint replacement, railings etc.)
- Bridge painting
- Seismic upgrades
- Sign replacements
- Culvert replacements

The success of the program is founded on sound asset management practices and the knowledge and expertise of a large team of district, regional, and headquarters staff. This team collectively delivers a cost-effective program that is fully integrated with the ministry's highway maintenance and capital expansion programs.

The asset management practice of the ministry is supported by a number of systems, such as the bridge and pavement management systems, the traffic data program, and the collision information system. These systems provide the asset condition and asset performance data that allow the ministry to effectively manage highway infrastructure.

Highway rehabilitation and preservation is delivered through three main initiatives as follows:

- Highway Rehabilitation Program: Preservation of primary and secondary highways, over \$265M investment in 2020/21.
- Side Road Improvement Program: Preservation of the side road system through reconstruction, road strengthening and resurfacing, \$110M investment in 2020/21.

 Highway Safety Program: This program delivery a number of safety initiatives including the Community Safety Enhancement program, guardrail installations, improvements to pedestrian crosswalks, etc, there have been \$25M in investment in 2020/21.

Projects delivered through these initiatives range in scope from small environmental initiatives, such as culvert upgrades, to significant major bridge replacement projects. Every year, more than 400 projects are delivered across the following areas:

- Resurfacing: More than \$130M annually is invested on resurfacing more than 2,000 lane km of roads through a variety of rehab treatments, such as:
 - o 1,000 lane km of hot mix asphalt paving
 - 400 lane km of hot-in-place recycling
 - o 500 lane km of seal coating
- Bridge rehabilitation and seismic upgrading: More than \$60M annually is invested in bridge rehabilitation, including:
 - o Replacement of bridges
 - o Concrete and asphalt deck replacement
 - Deck joint replacement
 - Replacement and upgrading of railings
 - Recoating/painting
- Roadside safety improvements: \$25M annually is invested in a variety of safety enhancement projects throughout the province such as:
 - Variable Speed Limit Signage Project
 - Wildlife Detection System Project
 - Community Safety Enhancement projects
- Road base repairs
- Drainage improvements
- Sign replacements

Budget:

Gross Budget: 2020/21 Government Financial Information

Highway Expansion and Upgrading

Associate DM Responsible:

Kevin Richter, Highway Operations Department

Director(s) Responsible:

Ashok Bhatti, Executive Regional Director, South Coast Region Paula Cousins, Executive Regional Director, Southern Interior Region Darrell Gunn, Executive Regional Director, Northern Region

Core Business/ Program Area Description/Critical Business Processes:

The Highway Operations Department plan, design and manage construction of all highway projects including major projects. Staff regularly assess road conditions, usage and performance to plan for capacity improvements and address developing safety concerns.

Long-term plans are developed for key highway corridors that identify improvements that drive economic growth and trade and improving highway safety, reliability and mobility. Business cases are then used to determine project priorities and maximize return on investment.

Highway expansion projects range from smaller local projects less than <\$1 million (such as new left turn slots at intersections), medium-sized projects in the \$10 - \$40 million range (such as adding passing lanes, realigning, and improving intersections), and large network expansion initiatives on a significant scale in excess of \$50 million.

Some of our larger network expansions works underway are;

- Vancouver Island Highways
 - Deliver upgrades to reduce congestion and improve commuter mobility along Highway 1 between Langford and Victoria
 - Work in partnership with local communities to deliver projects to improve access to and from provincial highways and traffic flow through communities
 - Plan and deliver key highway safety improvements in locations such as Highway 4 west of Port Alberni and the Malahat corridor of Highway 1.
- Lower Mainland Highways
 - o Continue to advance design for construction of six-laning on Highway 1 from Langley to Abbotsford
 - Work with communities to plan and deliver highway interchange and overpass projects throughout the Lower Mainland to relieve congestion
 - Construct highway widening, capacity, safety and operational improvements on provincial highways throughout the Lower Mainland and Fraser Valley
- Highway 1 Kamloops to the Alberta Border
 - o Continue to advance four-laning projects between Kamloops and Golden
 - o Complete the final four kilometres of the Kicking Horse Canyon Project

- Okanagan Valley Highways
 - Continue project planning for the final phase of the Central Okanagan Planning Study, including design of the Boucherie and Westlake intersection improvements.
 - Construct intersection improvements, new interchanges, multi-lane corridors, and safety improvements on highways and roads throughout the Okanagan Valley
- Highway 3 Crowsnest
 - Deliver upgrades to improve mobility and safety on Highway 3 between Hope and Princeton and from Cranbrook to the Alberta border
 - o Work with communities along the corridor to improve safety through their downtown cores
- Highway 97
 - o Advance design for Taylor Bridge replacement.
 - o Planning and delivery of intersection and safety improvements throughout the corridor.
- Northwest B.C./Highway 16 Yellowhead
 - Design and delivery of passing lanes on highway 16
 - o Design and delivery of a Commercial Vehicle Inspection Station Terrace

Budget:

Gross Budget: 2020/21 Government Financial Information

Emergency Response

Associate DM Responsible:

Kevin Richter, Highway Operations Department

Director(s) Responsible:

Ashok Bhatti, Executive Regional Director, South Coast Region Paula Cousins, Executive Regional Director, Southern Interior Region Darrell Gunn, Executive Regional Director, Northern Region

Core Business/ Program Area Description/Critical Business Processes:

Highway Operations Department staff work to improve the safety and reliability of the transportation network through preventative programs and respond to emergencies within the provincial right-of-way.

When emergencies do occur, district, engineering, avalanche, rock work, field services staff, and our maintenance contractors are called into action to address conditions and mobilize resources to re-establish road connections. Each year, the ministry responds to thousands of avalanches, hundreds of rock falls and landslides, and multiple road and bridge floods effecting the highway system.

Rock work and avalanche staff detonate controlled avalanches, clear rock slopes, and build containment structures to reduce the potential for highway closures.

Internal emergency response programs are in place to respond to major events such as spring freshets. Since 2011, the ministry has been involved in nine Disaster Financial Assistance Arrangement eligible disaster events totaling approximately \$470.2M.

- 2011 June flood (Northern Region) \$80M
- 2011 September flood (Northern Region) \$16M
- 2012 June flood (Northern and Interior Region) \$5M
- 2013 June flood (Southern Interior Region) \$8M
- 2015 August wildfire (Southern Interior Region) \$800K
- 2016 June flood (Northern Region) \$151M
- 2017 Spring Flood (Southern Interior Region) \$34.8M
- 2017 June Wildfires (Southern Interior Region) \$2.5M
- 2018 Spring Flood (Southern Interior Region) \$188.8M

Types of Incident Response:

<u>Site Specific:</u> Common and tend to be short term in scope. In such events, the area manager works with the maintenance contractor and the operations manager to coordinate the response and resolve the emergency. Command posts are often activated at or near the emergency site, to ensure operations run as smooth as possible.

Site specific emergency examples:

- Motor vehicle incident
- Rail accidents
- Highway closures due to an avalanche, rock fall, landslide, and/or flood

<u>Major</u>: Require response and coordination beyond what the impacted area can provide. Depending on the incident, the district or region may mobilize a response. This response includes operational support, as well as, coordination with other ministries and agencies. Major responses roughly occur on a monthly basis, which is much less frequent then site specific responses.

In major incidents such as flooding, Emergency Management BC (EMBC) activates the All Hazard Plan. The Disaster Financial Assistance Arrangements (DFAA) guidelines should be referenced to determine if an incident qualifies for federal assistance.

Major emergency examples:

- 2016 Peace Flood
- 2015 Wildfires
- 2017 and 2018 Spring Floods
- 2019 and 2020 Spring Floods (Hemlock Valley Road pictured above)

<u>Provincial Non-Acute:</u> Major province-wide events. Given the nature of these events and the preparations taken to avoid major disasters of this type, these are rare occurrences.

Provincial Acute: Provincial Acute disasters represent the most severe events that the province faces. Although they are extremely rare, BC has dealt with such emergencies. In provincial acute disasters, Emergency Management BC (EMBC) activates the All Hazards Plan. The Disaster Financial Assistance Arrangements (DFAA) guidelines should be referenced to determine if a disaster qualifies for federal assistance.

Provincial acute emergency example:

• The Great Alaskan Earthquake of 1964, a magnitude 9.2 event, was the second largest earthquake in recorded history. It created a tsunami reaching up to 220 ft (67 m) in height, which swept down the west coast of B.C.

Roles and Responsibilities

Prior to an incident:

- Regional staff work with the Director, Emergency Programs in Highway Services to develop hazard specific emergency response plans (flooding/ice jams, landslides, and avalanches).
- •

During an incident:

- Ensure the safety of the travelling public, which may result in the authorized closure of highways and inland ferries.
- Ensure public is safe and transportation routes for emergency vehicles are open.
- Provide a high level of service to road users by applying a consistent approach and communication to the incident response (DriveBC, Digital Message Signs, and onsite communication).
- Protection of provincial highways during incidents as well as rebuilding and restoring provincial highways damaged by an incident.
- Work closely with other agencies, boards and commissions such as: BC Rail, BC Transit and BC Ferries
 to coordinate and arrange for transportation, engineering and construction resources. These
 responsibilities are identified in the Emergency Program Management Regulation.

Related Legislation: Motor Vehicle Act

Transportation Act

Commercial Vehicle Safety and Enforcement

Associate DM Responsible:

Kevin Richter, Highway Operations

Core Business/ Program Area Description/Critical Business Processes:

The Commercial Vehicle Safety and Enforcement (CVSE) program regulates and manages commercial vehicle activities on the provincial highway network and aligns requirements with neighboring provinces to ensure the safe and efficient movement of goods within B.C. and beyond. CVSE operations is the delivery arm for CVSE providing safety, compliance and enforcement activities.

There are 188 CVSE operational staff throughout the province; most staff are assigned to roadside enforcement activities, either as part of mobile operations, or working from fixed inspection/weigh scales.

Commercial Transport Enforcement Officers target over 25,000 commercial vehicles for more thorough safety inspections and operate 23 inspection stations/weigh scales and six self-weigh sites with permanent weigh scales.

Carrier Safety Inspectors (CSIs) monitor carriers and drivers to ensure compliance with the National Safety Program. As part of the monitoring process, CSI's conduct investigations, interviews, inspections and quantifiable audits in accordance with national standards. Approximately 600 compliance reviews and audits are triggered each year due to on-road performance and 100 audits due to previous failed compliance review or audits.

Through the Vehicle Inspections and Standards program CVSE Area Vehicle Inspectors audit approximately 2,100 privately operated Designated Inspection Facilities and 6,300 Authorized Inspectors who conduct over 315,000 vehicle inspections per year from those facilities. In addition, they also inspect 3,000 school buses and 500 taxis annually.

The ministry centralized permit functions at the Provincial Permit Centre located in Dawson Creek, allowing enforcement staff around the province to focus on vehicle safety and mechanical inspections. Prior to opening the permit centre staff at inspections stations/weight scales were required to issue permits. The center issues more than 148,000 vehicle permits per year.

Budget:

Net Operating Budget: 2020/21

Government Financial Information

Related Legislation:

Transportation Act
Motor Vehicle Act
Transport of Dangerous Goods Act
Commercial Transport Act

Regional Indigenous Relations

Associate DM Responsible:

Kevin Richter, Highway Operations Department

Director(s) Responsible:

Ashok Bhatti, Executive Regional Director, South Coast Region Paula Cousins, Executive Regional Director, Southern Interior Region Darrell Gunn, Executive Regional Director, Northern Region

Core Business/ Program Area Description/Critical Business Processes:

In collaboration with Indigenous people, Highways regional staff develop a safe and efficient transportation network that supports economic prosperity and community well-being.

Highway Operations Department staff engage with Indigenous Communities in several areas, including:

- Resolving tenure of highways through First Nation Reserves,
- Meaningful Project Consultation and Accommodation
- Relationship Building Employment and training opportunities on major construction projects,
- Archeological investigations
- Protection of special cultural significant sites

Ministry staff foster positive relationships with First Nations in order to ensure continued safe and secure access to the transportation system for the travelling public. Indigenous Relations staff located in each of the three regions lead the ministry's negotiations with First Nations and Canada for the transfer of Indian reserve land to the Province for transportation purposes.

Indigenous Relations staff provide strategic advice to ministry staff and coordinate with other agencies to ensure ministry initiatives support broader government objectives. Indigenous Relations staff are providing the following support in the regions:

- Provide strategic advice for Provincial consistency
- Lead consultation for Capital, Preservation and District Programs
- Lead accommodation negotiations
- Lead engagement activities for Planning Initiatives.
- Consultation on major projects
- Consultation on land dispositions,
- Consultation for Crown lease renewal,
- Works within First Nations reserve lands (tenure, permits etc)
- Consultation for gravel management,
- Advice and support for Development Services consultation (rural subdivision approvals, re-zoning, and road closures)
- Advice and support on consultation for Maintenance Contractors activities
- Development of consultation and engagement guidelines:
 - Consultation and Accommodation Framework
 - Development Approvals Guidelines
 - Aggregate Consultation Guidelines
 - Procurement Initiatives

Indigenous Relations staff work closely with Ministry of Indigenous Relations and Reconciliation and regional and district staff to advocate and protect ministry interests - highways and granular resources - on Crown lands that the Province proposes to offer to First Nations in the BC Treaty Process.

Related Legislation:
Transportation Act
Land Act
Indian Act (federal)
Federal Real Properties Act and Federal Immovables Act

Development Services and Permitting

Associate DM Responsible:

Kevin Richter, Highway Operations Department

Director(s) Responsible:

Ashok Bhatti, Executive Regional Director, South Coast Region Paula Cousins, Executive Regional Director, Southern Interior Region Darrell Gunn, Executive Regional Director, Northern Region

Core Business/ Program Area Description/Critical Business Processes:

Provincial Approving Officers (PAO's) within the Highway Operations Department are responsible for approval of subdivisions in rural areas of the province. They are also responsible for subdivision approval for properties that abut a provincial highway within municipalities. PAO's are located in 9 offices spread throughout the province. Subdivisions create more than 2,000 lots annually with a value in excess of \$150 million.

Highway Operations Department staff are also responsible for approving land use zoning and development permits near provincial highways and issuing permits to build and maintain works within highway right of way. Development services staff are located in 30 offices across the province.

Development Services staff in the Highways Services Department at HQ provide guidance on regulatory, policy and procedural matters to District Development Services Officers and Provincial Approving Officers.

In addition to approvals, staff also oversee:

- Highway closures
- Road name changes
- Highway encroachments
- · Private works on rights-of-ways
- Special events permits
- Signage programs

Approximately 6,300 permits, and approvals are approved each year:

- 500 subdivisions
- 2,400 local government approvals
- 3,900 permits (Access, Special Event, development and Other)

This program guides road network development through rural subdivision approvals, preserves highway capacity through access and controlled area permits, and protects highway safety through special events and works permits.

Every subdivision must be approved by an Approving Officer appointed under the <u>Land Title Act</u>. There are four separate jurisdictions:

- Ministry of Transportation Provincial Approving Officers, whom Cabinet appoints to rule on subdivision proposals outside municipal boundaries and within those regional districts and the Islands Trust boundaries that have not assumed the rural subdivision approving authority
- Municipal Approving Officers, whom municipal councils appoint to rule on subdivision proposals within municipal boundaries

- Regional District and Islands Trust Approving Officers, who are appointed by the Regional District Board or
 the Islands Trust council to rule on subdivision proposals within the boundaries of those local governments
 that have assumed the rural subdivision approving authority Currently none of these has approving
 authority.
- **Nisga'a Approving Officers**, who are appointed by the Nisga'a Lisms Government to rule on subdivision proposals within Nisga'a Lands, including Nisga'a Village Lands.

In rural areas the Ministry of Transportation and Infrastructure is responsible for maintaining and upgrading public highways. This includes public roads created by rural subdivisions. Therefore, the ministry has a regulatory role in determining the public road component for all rural subdivisions.

The Ministry's application process has five stages:

- 1. Preparation
- 2. Application
- 3. Evolution
- 4. Preliminary approval
- 5. Final approval

Most approvals pertain to conventional subdivision. However, there are other types of subdivisions, such as strata subdivisions or subdividing for relatives. Ministry staff evaluate each application for <u>road and access</u> requirements, <u>land use</u> issues and <u>health and safety</u> considerations. Where other authorities need to provide comments, Ministry staff refers the application to these agencies.

The Ministry's interests are in approving Land Title Act lots in the province which are safe for the current and subsequent owners of each property. We ensure that it is free from <u>natural hazards</u> and <u>traffic</u> problems and that <u>environmental</u> and <u>heritage values</u> and <u>future access and development</u> opportunities are protected.

Sometimes a proposal for subdivision will include the discontinuance (road closure) of a dedicated or gazetted road. Other times the construction of works on an existing Highway Right-of-Way are required to facilitate a proposed subdivision. Special applications are required to approve these proposals.

Budget:

2020/21: \$*included in the Maintenance and Operations budget.

Related Legislation:

Permits and Approvals:

- Transportation Act
- Land title Act
- Local Government Act
- Community Charter

For rural subdivisions:

- Land Title Act
- Strata Property Act
- Local Government Act
- Local Services Act
- Real Estate Development Marketing Act
- Environmental Management Act

30/60/90 DAY DECISION NOTE

Issue:

- Highway 4 Kennedy Hill Project Cost Pressures and Schedule Impacts
- Within 30 days

Background:

- The project is located adjacent to Kennedy Lake approximately 14km northeast of the Tofino/Ucluelet Highway 4 junction.
- The approved budget of \$38.1M includes \$13.5M in federal funding. The project was not originally subject to Treasury Board (TB) approval.
- The safety improvements over the 1.5-kilometer project length include:
 - Widening the highway to two full lanes, paved shoulders and roadside barriers;
 - Realigning to remove sharp blind corners and eliminate speed advisory curves;
 - Reducing vertical grades along the hill;
 - Eliminating overhanging rock above the road;
 - Providing rock slope stabilization, meshing & catchment ditch to mitigate rock fall; and
 - o Constructing a rest area with viewpoint on the lake side of the new highway.
- A \$29M contract was awarded to Emil Anderson Construction (EAC) Ltd. of Kelowna.
- Construction began in May 2018 and is now over 60% complete.
- The project was originally scheduled for completion in summer 2020, however due to challenging rock conditions for blasting, project completion is now delayed to summer 2022.
- A new blasting strategy was implemented on Sept. 30, 2020 to help limit unplanned highway closures.
 - Highway 4 is closed weekdays between 9 a.m. and 1 p.m. to allow crews to safely facilitate smaller blasts and remove the rock debris from the roadway.
 - o This schedule will be in effect until Spring 2021.
- There have been some public concerns raised regarding the new blasting closure windows and MOTI is considering a survey following the interregnum period.
- Cabinet Confidences; Advice/Recommentations; Government Financial Information
- •

• In the interim, blasting works continues on the project.

Decision required:

Cabinet Confidences; Advice/Recommentations; Government Financial Information

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30/60/90 DAY DECISION NOTE

Issue:

- Highway 99 Ten Mile Slide
- Within 30 days

Background:

- The project is located on within the within Xaxli'p's (pronounced Hock-lip) Fountain Indian Reserve, approximately 17km northeast of Lillooet on Highway 99.
- Xaxli'p was consulted during the design of this project and are currently providing the traffic control services.
- This section of Highway 99 has experienced ongoing slide activity for several decades.
- The project is considered high risk due to the active slide and its complex geotechnical challenges.
- The project scope is to mitigate the slide movement by installing soil anchors above the highway, piles below the highway, and significant grading works to reconstruct Highway 99 to two lanes.
- The project received TB funding approval for \$60M and was announced in December 2016.
- The main stabilization contract was awarded on August 9, 2019 to Flatiron Constructors Canada Limited (FCCL) for \$42,384,650, which was 98.6% of MOTI's estimate.
- Construction commenced on September 16, 2019 and is currently 45% complete.
- FCCL began placing fill beneath the road and an acceleration in slide movement was identified, ultimately leading to a stop work order for safety reasons being issued from MOTI on November 8, 2020.
- A re-design was initiated due to the changing site conditions.
- FCCL is seeking compensation for the change in work associated with the re-design.
- MoTI staff are working closely with FCCL to quantify the magnitude of additional costs.
 Cabinet Confidences; Advice/Recommentations

Decision required:

Cabinet Confidences; Advice/Recommentations

Project location:



Issue:

- Terrace Commercial Vehicle Inspection Station
- Within 30 days

Background:

- The previous Terrace Commercial Vehicle Inspection Station (CVIS) had limited functionality and was decommissioned in 2019 to accommodate the Highway 16 and Highway 37 intersection upgrades.
- The new location is approximately 2.75km east of the decommissioned CVIS site on Highway 16.
- The project will increase transportation safety using a strategic location that will influence local industry and northwest port traffic.
- Cabinet Confidences; Advice/Recommentations
- Project scope includes:
 - o Intersection with Highway 16 to facilitate commercial vehicle movement
 - Weigh-In-Motion on Highway 16
 - Commercial Vehicle Inspection Station:
 - Inspection station building
 - Commercial Vehicle Weigh Scales
 - Tire Anomaly Inspection System
 - Vehicle Inspection Shed
 - Parking for commercial and private vehicles
- The project will provide the infrastructure for compliance and enforcement on the Highway 16 corridor and use state-of-the-art technologies to integrate with CVSE across the province.
- The project has commenced consultation with the First Nation communities who support the project. Local governments and the general public also support the project.
- Cabinet Confidences; Advice/Recommentations
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Decision required:

Cabinet Confidences; Advice/Recommentations

Issue:

- Highway 1 Quartz Creek Bridge and Four-Laning
- Within 30 days

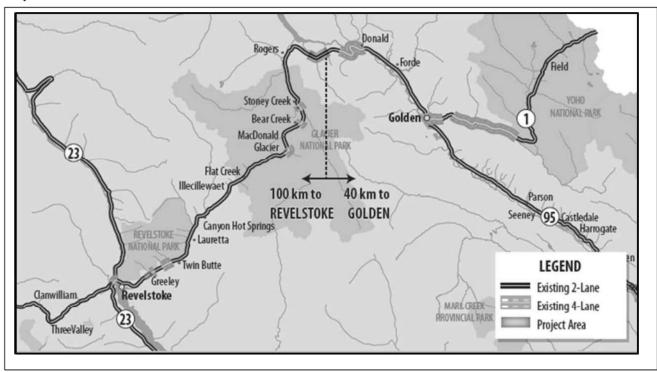
Background:

- The \$121.4M (\$71.5M provincial and \$49.9M federal) Quartz Creek Bridge replacement and four-laning project is located approx. 50km west of Golden, B.C.
- In October 2018, the ministry received project approval from Treasury Board (TB).
- The project is approved for delivery under the Community Benefits Agreement.
- The project was jointly announced on March 28, 2019 by the Federal and Provincial governments.
- The project includes 4.4km of four-laning, replacement of the existing Quartz Creek Bridge and intersection improvements.
- Cabinet Confidences; Advice/Recommentations
- The project is currently within the budget, schedule and scope that was approved in 2018.
- Cabinet Confidences; Advice/Recommentations

Decision required:

Cabinet Confidences

Project Location:



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Advice/Recommentations; Cabinet Confidences

Issue:

- Public consultation for Highway 1 Chase West Four-Laning Engagement
- Within 30 days

Background:

- The \$260.3M Chase West Four-laning project is located in Chase, BC. The project is jointly funded with \$12.1M in federal funding and \$248.2M in provincial funding.
- The project is approved for delivery under the Community Benefits Agreement (CBA).
- The project is composed of 2 segments; segment 1 Chase Creek Road to Chase West (3.3km) and segment 2 Chase West to Chase Creek Bridge (1.6km).
- The project was initiated in 2015 with early design and planning. Segment 1 is under construction and segment 2 is planned for tender in 2021.
- The project scope includes:
 - 4.9 km of four-lane construction with median barrier
 - Frontage roads to consolidate accesses
 - A grade-separated interchange
 - Improvements to connecting municipal roads required to support the highway improvements
- Prior to tender of segment 2, the ministry is required to present the design to the public for information sharing.
- The ministry is planning to host an online engagement event.
- The Chase community, through their elected officials, has indicated they will not support online engagement alone.
- The Village of Chase is proposing to host an in-person open house engagement event with the ministry supporting the event by attending and preparing materials.
- Recognizing this is a high-risk activity to be proposing during COVID 19, the Village of Chase and the
 ministry are reviewing and learning from recent in-person events hosted by the City of Kamloops and
 BC Infrastructure Benefits Inc. as protocols are being prepared for the event.
- The ministry has prepared materials to host an online engagement event and, if approved, to present with the Village of Chase at an in-person event.

Decision required:

Advice/Recommentations

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Issue:

- Highway 1 Bruhn Bridge Replacement and Four-Laning Engagement
- Within 30 days

Background:

- The Bruhn Bridge Replacement and Four-laning project is located at Sicamous, BC. It is a 2.4km section
 of the TCH.
- The project was initiated in 2017 with early design and planning. The ministry hosted two open house sessions to gather feedback from the public on the options.
- In consultation, the community was divided in support between the one bridge and two bridge options. The ministry selected the one bridge option based on the additional cost of two bridges and the impact the two-bridge option would have on significant archaeological sites.
- The \$224.5M project was jointly announced in November 2018 with \$91.1M in federal funding and \$133.4M in provincial funding.
- The project scope includes:
 - o 1.9 km of four-lane construction with median barrier
 - Replacement of the RW Bruhn Bridge with a new, ~300m, four lane structure
 - o A separated pathway along the new RW Bruhn Bridge
 - o Connection to sideroads
- The project is advancing towards tender with early works planned in 2021.
- Prior to the commencement of any work, the ministry must return to the public to present an update on the project. Given COVID restrictions, the ministry is planning a virtual engagement process with

Advice/Recommentations

Advice/Recommentations

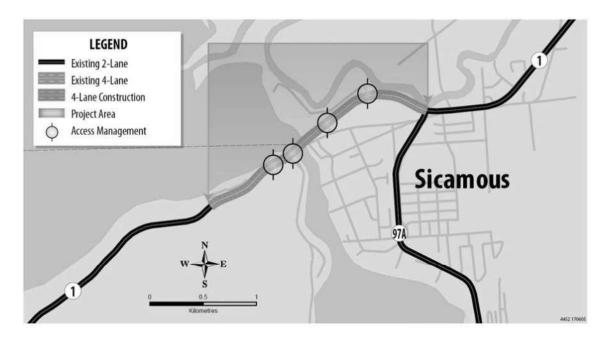
The ministry has prepared engagement materials.

Decision required:

Cabinet Confidences; Advice/Recommentations

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Project Location:



Future Bridge and Four-laning Rendering:



Issue: Kicking Horse Canyon Concession Agreement – Phase 3 West Provincial Change

Within 30 days

Background:

- The Kicking Horse Canyon Concession Agreement (the Agreement) was established in October 2005 between the Province and Trans-Park Highway General Partnership (the Concessionaire) and expires in October 2030.
- The Concessionaire constructed Phase 2 as part of the Agreement at a cost of \$130M (Fed

\$62.5M and Prov \$67.5M) in 2005. The Concessionaire is responsible for operations, maintenance and rehabilitation (OMR) and ongoing financing and administration for the entire 26km Concession corridor until 2030.	ıe
Advice/Recommentations	
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Decision required:

Advice/Recommentations

Issue:

- Highway 1 Ford Rd to Tappen Valley Rd Four-Laning
- Within 60 days

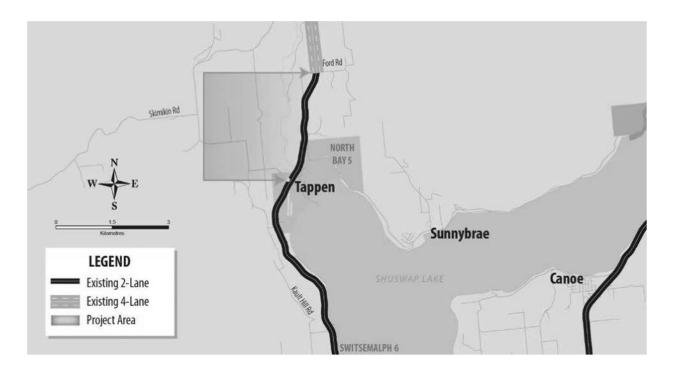
Background:

- The Ford Rd to Tappen Valley Rd project is located approximately 20km west of Salmon Arm. It is a 3.6km section of the Trans-Canada Highway (TCH) that bisects Little Shuswap Lake Indian Band Reserve #5.
- The project was initiated in 2014 with early design and planning and has advanced to final design since that time.
- The project scope includes:
 - o 3.6 km of four-lane construction
 - o Replacement of the Tappen Overhead with a new four lane structure
 - New frontage roads to collect multiple driveways and consolidate access to and from the TCH including:
 - A grade separated access connecting sideroads.
 - An underpass to provide connectivity and safe access for Little Shuswap Lake community members.
 - A right-in, right-out at Sunnybrae-Canoe Point road for westbound traffic.
 - An east-bound pull out for commercial vehicles.
 - Median barrier.
 - Replacement of all the existing culverts, designed in accordance with MOTI Resilient Infrastructure Engineering Design.
- The project was approved by Treasury Board (TB) in late summer 2018 to allow submission to the federal government for consideration under the New Building Canada Funding program.
- In March 2019. The Federal government provided their approval in principle (AIP) for the project and in July 2019, the Federal Government announced their \$84.14M in cost-share funding for the Ford to Tappen project.
- Cabinet Confidences; Advice/Recommentations
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Decision required:

Cabinet Confidences

Project Location:



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Cabinet Confidences; Advice/Recommentations

Issue:

- Public Consultation for Highway 7 Harris Road Improvements Project
- Within 60 Days

Background:

- The Highway 7 and Harris Road intersection in Pitt Meadows continues to be a source of congestion for the City of Pitt Meadows and commuters north of the Fraser River.
- A large commercial development including several municipal facilities (recreation, satellite campus, hall) is being contemplated at this location, which will further exacerbate issues and require upgrades.
- Over the last year, MoTI has worked collaboratively with the City of Pitt Meadows, the City
 of Maple Ridge, Katzie First Nation, TransLink, and the Agriculture Land Commission (ALC)
 to explore concepts that support Active Transportation, Transit, and Economic
 Development.
- Advice/Recommentations
- MoTI has also been in discussions with Pitt Meadows about longer-term improvements to the intersection to support future growth and development in the area.
- Advice/Recommentations
- •
- On September 21, 2020, MoTI issued a News Release and announced plans to undertake a
- The City of Pitt Meadows issued their own News Release on September 22, 2020, affirming their support for this project and public engagement.
- Public feedback will help ensure that any interim upgrades are compatible with the longterm needs, growth and development anticipated for this area.
- Advice/Recommentations; Government Financial Information

public engagement in early October 2020.

Advice/Recommentations; Government Financial Information
 the public engagement will
 help inform the project design and business case required to advance the project for
 construction funding approval.

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Advice/Recommentations; Intergovernmental Communications

Issue:

- Public Consultation for Highway 4 Cathedral Grove Project
- Within 60 days

Background:

- In late 2018, the ministry initiated public engagement on how to address safety concerns at the Cathedral Grove Park while continuing to protect inherent environmental, social, and cultural values.
- For Phase 1, two open houses were held in November 2018 and an online survey was conducted which yielded roughly 500 responses. The ministry released a Summary Report of the results of the Phase 1 engagement in February 2019 and committed to undertake a second round of public engagement in late spring 2019.
- For Phase 2, two open houses were held in June 2019 and another online survey was conducted which yielded roughly 1000 responses by inviting public participation in option review – working together to assess pros and cons of each of the options. This input was used in the evaluation of the long list of options to focus in on those that appear to have most merit.
- The ministry released a Summary Report of the results of the Phase 2 engagement in September 2019 and committed to undertake a third round of public engagement at a future date to provide an update on the preferred option.
- In November 2019, the ministry started detailed design on a suite of safety improvement options to address issues on this corridor:
 - Pedestrian overpass to address crossing movements;
 - Median barrier and fencing along Highway 4 through the main parking area to funnel pedestrians to a safe crossing point;
 - Improvements to the existing parking lot area to discourage parking along the shoulder and obstructing views and traffic; and
 - U-Turn facilities east and west of the park to allow park patrons to find appropriate and safe parking.
- The ministry now has sufficient engineering work completed to bring these options
 forward to the public for a final round on input prior to moving forward with a request
 for construction funding. The options, if supported by the public, provide the best
 combination of safety mitigation measures to address this corridor.
- If engagement is undertaken in January 2021; subject to public feedback, the project could be tendered in Spring 2021 and construction started by Fall 2021. Completion by Fall 2022.

Issue/Opportunity:

Advice/Recommentations

PLATFORM COMMITMENT

Issue:

- Highway 1 Malahat: Goldstream Median Barrier Widening Project
- Within 60 Days

Background:

- The Highway 1 Malahat is a commuter corridor that carries more than 25,000 vehicles on a typical day and increases to 29,000 vehicles per day in summer months.
- As a result of ongoing projects over the last number of years, over 60% of the Malahat corridor is now median divided.
- The 1.7 km two-lane segment through Goldstream Park remains undivided. This segment has historically been the site of cross over crashes, resulting in serious injuries and long highway closures.
- There are no local detours in the event of highway closures on this segment.
- For long closures, travelers can use the Brentwood Bay Ferry system which can only carry ~19 vehicles per sailing and only operates 9 sailings per day between 7:30am and 6:20pm. Alternately, travelers can use the Pacific Marine Circle Route which is approximately 3 hours in length.
- The scope of the project includes widening and minor realignment along 1.7kms of road to accommodate the installation of center median barrier, wider paved shoulders, roadside barrier and improvements to the Finlayson Arm Road intersection. The project is focused on safety and will not result in any additional lanes on the highway.
- The proposed project would also include the following active transportation improvements and environmental enhancements:
 - Enhancing and protecting the existing park trail parallel to the highway overlooking the river,
 - Improved parking and trail network connections, including a pedestrian trail bridge over the Goldstream River to connect local trails,
 - Installing a safe pedestrian highway crossing structure linking park trails on both sides of the highway,
 - Environmental restoration and riparian replanting,
 - Installing enclosed storm drainage with oil/water spill collection and separation devices through the existing S-curves to the south of the Finlayson Arm Road intersection.
- Advice/Recommentations; Government Financial Information
- Public engagement was completed virtually between August 20, 2020 and September 20, 2020. Over
 1200 public feedback submissions were received and there is support for the proposed improvements.
- Cabinet Confidences; Advice/Recommentations

Decision required:

Cabinet Confidences: Advice/Recommentations

Issue:

- Highway 95 Kicking Horse River No. 1 & 2 Bridges Replacement
- Within 60 days

Background:

- The Kicking Horse River No. 1 & 2 Bridges are located on Highway 95 in the town of Golden and provide the only vehicle link between the north and south ends of the town, as well as connections to Highways 1 and 3.
- The province is seeking federal cost sharing for the bridge replacements under the Disaster Mitigation and Adaptation Fund through Infrastructure Canada.
- The bridges have been closed in recent years, due to ice jams, and the detour is approximately 300km via Radium and Highway 93 to Alberta via the Highway 1 to Golden.
- The ministry has worked with the Town of Golden and impacted stakeholders to obtain their input and comments.
- Preliminary design was completed in the Fall of 2020. Functional design will begin in Winter 2020.
- The ministry is investing approximately \$3.5M to complete design and engineering work, including geotechnical investigations and continue negotiations with CP for property acquisition.
- The ministry is continuing to pursue funding support under the Disaster Mitigation and Adaptation Fund through Infrastructure Canada.

Decision required:

Cabinet Confidences; Advice/Recommentations

Project Location:



Issue:

- Public Consultation for Highway 1 Widening 216th to 264th
- Within 90 Days

Background:

- The Highway 1 216th to 264th Project was approved by Treasury Board (TB) in early 2017 and the project was publically announced in March 2017, without confirmation of Federal funding. At the time of announcement, the project scope included 6-laning the Highway 1 corridor to 264th Street.
- Federal Approval-in-Principle (AIP) was received in March 2019 for a scope which included construction of an HOV lane in either direction, rather than an additional General-Purpose lane. The project scope also included:
 - o 232nd St. interchange replacement,
 - o Glover Rd underpass replacement, and
 - o CP Rail underpass replacement.
- In April 2019, a joint announcement was made between the Province, Federal Government, and the Township of Langley (ToL) to fund the Project for a combined \$205.5M (\$82.5M Provincial, \$96M Federal, and up to \$27M from ToL).

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Decision required:

Cabinet Confidences; Advice/Recommentations

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Issue:

- Public Consultation for Highway 7 Widening 266th-287th
- Within 90 days

Background:

- Hwy 7 between 266th St. to 287th St. is a 4-km rural undivided two-lane roadway with a posted speed of 80km/hr.
- There are three signalized intersections at 272nd, 280th and 287th, as well as 18 direct accesses to adjacent industrial and rural properties.
- Traffic volumes are expected to increase by approximately 45% over the next 25 years and collision rates are higher than provincial average for similar facilities. Safety conditions are expected to worsen with future traffic growth in absence of any improvements.
- The proposed project includes 4-laning and median barrier, as well as intersection improvements and two truck turnaround facility.
- Advice/Recommentations
- Treasury Board (TB) approved the Stage 1 Concept Plan in May 2019 Cabinet Confidences
 Cabinet Confidences
- Federal Approval-in-Principle (AIP) was received in July 2019 for eligible costs up to \$29,205,477.
- Consultation began in August 2020 and has included: businesses, environmental groups, local neighborhood associations, CP Rail, BC Hydro and City of Maple Ridge.
- Kwantlen First Nation is also actively being consulted as the project goes through their Reserve.
- The project team intended to undertake online engagement with the public in October 2020.
 - o Public consultation is now on hold through the interregnum period.
- Cabinet Confidences; Advice/Recommentations

Decision required:

Cabinet Confidences; Advice/Recommentations

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Issue:

- Public Consultation Highway 17 Keating Cross Road Flyover Interchange Project
- Within 90 days

Background:

- Keating Cross Rd. is located in the Capital Regional District (CRD) on Vancouver Island and is an existing un-signalized intersection on Highway 17.
- The Highway 17 corridor is the NE gateway to the Capital Region, accommodating the movement of people, goods and services from the BC Ferries terminal at Swartz Bay to the Victoria area and other parts of the Island.
- Location has collision and collision severity rates well above provincial averages. Planned
 industrial, warehouse and commercial development in the Business District on Keating Cross
 Rd., along with growth in the CRD, will further compromise safety, mobility and reliability on
 the Highway 17 corridor.
- The project is located within the territories of the Pauquachin, Tsartlip, Tseycum and Tsawout First Nations.
- Federal Approval-in-Principle (AIP) was received in April 2019 for eligible costs up to \$16.71M under New Building Canada Fund (NBCF).
- Total project budget: Advice/Recommentations; Sovernment Financial Information Central Saanich).
 \$16.71M federal and \$2.0M District of Central Saanich).
- Treasury Board (TB) approved the concept plan in May 2019Cabinet Confidences
 Cabinet Confidences
- The project was publicly announced in August 2019.
- Cabinet Confidences; Advice/Recommentations

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- The project team intended to undertake online engagement with the public in November 2020.
- Public consultation is now on hold through the interregnum period.

Decision required:

Cabinet Confidences; Advice/Recommentations

Issue:

- Public Consultation for the Brunette Interchange Conceptual Planning Project
- Within 90 days

Background:

- Brunette Avenue interchange is a frequent bottleneck for traffic on the Highway 1 and is an important connector between the cities of Coquitlam and New Westminster.
- Improving the function of the interchange is critical to enhance safety and mobility as well as regional connectivity to the Royal Columbian Hospital.
- In fall 2016, ministry consulted with public on three potential Brunette Avenue interchange options; New Westminster residents strongly opposed the designs.
- In 2017, a municipal Joint Task Force was established Advice/Recommentations
 Advice/Recommentations
- From September 2018 to December 2019, a Ministry-led Joint agency working group that included New Westminster, Coquitlam and TransLink identified a new problem statement, Guiding Principals and developed new options.
- In January 2020, New Westminster did not support any of the joint agencies developed options and requested their newly developed policy objectives to be included in the Guiding Principals.

Advice.	/Recomment	tations
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Decision required:

Advice/Recommentations

Issue:

- Highway 1 Selkirk Mountain Four-Laning
- Within 90 days

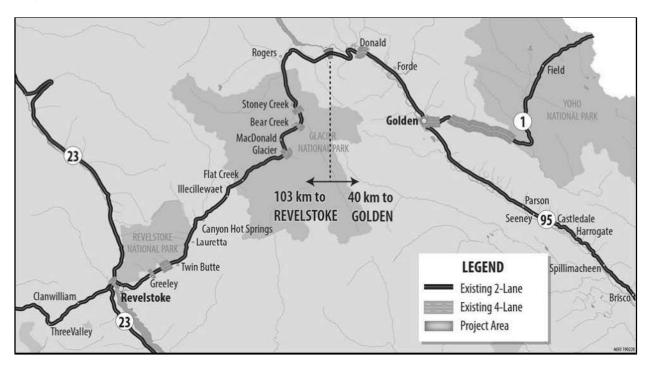
Background:

- The Selkirk Mountain project is located approximately 45km west of Golden. It is a 2.0km section of the TCH immediately east of the Quartz Creek four-laning project.
- The project was initiated in 2018 following identification as a priority location through the TCH prioritization process.
- The project was approved by Treasury Board (TB) in late summer 2018 for submission to the federal government for consideration under the New Building Canada Funding program.
- In July 2019, the Federal Government announced \$31.5M in cost-share funding for the Selkirk Mountain project.
- Cabinet Confidences; Advice/Recommentations
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Decision required:

Cabinet Confidences; Advice/Recommentations

Project Location:



Issue:

- Public Consultation for Taylor Bridge Replacement
- Within 90 days

Background:

- The Taylor Bridge was built in 1960 and is 712m long spanning the Peace River between Dawson Creek and Fort St. John near the community of Taylor.
- Through the Hwy 97-Taylor corridor, the current average daily traffic is over 7,500 AADT and is
 expected to rise. Commercial vehicle traffic on the bridge is approx. 30% while the provincial
 average is approx. 8-9%.
- The bridge is safe, and the substructure is in good condition; however, the steel deck is nearing the
 end of its practical service life. The ministry's local maintenance contractor has a scheduled
 welding program for the steel grid deck to ensure the deck remains safe.
- In the past year, field investigations (geotechnical, environmental and archeology overviews, and lidar and channel surveys) and consultations with First Nations have begun.
- The ministry will consider a spectrum of options to determine the best long-term solutions, taking the technical inputs (engineering, construction and life cycle costs), First Nation, industry and public input into consideration.
- We will continue to provide a proactive approach to maintenance of the bridge to minimize traffic impacts throughout this corridor.
- The ministry has begun engineering field investigations and is carrying out the necessary engineering analysis to determine the best long-term solution.
- The ministry has begun consultations with the First Nation communities to gain a better understanding of their current needs and historical land use in the area.
- Due to the COVID pandemic, public engagement and the election has been delayed to the winter of 2020/21 when a series of virtual information sessions to receive input from stakeholders and the public is planned.

Decision required:

Advice/Recommentations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

Trans-Canada Highway (TCH) Four-Laning Kamloops To Alberta Border

Background:

- The TCH is the main tourism and trade highway connecting people and goods within British Columbia and to the rest of Canada. The route carries approximately \$24B worth of goods annually (\$65M daily).
- It is 440km between Kamloops and the Alberta border with 338km (77%) under provincial jurisdiction and 102km (23%) under Parks Canada jurisdiction.
- The 338km of provincial highway has 120km (34%) with four-lanes. The 102km of Federal Parks highway has 4km (4%) with four-lanes.
- Investment in the TCH is driven by:
 - The need to replace aging infrastructure,
 - The frequency of incidents,
 - The increasing volume of traffic using the route,
- British Columbia loses over 170 hours on average each year for TCH closures, costing an estimated \$460M in goods movement.
- Improvements to the highway corridor will make it safer, more reliable, and less stressful to navigate. This will facilitate additional movement of trade, encourage year-round tourism, and support rural British Columbians.
- Over the next 3 years, \$1.044B is committed in the Transportation Investment Plan (TIP) to provide additional four-laning. The program is approved for delivery under the Community Benefits Agreement.
- The TCH Program is partially funded through Federal / Provincial cost sharing made possible by the New Building Canada Fund that expires in 2024.
- The TCH program includes the following projects:
 - Construction:
 - Chase Four-laning, Segment 1
 - Salmon Arm West, Segment 1
 - Illecillewaet
 - Kicking Horse Canyon 4
 - Design (Announced):
 - Chase Four-laning, Segment 2
 - Salmon Arm West, Segment 2
 - Bruhn Bridge
 - Quartz Creek Bridge

- Upon completion, an additional 26km of the highway will be four-lanes bringing the total four-laning under provincial jurisdiction to 145km (44%).
- Beyond 2024, the ministry has funding in the TIP to continue this work through the 10-year capital plan timeframe.

Issue/Opportunity:

• The ministry is on track to deliver the current TCH Program in accordance with the commitments of the New Building Canada Fund.

CORPORATE ISSUE/OPPORTUNITY NOTE PLATFORM COMMITMENT

Issue: • South Island Transportation Strategy (SITS)

Background:

- In September 2020, the Ministry of Transportation and Infrastructure released the SITS which lays the groundwork and priorities for future improvements to the ways people get around on southern Vancouver Island.
- The strategy focuses on improvements to transit and active transportation, and advancing these priorities requires partnerships with Indigenous, local and regional governments and BC Transit.
- Each of the identified priorities supports the 4 goals of the strategy:
 - 1. Ensure sustainable options for a variety of travel modes,
 - 2. Strengthen connections between travel modes and improve connections between communities,
 - 3. Improve the safety and reliability of the transportation network, and
 - 4. Support and encourage active transportation options.
- In April 2020, MOTI released the Island Rail Corridor condition assessment. This in-depth track and bridge assessment was intended to help inform future decisions on investments in the corridor, which is owned by the Island Corridor Foundation (ICF).
- As part of the SITS, commuter rail service between West Shore and Victoria was identified as
 a long-term option worth exploring in greater detail, however, no commitments were made
 around next steps.
- Ministry staff have not engaged with local government or stakeholders since the release of SITS.
- Following the release of SITS, the ICF wrote to MOTI and expressed dissatisfaction on the next steps related to rail; seeking a commitment to move forward with restoration of service.
- MOTI staff have not met with the ICF since the release of SITS

Issue/Opportunity:

Advice/Recommentations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

Future Utilization of the Island Rail Corridor (formerly known as the E&N Rail Corridor)

Background:

General

- The Island Rail Corridor (the Corridor) is located on Vancouver Island, and is made up of:
 - 225km from Victoria to Courtenay (Victoria subdivision). This includes a short spur from just south of Nanaimo to the Wellcox Yard and barge ramp on the Nanaimo waterfront,
 - 64km branch line from Parksville to Port Alberni (Port Alberni subdivision).
- The Corridor is owned and operated by the Island Corridor Foundation (ICF).
- Passenger train service ceased on the Corridor in 2011 due to track safety concerns, and in 2014, freight service ceased between Duncan and Parksville. Freight rail service currently only exists within a 16km radius around the Wellcox Yard in Nanaimo.
- In December 2018, the Ministry led a roundtable meeting bringing together the Premier, the Minister, First Nations, local decision-makers and the ICF to discuss the future of the Corridor.
- The Province committed to fund an "all-in" condition assessment to determine the costs associated with restoring rail service on the entire Corridor.
- In February 2019, all thirteen Mayors of the Capital Regional District (CRD) wrote the Premier and Transportation Minister calling on government "for immediate action to get the train running between Langford and Victoria and a commitment to the entire Corridor on Vancouver Island through a phased approach that honours the wishes of First Nations along the Corridor".

Condition Assessment

- The Island Rail Corridor Condition Assessment (the Assessment) was released in April 2020.
 The Assessment included the entire length of the Corridor Victoria subdivision and Port Alberni subdivision.
- The Assessment looked at railway infrastructure, grade crossings, bridges, rockfall activity
 and a seismic assessment and included costs to upgrade infrastructure to restore rail freight
 operations and passenger service.
- The Assessment provides costs to upgrade in a number of phases for inter-city service between Victoria and Courtenay (Victoria Subdivision) and Parksville to Port Alberni (Port Alberni Subdivision):
 - o Initial Phase \$326M. Returns service to what existed prior to 2011.
 - Intermediate Phase \$552M. Allows a faster track speed and heavier freight hauling.
 - Ultimate Phase \$728M. Allows for higher volume loading of passenger and freight as well as upgrades for the introduction of commuter rail services in the South Island.

- Commuter Rail Service \$595M. Includes Ultimate Phase scope improvements as well as upgrades for the segment between the West Shore and Victoria. (5 stations)
 This does not include any upgrades to the any other portion of the corridor outside of West Shore to Victoria.
- The findings of the condition assessment were used as cost inputs into the South Island Transportation Strategy (the Strategy) which was released in September 2020.
- Within the Strategy, one of the long-term priorities identified is exploring the potential of commuter rail on the Corridor between Westhills (in Langford) and Victoria however no immediate term commitments were made around restoration of rail.

First Nations

- The Nanoose First Nation (also known as the Snaw-Naw-As First Nation) near Lantzville, the Cowichan Tribes near Duncan and the Halalt First Nation near Chemainus filed civil lawsuits in 2016 against Canada and the ICF to have land returned where the E&N railway crosses their reserves. All three First Nations claim there is no reasonable expectation that operations on the line will resume.
- On June 30, 2020, the BC Supreme Court dismissed the claim put forward by the Nanoose
 First Nation against the ICF. The court found that the ICF makes best efforts to maintain the
 Railway with present funding, has the intention to continue to use the lands for railway
 purposes, and that the ICF is not leaving the lands to sit fallow indefinitely.
- The Nanoose First Nation filed an appeal of the BC Supreme Court decision on July 29, 2020.
 There has been no court-related activity with respect to the Cowichan Tribes and Halalt First Nation cases since February 2019.

Issue/Opportunity:

• Advice/Recommentations

CORPORATE ISSUE/OPPORTUNITY NOTE

PLATFORM COMMITMENT

Issue:

- Widen the Fraser Highway to ease congestion.
- Continued Expansion of the Highway 1 corridor from 264th Street to Whatcom Interchange

Background:

- The Highway 1 corridor continues to experience significant congestion impacting regional and interregional movements between Metro Vancouver and the Fraser Valley.
- The Highway 1 corridor from 264th Street (Langley) to Whatcom Interchange (Abbotsford) is 25km of 4-lane divided arterial highway and the major east-west connector for the Lower Mainland.
- The Highway 1 corridor has an average annual daily volume of 91K vehicle trips. The corridor through this section divides the municipalities of Township of Langley and the City of Abbotsford.
- The Highway 1 corridor through this section has the following major interchanges:
 - Township of Langley
 - Hwy 264th Street
 - City of Abbotsford
 - Mt. Lehman Road
 - Clearbrook Road
 - Peardonville Road
 - McCallum Road
 - Highway 11/1 Interchange
 - Whatcom Road
- Major development has already occurred near the corridor through the City of Abbotsford placing pressure on the existing interchanges.
- There are no Highway 1 projects approved in the Transportation Investment Plan (TIP) at this point beyond the current expansion of Highway 1 from 216-264th Street.

Issue/Opportunity:

- TransLink/BC Transit are looking to expand transit services between the Fraser Valley and Metro Vancouver. The Highway 1 corridor forms a primary connector for major transit nodes such as employment, education, and shopping.
- Five of the seven interchanges on the Highway 1 corridor from 264th to Whatcom Road would need be significantly reconfigured to accommodate future growth along the corridor. Improvements would need to consider transit services (stops, park & rides) as part of any design; and future economic development and growth adjacent to the corridor.
- Infrastructure projects on Highway 1 have been cost-shared between the Federal Government and the Local Municipalities. The ministry will need to seek funding partnerships from the Township of Langley and the City of Abbotsford to support this infrastructure.
- The Ministry of Municipal Affairs and Housing has stated that local Development Cost Charges (DCC)
 cannot be used by municipalities to fund non-municipal infrastructure. The Township of Langley and
 the City of Abbotsford have already raised this as a concern at UBCM and stated restricting the use of
 DCC's will significantly decrease the opportunity for local municipalities to participate even though
 developments would benefit directly from an increased highway expansion.

- Future expansion of Highway 1 would need to be phased to prevent mobility issues in the Lower Mainland. The only alternative route to Highway 1 is Highway 7 which represents a significant detour for regional and inter-regional traffic.
- The Ministry is completing a planning study to identify phasing options, issue identification, and planning level project estimates. This work will be completed by the end of November 2020.
- The Ministry would need to engage with 12 First Nations bands on future planning for this Highway 1 corridor. There has no engagement to date.

Ministry of Transportation and Infrastructure 2020 Transition Binder

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HIGHWAY SERVICES DEPARTMENT

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

The Highway Services Department is responsible for the corporate oversight and provincial accountability of the following key transportation-related areas;

Commercial Vehicle Safety and Enforcement is responsible for the development and maintenance of commercial vehicle safety programs and policy across the province. The branch also oversees the Commercial Transport, National Safety Code, Transport of Dangerous Goods, Vehicle Inspections and Standards, Weigh2GoBC and Roadside Inspection programs.

Passenger Transportation regulates the movement of for-hire commercial passenger vehicles in B.C. through licensing operators and monitoring for compliance to license conditions. The Passenger Transportation Act and Regulations incorporate operations related to taxis, limousines, ride-hail, intercity bus, and charter/sightseeing bus operations.

Construction and Maintenance is responsible for construction standards and claims; rehabilitation and maintenance (including maintenance contracts, the preservation program and the ministry's vehicle fleet); telecommunications and electronics (including the provincial radio system); and snow and weather programs.

Engineering Services develops engineering and environmental solutions to support the provincial transportation system and provides engineering advice on the planning, design, construction, maintenance and rehabilitation of B.C.'s transportation system.

Chief Engineer is responsible for developing and maintaining the engineering policies and standards used on ministry designs. Ensures compliance of the standards and policies through the oversight of the Organizational Quality Management system and reviews and approves any variance to those standards. Is also responsible for overseeing the Engineer-in Training Program, the ministry's Emergency Programs and overseeing Corporate Safety documents and providing guidance to Ministry safety committees.

Emergency Programs leads ministry-wide efforts to prepare for, respond to and recover from emergencies, from major site-specific incidents on the highway network to catastrophic events such as large earthquakes. Delivers strategic plans, systems and initiatives. Provides oversight for corporate safety plans and as well as safety advice and direction to various safety committees across the ministry. Indigenous Relations develops and implements strategies, policy and processes to help ensure safe and secure transportation access, drive economic development, and promote collaboration with Indigenous communities and Indigenous peoples as it applies to the transportation sector. Leads the ministry's contribution to government's commitment to reconciliation and to advance the principles of the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation calls to action and the Declaration on the Rights of Indigenous Peoples Act.

Procurement Contract and Risk Management Services provides guidance and expertise to support stakeholders across the ministry and government to guide effective and consistent procurement, contracting, program performance and risk management practices. Responsible for delivering on government priorities and evolving procurement transformation initiatives. Supports cross-department project and program delivery and related policy work to ensure the common goals are considered and applied.

Transportation Services delivers strategic services to support the ministry, its employees, partners and stakeholders. The branch provides a wide variety of services including client relations and stakeholder engagement; business services, utilities services; development services; web and social media services and departmental finance and administration.

Development Services provides guidance and develops policy for operational development services staff across the province. Ensuring program staff have access to the tools, resources, policies, training and reference materials needed to complete their work in accordance with regulations, legislation, and ministry and provincial policy. Ensures the preservation of highway capacity through access and controlled area permits and protects highway safety through special events and work permits. Ensures sustainable rural land development that is consistent with good land use planning.

Budget

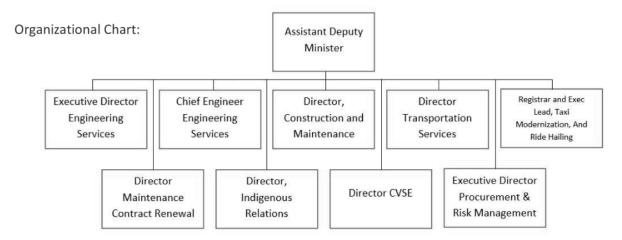
Net Operating Budget:

Government Financial

Full Time Equivalents (FTEs): 375

Related Legislation:

Transportation Act
Motor Vehicle Act
Transport of Dangerous Goods Act
Commercial Transport Act
Land Title Act
Industrial Roads Act
Passenger Transportation Act



Page 2 of 2

CORPORATE - COMMERCIAL VECHICLE SAFETY AND ENFORCEMENT

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

The Commercial Vehicle Safety and Enforcement (CVSE) program regulates and manages commercial vehicle activities on the provincial highway network and aligns requirements with neighboring provinces to ensure the safe and efficient movement of goods within B.C. and beyond. The 31 staff within Corporate CVSE provide direction and authority of CVSE legislation, programs, policies and licensing.

CVSE administer the Province's National Safety Code (NSC) program with more than 128,000 registered commercial vehicles, 35,000 B.C. based carriers 2,100 private inspection facilities, and 6,300 Authorized Inspectors who conduct over 315,000 vehicle inspections per year form those facilities.

CVSE protects infrastructure by developing standards and policies for heavy commercial vehicle weights and dimensions. This work involves commercial vehicles such as trucks, truck tractors and trailers. These legal, permitted or specially authorized vehicles require significant amounts of vehicle safety analysis and review for policy consistency conducted by CVSE mechanical engineers working alongside structural, geotechnical and highway design staff from Engineering Services.

CVSE works closely with industry organizations such as the BC Trucking Association, Central Interior Logging Association and the BC Forest Safety Council to provide training on standards and best practices, and to promote compliance to safety regulations within the commercial transport sector.

Commercial Vehicle staff coordinate British Columbia's on-road inspection program under the Commercial Vehicle Safety Alliance (CVSA), oversee cargo securement requirements, administer the Transport of Dangerous Good program and pursue the harmonization of weights and dimensions standards and enforcement policies with Canadian and neighboring USA and North American jurisdictions.

CVSE also develops and promotes the Weigh2GoBC program which allows commercial vehicles to report to inspection stations electronically through a network of transponders and roadside receptors. This equipment communicates height and weight information and safety credentials to determine whether the vehicle is fully compliant with regulations. Drivers are then signaled to either proceed or pull over. There are currently 11 inspection/weigh stations participating in the Weigh2GoBC Program. As of Spring 2020, industry enrollment consists of over 450 carriers and over 4,800 vehicles.

Budget

Net Operating Budget: 2020/21
Related Legislation:
Transportation Act
Motor Vehicle Act

Transport of Dangerous Goods Act

Commercial Transport Act

Financial

Government

ENGINEERING SERVICES

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

Engineering Services develops engineering and environmental solutions to support the provincial transportation system. Led by the Executive Director, Engineering Services, several distinct engineering sections provide expert advice to the ministry and to allied organizations for the planning, design, construction, maintenance and rehabilitation of B.C.'s provincial highways and bridges.

Traffic, Highway Safety, Electrical and ITS (Intelligent Transportation Systems)

Engineering researches, develops and implements advanced traffic management solutions as well as developing standards and policies for traffic management, electrical and highway safety engineering. They also manage our vision and strategic planning for several systems including provincial Intelligent Transportation Systems and the ministry Collision Information System which reports on safety throughout our highway network.

Highway Design and Geomatics

The Highway Design and Geomatics group provides technical expertise and resources in support of new capital projects, rehabilitation projects, safety initiatives and development services. The team works closely with other engineering disciplines to provide high quality service to clients and stakeholders.

Responsibilities include:

- Internal highway design and geomatics services
- Procurement, contract management and technical review services for external assignments
- Project management support
- Setting and maintaining standards and policy
- Research and advice on new technology and software
- Technical support and expertise to regions and district
- Review and approval of development submissions
- Maintains eRISP (Electronic Registration, Identification, Selection and Performance)
 - A professional service procurement system

Geotechnical Materials and Pavement Engineering

Reviews new materials for use in construction, rehabilitation and maintenance projects, as well as new pavement design methods, and runs the ministry's gravel management program. They carry out landslide and terrain evaluations and are often involved in large infrastructure/specialized projects, such as seismic retrofit construction. This section also assists with emergency response to geohazards by managing investigations and remediation for contaminated sites on provincial infrastructure.

Bridge Engineering

Develops, maintains and advises on bridge design, construction, inspection, evaluation, rehabilitation, seismic and hydrotechnical engineering policies, standards and procedures. They manage the ministry's

Enhanced Bridge Inspection Program, structural health monitoring and seismic instrumentation programs and the evaluation of bridges for extraordinary overweight vehicle permits. In addition, they work with federal and provincial regulatory agencies, railway companies and harbour boards on issues related to navigable water and railway crossings.

Environmental Management

Develops and maintains environmental policies, standards, specifications and best practices, providing expert advice and services to the ministry on transportation related environmental matters. During major projects, they identify and address potential biophysical, cultural, health, economic and socio-community effects to the environment through avoidance and mitigation measures to ensure these projects are carried out in an environmentally responsible and effective manner. In addition, this team is involved with a number of ongoing programs and initiatives to manage and enhance highway rights-of-way including the Environmental Enhancement Fund, Invasive Plant Control Program, Culvert Retrofit Program, Post-Construction Monitoring Fund, Wildlife Accident Reporting System and Wildlife Fencing.

Budget

Net Operating Budget: 2020/21

Government Financial Information

Related Legislation: Transportation Act Motor Vehicle Act

CHIEF ENGINEER AND EMERGENCY PROGRAMS AND CORPORATE SAFETY

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

The Chief Engineer's Office is responsible for developing and maintaining the engineering policies and standards used on ministry designs. Led by the Chief Engineer this office ensures compliance of the standards and policies through the oversight of the Organizational Quality Management system and reviews and approves any variance to those standards. Is also responsible for overseeing the Engineer-in Training Program, the ministry's Emergency Programs and Corporate Safety.

Emergency Programs

The province's lead agency in responding to emergencies such as collisions, avalanches, rockfalls, landslides, washouts and floods, immediately mobilizing major pieces of equipment and manpower to safely move the travelling public and the economy. The ministry has a long, proud legacy and farreaching reputation as a leader in effective emergency response and restoring traffic flow.

As the ministry responsible for the continued safety of the travelling public we respond, alongside other emergency responders, to incidents such as floods, landslides, rockslides, avalanches and crashes on a daily basis. The ministry manages a world class multi-modal transportation network that consists of more than 47,000km of road surfaces and over 3,000 bridges. Helping to keep the people and economy of the province of B.C. moving forward, regardless of the obstacles that emergency response can sometimes place in our way.

The Emergency Program leads ministry wide efforts to prepare for, respond and recover from major emergencies including the delivery of strategic plans, systems and initiatives from site specific incidents on the highway network, to catastrophic events such as large earthquakes. Following a large earthquake in the province and activation of the Catastrophic Emergency Response and Recovery Centre (CERRC) the ministry is responsible for providing the overall leadership for the Transportation Branch (TB) of the Infrastructure Group, and leading the Road, Rail, Marine and Air sections of Operations Group-4 (OG4-TB). This branch is the principle point of prioritization and coordination of all the transportation functions and resources in the provincial emergency response. The ministry stood up OG4-TB in response to COVID-19 pandemic for approximately 3.5 months and activated the Ministry Operations Centre (MOC) in support of the overall response.

Engineering Systems

Oversees graphic design services, construction webcams and Geographical Information System applications in development in the ministry. Responsible to direct and produce videos for the ministry to showcase, recognize ministry programs, projects, staff and initiatives and provide special project staffing and services for the ministry.

Corporate Safety

Responsible for ensuring all ministry staff have safe working environments, proper equipment and working procedures to conduct their business safely. This section maintains corporate safety documents, provides guidance to all of the safety committees throughout the ministry and conducts independent reviews of workplace incidents.

Engineer-in-Training Program

The ministry's training program that ensures new engineering staff are properly educated on how to undertake engineering designs in compliance with the B.C. engineering regulations. This program is also a key piece of the ministry's succession strategy for engineering staff.

Budget

Net Operating Budget: 2020/21

Government Financial Information

Related Legislation: Transportation Act Emergency Program Act Dam Safety Regulation Public Health Act

PASSENGER TRANSPORTATION BRANCH (PTB)

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

The Passenger Transportation Branch (Branch) is responsible for the administration and enforcement of the Passenger Transportation Act (PTA) and the Passenger Transportation Regulation (PTR). As part of the day-to-day activities, the branch adjudicates and administers general authorization licenses for charter buses and sightseeing operations. Additionally, the Branch administers special authorization licenses for commercial passenger vehicles. This entails processing special authorization applications on behalf of the Passenger Transportation Board and issuing licenses for taxis, limousines, inter-city buses and ride hailing services.

The Branch's enforcement team, Passenger Transportation Enforcement Officers (PTEOs), lead integrated compliance and enforcement activities to ensure public safety in the commercial passenger transportation industry. The PTEOs occasionally work in partnership with Commercial Vehicle Safety Enforcement and police departments to enforce the PTA and PTR. The PTEOs conduct roadside enforcement, audit licensees to ensure compliance with the PTA and the terms and conditions of their licenses, investigate non-compliance issues and lead operations targeting illegally operating ride hailing companies.

As a direct result of changes to the PTA and PTR in September 2019, the Branch became the sole regulator of passenger directed vehicles, including ride hailing services. As such, the Branch is responsible for establishing a standardized driver training program for all commercial passenger drivers, collecting and analyzing trip data and instituting improved commercial vehicle accessibility initiatives. These functions will help modernize the commercial passenger transportation industry, ensure safety and enhance accessibility for all British Columbians.

Budget

Net Operating Budget: 2020/21

Government Financial Information

Related Legislation:

Passenger Transportation Act

Passenger Transportation Regulation

Motor Vehicle Act

CONSTRUCTION AND MAINTENANCE BRANCH

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

The Construction and Maintenance Branch is responsible for the provision of technical advice and policy direction to the ministry's Regions and other departments with respect to construction management, construction claims, liability claims, and highway construction practices, infrastructure asset management, highway maintenance contracts and standards, avalanche control, radio and electronics, and fleet management.

Asset Preservation Section

Responsible for maximizing infrastructure performance by extending the service life of assets through timely preservation treatments. This section oversees the delivery of the preservation program, which annually delivers more than 400 projects valued at more than \$400M. The asset preservation section collects and manages information about the condition of the highway system such as pavement and bridge condition and traffic volumes to make investments decision that maximize asset performance, reduce the demand for new facilities and ensure the highest priority infrastructure projects are undertaken.

The section is also responsible for managing, updating and providing advice on the ministry's Standard Specifications for Highway Construction and Contract Special Provisions to ensure consistency in the delivery of highway construction contracts in the province.

Maintenance Section

Responsible for establishing maintenance standards for the highway network and the procurement of province wide maintenance agreements valued at more than \$450M/year. The maintenance section oversees and assists district staff with the administration and delivery of highway winter and summer maintenance as well as electrical maintenance and pavement marking services.

The maintenance section is also responsible for managing and maintaining more than 500 vehicles around the province including pickup trucks, bucket trucks, CVSE vehicles, incident response vehicles and the ministry's snooper truck for bridge inspections.

Snow Avalanche and Weather Programs section

The Avalanche and Weather Programs section is responsible for developing and delivering operational safety policies, procedures and standards for implementation by district staff. They provide environmental sensing services by designing, building and maintaining four distinct types of weather stations. These include Road Weather Stations used by our Maintenance Contractors, Remote Avalanche Weather Systems, used by our Avalanche Forecasters, Frost Probes, used to predict frost levels and determine if commercial load limits are required, and Road Weather Stations with overhead message signs for use in locations where crashes have been attributed to poor weather conditions. They also provide support for specialized projects such as Port Mann and Alex Fraser cable ice mitigation program as well as weather monitoring for the Elephant Hill debris flow forecasting. There are a total of 265 weather stations and sensors across the province. They also maintain and support our Remote Avalanche Control Systems in Kootenay Pass, Duffey Lake, Terrace and Revelstoke.

Radio and Telecommunications Section

The Radio and Telecommunications section is responsible for ensuring that radio communications are maintained for a safer highway system. With a network of more than 180 mountain top radio repeater sites, the section is responsible for providing the means for ministry employees and road maintenance contractors to communicate with one another in all parts of the province at all times especially during emergency events when traditional means of communications may not be available.

Budget

Government Net Operating Budget: 2020/21 Financial

Government Net Operating Budget Maintenance Contracts: 2020/21

Financial

Related Legislation: **Transportation Act** Motor Vehicle Act

PROCUREMENT, CONTRACTS AND RISK MANAGEMENT SERVICES

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

The Procurement, Contract and Risk Management Services (PCRMS) has overall ministry accountability for the strategic leadership, direction and governance to support the planning, development and monitoring of the ministry's procurement, contracting and risk management policy and practices.

The PCRMS branch includes:

- Executive Directors Office provides strategic leadership to support ministry programs
- Corporate Procurement and Contracts advises on and develops policy and practices
- Insurance and Securities advises on and develops risk management policy and practices
- Claims and Litigation coordinates and manages claims by/against the ministry and litigations

The PCRMS acts as the center of excellence, providing guidance and expertise to guide effective and consistent practices. This includes the responsibility to deliver on government priorities and evolving procurement transformation initiatives.

PCRMS collaborates and supports regions, districts and other departments in project delivery and related policy work to meet mandated commitments. Staff engage and consult regularly with other ministries, industry stakeholders including associations, contractors and insurance/bonding agencies.

Primary responsibilities include:

- Lead the implementation of government-wide procurement transformation initiatives in the ministry.
- Some current initiatives underway include:
 - o BCBid Replacement Project
 - Indigenous Procurement Policy
 - Community Benefits Program
 - Best 'Value' Procurement
 - E-bonding functionality
 - Core Policy Chapter 6 (Procurement) Rewrite
- Responsible for governance and ministry compliance with government procurement and contract policy and industry best practices, remain current with evolving procurement and contract law.
- Provide advice and decision-making for resolution of contracting issues and disputes (i.e. tender disqualifications, non-performance, legal challenges).
- Provide expertise to address commitment to reconciliation with Indigenous communities through adoption of the Draft 10 Principles, UNDRIP and the TRC, through procurement and contracting.

- Provide corporate expertise in the areas of risk management, including insurance, bonding and indemnity approvals; to all program areas of the ministry including major projects such as the Pattullo Bridge, Broadway Subway, Kicking Horse Canyon Phase 4 and the George Massey Connector.
- Consult with program offices to identify areas for streamlining and improving practices.
- Policy research and interpretation, data management, performance measurement and reporting.
- Coordination and collaboration with JAG on litigations arising from claims against the ministry Advice/Recommentations
- Responsible for the administration and resolution of claims Advice/Recommentations
 - o By the ministry when damage occurs to highways and supporting structures
 - Claims against the ministry by the public when they sustain damage to their property while travelling on provincial highways or to have arisen from ministry construction activities

PCRMS Staff advise, collaborate and liaise with:

- Each department in ministry with respect to the advice, administration and monitoring of procurements and contracts for their respective program areas.
- BCTFA in their role to plan, acquire, construct, hold, improve or operate transportation infrastructure throughout B.C.
- Major Projects and TI Corporation in the implementation and delivery of major projects.
- Ministry of Justice, in role to provide legal assistance and advice on procurement, contract and risk management including coordination and management of ministry claim and litigation files.
- Ministry of Finance as the lead for the Community Benefits Framework for government.
- External clients and agencies (i.e. Indigenous groups, BC Roadbuilders, BCCA, ACEC, insurance and bonding industry, contractors, outside government jurisdictions).
- Other ministries in areas of related government policy and initiatives (i.e. CITZ, MIRR, FIN, Risk Management Branch, JAG, AEST)

Budget

Net Operating Budget: 2020/21 Government Financial

Related Legislation:

Transportation Act
BC Procurement Services Act
Builders Lien Act
Financial Administration Act
Bonding Act
Trade Agreements (NWPTA, CETO, ETA, WTO)
Corporate Policy and Procedures Manual
Capital Asset Management Framework
Electronic Transmissions Act
Insurance Companies Act

TRANSPORTATION SERVICES BRANCH

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

Transportation Services Branch delivers strategic services to support the ministry, its employees, partners and stakeholders. The branch provides a wide variety of key services under various program areas.

COVID-19 Lead

In response to the COVID-19 pandemic, the Director of the Transportation Services Branch (TSB) was identified as the COVID-19 lead for the ministry. As part of the response a COVID-19 Recovery Task Force was implemented to guide and support staff to make decisions about safe workplaces and client interactions. The Director, TSB, leads the Task Force for the entire ministry and is supported by additional branch staff as well as other departments. The objectives of the Task Force are to: 1) Utilize the guidance provided by WorkSafeBC, Ministry of Citizens Services (Real Properties Division), the Public Service Agency (PSA) and the Provincial Health Officer (PHO) to develop and implement a return to office plan for the ministry; 2) be transparent, collaborative, and communicative with leaders and employees; and 3) remain nimble and flexible in our approach so we are able to contract and expand occupancy and pivot on short notice in response to any future business interruptions.

Business Services

Business Services is a solution orientated and creative management hub for projects, ad hoc requests, and special assignments supporting the ministry and its stakeholders. Finding and implementing innovative and out-of-the-box solutions, the team works collaboratively with all departments, regions and districts on events, programs and projects. The team manages large scale ministry events, such as Union of British Columbia Municipalities Annual Convention, First Nations Leaders Gathering, Premier's Awards, Contractor of the Year Awards and the BC Highways Consulting Engineers Awards. Delivering program management excellence, the team manages key ministry programs and publications including the Disaster Financial Assistance Arrangement, Business Continuity Management, Ministry Operations Centre, Adopt-A-Highway, strategic plans and the annual Quick Facts Book.

Finance and Administration Services

Supports the department in achieving goals with effective financial and administrative services. These services include forecasting, financial reporting and analysis, budget development and budget management strategies. This unit is the department's primary liaison with corporate finance and with the regional finance teams. Its dedicated Information and Records Management staff responds each year to hundreds of FOI and litigation requests and archived data requests to support the ministry.

Development Services

Staff at HQ provide guidance on regulatory, policy and procedural matters to District Development Services Officers and Provincial Approving Officers who in turn process the public's applications for the program. Development Services maintains tools for the department and ensures consistency for development services staff across the province, ensuring program staff have access to the tools, resources, policies, training and reference materials needed to complete their work in accordance with

regulations, legislation and ministry and provincial policy. They work collaboratively with other internal departments and outside provincial agencies; such as the Agricultural Land Commission, Ministry of Environment and the Land Titles Office.

Development Services focusses on three primary aspects: preserving highway capacity through access and controlled area permits, protecting highway safety through special events and work permits and ensuring sustainable rural land development that is consistent with good land use planning.

Utility Services

Supports ministry staff with any interactions between utility organizations and the highway right-of-way. Highway right-of-way offers one of the few linear corridors in the province and demand for use of highway right-of-way for utility infrastructure is ever-increasing. This team helps ensure a safe and efficient highway system while simultaneously fostering utility development and economic growth. This service is accomplished by providing advice and support to ministry staff, analyzing and developing policy, administration of the Telecommunication Fee Program and development and administration of Protocol and Master Use agreements.

Web and Social Media Services

Provides corporate support to the ministry's business areas in web and content strategy, public engagement/education, emergency communications and customer services while running various programs and applications, including DriveBC, the Customer Satisfaction Survey, BC Highway Camera Program, Forms, the TRANsmissions Podcast and the ministry's employee 50+ year newsletter the Road Runner.

Through evidence-based user experience and a customer-centric mindset and approach, the team advises and assists the ministry and other ministries on how to best serve the public with their information. The team's online presence has consistently grown as a trusted and reliant resource for the travelling public and media and has become one of the most actively engaged web and social media platforms in the B.C. government. In a year, they addressed more than 31,000 public messages and supported 681,000 total engagements and managed 728 active public web pages.

Budget Government
Net Operating Budget: 2020/21 Financial

Related Legislation:

Development Services

- Transportation Act
- Land title Act
- Local Government Act
- Community Charter
- Land Title Act
- Strata Property Act
- Local Government Act
- Local Services Act
- Real Estate Development Marketing Act
- Environmental Management Act

INDIGENOUS RELATIONS

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

Based in ministry headquarters under the Highway Services Department, the headquarters Indigenous Relations team (HQIRT) is led by the Director of Indigenous Relations and includes a Senior Advisor. The team works closely with Indigenous Relations counterparts in the Highways Operations Department (North, Southern Interior and the South Coast regions) and the Major Projects, Infrastructure and Properties Department. HQIRT are responsible for advancing work that demonstrates our government and ministry's commitment to true, lasting reconciliation with Indigenous peoples in British Columbia and developing and implementing strategies, policy and processes to help ensure safe and secure transportation access, drive economic development and promote collaboration with Indigenous peoples as related to the transportation sector.

This includes:

- · Cultural awareness, sensitivity and safety training
- Policy and guidelines development; advice on consultation and accommodation
- Cross ministry collaboration ensuring alignment with broader government objectives related to reconciliation and advancing the principles of the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission Calls to Action and the Declaration on the Rights of Indigenous Peoples Act
- Engagement with regional Indigenous Relations teams and Indigenous peoples on various initiatives

Highlights

- HQIRT, in partnership with Strategic Human Resources (SHR), is responsible for implementing the
 Journey Towards Reconciliation (JTR) Draft Plan, a framework that provides guidance to all
 ministry staff to incorporate the UN Declaration, the Truth and Reconciliation Commission Calls
 to Action and the Draft 10 Principles into their daily work and lives to advance reconciliation and
 build strong relationships with Indigenous peoples and governments.
- Through collaboration with SHR, HQIRT develops tools and resources, provides and promotes
 training, including customized in-house training, and champions government-wide initiatives
 such as Orange Shirt Day, the Moosehide Campaign and other activities to empower and engage
 ministry staff to create positive relationships with Indigenous people.
- Within the Highways Operations Department, each region has an Indigenous Relations Team (IRT) that leads project negotiations. The regional IRTs engage with Indigenous communities across the province on all active ministry projects.
- Project-related accommodation measures in 2019/20 Government Financial The ministry works closely with Indigenous communities to ensure that the accommodation measures are connected to community aspirations.

- The ministry is working to resolve historical road tenure issues through reserves (Section 35 of the Indian Act), contributing to the province's commitment to reconciliation. This work is led by regional IRTs with support from HQIRT.
- The ministry is actively engaged on 51 claims with 49 First Nations involving more than 300km of roadway. The projected amount for these Section 35 negotiations and settlements over the next five years is estimated at Advice/Recomm entations.

Territorial Acknowledgement

The HQIRT acknowledges with respect, and proudly serves the public from, the traditional territory of the Lekwungen Peoples, of the Songhees and Esquimalt Nations.

Budget

Net Operating Budget: 2020/21 Government Financial

Related Legislation:
Declaration on the Rights of Indigenous Peoples Act
Transportation Act
Land Act
Indian Act (federal)
Federal Real Properties Act and Federal Immovables Act

MAINTENANCE CONTRACT RENEWAL

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

Responsible for overseeing the implementation of 26 service area highway maintenance contracts that were recently retendered in 2018 and 2019.

Also responsible for leading the procurement process for two remaining service areas that expire in fall of 2021 (Service Area 20-Robson) and fall of 2023 (Service Area 11-East Kootenay).

Background

- 26 service area highway maintenance contracts expired between September 2018 and September 2020.
- Over 200 ministry staff participated in the renewal process.
- Over 80 Project Board meetings held over course of renewal project to date.
- Total Upset Price savings to date: \$24M
- 13 incumbent contractors participated in the renewal process
 - o 11 new bidders participated in the renewal process
 - 2 First Nation joint ventures
 - 6 international companies
 - o 2 B.C. companies
 - o 1 Ontario/B.C. joint venture
- The contracts are a fixed price, lump sum contract paid annually, which provides financial certainty to the government and transfers appropriate risk to the contractor.
- The contract term length is 10-years with an optional 5-year extension at the discretion of government.
- Status of the procurement process:
 - o 8 service area contracts have been awarded and started in September-November 2018
 - 18 service area contracts have been awarded and started in April-October 2019
 - Service Area 20 (Robson) is anticipated to be tendered in early 2021 and Service Area 11 (East Kootenay) in summer 2022
- The successful proponents in all evaluations completed to date submitted a price under the upset limit.
- The new maintenance contract requires even higher standards and a more proactive approach when a winter weather event occurs.

Significant maintenance improvements from the previous contract:

- Return the highway to bare pavement within 24 hours on of a winter weather event ending on Class A highway (old standard was 48 hours) at temperatures of less than -9, when de-icing chemical use is safe and effective.
- Increase patrol frequency to 90 minutes on a Class A highway like the Coquihalla during a winter storm (old standard was 4 hours).
- When a weather event is forecasted to occur, increase the patrol frequency to 4 hours in anticipation of the weather event coming (old standard was 24 hours).
- Contractors will be required to use remote weather information systems to forecast when a weather event will occur, and to spread anti-icing chemicals prior to the weather event.
- Use of social media platforms to communicate with public.
- 9.5mm winter abrasive size on Class A and B Highways (old standard was 12mm).
- Increased sweeping on cycling routes.
- Increased use of social media to communicate with public.

Budget Net Operating Budget	Government Financial Information:
Related Legislation: None	

30/60/90 DAY DECISION NOTE

Mandatory Entry Level Training (MELT) Decision Note

Issue:

 30-Day decision for implementation of Mandatory Entry Level Training (MELT) for Class 1 commercial driver's license applicants.

Background:

- The December 2018 Auditor General report on Commercial Vehicle Safety in B.C. recommended considering MELT as part of evaluating licensing strategies.
- Implementing MELT in B.C. would demonstrate that B.C. is aligned with other Canadian and U.S.
 jurisdictions including the federal government who, through the Canadian Council of Motor
 Transport Administrators, have developed national guidelines for an entry level standard that will
 be included in the National Safety Code.
- A B.C. Class 1 MELT will consider aspects of the other provincial programs and be tailored to B.C.'s unique geography (traversing mountain passes, chain up requirements, etc.)
- Canadian jurisdictions that have now implemented MELT for Class 1 drivers, include Ontario,
 Saskatchewan, Alberta and Manitoba.
- The European Union introduced a mandatory training/testing model in 2014, while the United States must be compliant with federal MELT requirements by 2022 for all commercial DL classes.
- Legislation to support the introduction of B.C.'s Class 1 MELT program, was passed in August 2020 by the Province in Bill 2, the *Motor Vehicle Amendment Act*, 2020. This legislation enables government to develop regulations requiring pre-licensing training for any class of drivers' license.
- _ Cabinet Confidences; Advice/Recommentations
- The training curriculum is currently being developed by ICBC in consultation with industry and government.
- During consultation with industry, Class 1 training schools requested six-month lead time to MELT implementation to allow them to prepare and transition to delivering new curriculum.

Decision required:

Advice/Recommentations

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30/60/90 DAY DECISION NOTE

Issue:

Advice/Recommentations; Intergovernmental Communications decision

Service Area 20 Maintenance Contract - 30 day

Background:

- Advice/Recommentations; Intergovernmental Communications
- SA 20 is the last remaining contract to be tendered^{Advice/Recommentations}
 Advice/Recommentations
- The existing SA20 contract expires Sept 1, 2021 Advice/Recommentations Advice/Recommentations; Intergovernmental Communications
- •
- •
- In early 2020, the Associate Deputy Minister and ministry staff held meetings with different Nations across the province to listen to their thoughts and learn more about indigenous procurement opportunities.
- Advice/Recommentations; Intergovernmental Communications

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Decisions required:

Advice/Recommentations; Intergovernmental Communications

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Withheld pursuant to/removed as

Advice/Recommentations; Intergovernmental Communications

30/60/90 DAY DECISION NOTE

Modernizing Safety Regulations for Commercial Vehicles Decision Note

Issue:

 60-day decision to modernize regulations following stakeholder engagement on electronic logging devices, trip inspections and speed limiters.

Background:

- The Ministry of Transportation and Infrastructure (the ministry) is considering harmonizing some safety regulations for the commercial trucking sector with current and incoming national standards.
- These include the introduction of electronic logging devices (ELDs) to ensure drivers are following regulated hours of service, trip inspections and the use of speed limiters to keep drivers within posted limits.
- As changes would be required to Division 37 of the Motor Vehicle Act Regulations, stakeholder
 engagement took place in spring/summer 2020 with the commercial transportation industry as
 well as other stakeholders. Analysis of engagement results is underway.

Electronic Logging Devices (ELDs):

- ELDs are a piece of equipment or software which synchronize with the engine to automatically
 record driving time and other duty statuses of drivers. The devices help ensure compliance with
 hours of service regulations because drivers are less able to record false data regarding the length
 of time they have been driving.
- As of June 12, 2021, commercial vehicles that cross provincial borders will be required to be
 equipped with an ELD. B.C., along with other provinces and territories, must determine whether
 ELDs will be mandatory or optional for commercial vehicles operating within their respective
 jurisdictions.

NSC Standard 13 – Trip Inspections:

- B.C. is the only Canadian jurisdiction that has not yet adopted NSC Standard 13. If adopted, the
 standard will provide several benefits to prevent the operation of vehicles with conditions that are
 likely to cause or contribute to a collision or vehicle breakdown. Some examples include detailed
 guidance to drivers and carriers with conducting trip inspections and completing trip inspection
 reports and specific direction of major and minor defects.
- Adopting the standard would likely have minimal impact to B.C. drivers and carriers as those already required to complete trip inspection reports are using pre-printed or electronic reports that mirror the requirements of NSC Standard 13.

Speed Limiters:

- A 2008 Summary Report by Transport Canada shows several positive benefits for B.C. if speed limiters were adopted. These include a possible 16% gain in safety (using traffic modelling); an estimated savings of 2 million liters in fuel and an annual reduction of 10,000 tonnes in greenhouse gas emissions.
- Quebec and Ontario have seen significant decreases in speed related collisions involving commercial vehicles after enacting speed limiter laws over a decade ago. Analysis by traffic safety experts from the ministry has shown that the impact to travel times by a lowered travel speed on highways posted over 110km/h is likely to be minimal, between 1 - 13 minutes per corridor.

Decision required:

• Following analysis of stakeholder engagement, a decision will be required to modernize commercial vehicle safety regulations with current and incoming national standards.



Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

• The Trans Mountain Expansion Project will twin the existing oil pipeline that extends from Edmonton into B.C. on Hwy 16, then south on Hwy 5, Hwy 1 and Hwy 17 to Burnaby

Background:

- Trans Mountain (TM) has identified approx. 1,000 MoTI permits required prior to construction
- Approximately 700 permits have been issued and the remaining applications are in various stages of review or Indigenous consultation
- Trans Mountain seeks to have all approved permits by end of February 2021 and ministry staff are working towards this goal
- Full pipeline construction will be underway in 2021-22
- Pipeline is anticipated to be in operation by late 2022

Issue/Opportunity:

- Trans Mountain has initiated construction in areas where permitting is complete, such as: Burnaby terminals, work yards, vegetation clearing, access development, work camps, directional drilling under the Thompson River in Kamloops
- 15% of the overall project construction has been completed, including the work in Alberta
- \$7.6BN will be invested in BC, of the overall \$12.6BN project cost
- Advice/Recommentations; Intergovernmental Communications
- •
- •
- Once the pipeline is in service, BC will receive over \$5.7BN in the first 20 years of operation

CORPORATE ISSUE/OPPORTUNITY NOTE

Pilot Car Requirements for Oversize Loads Decision Note

Issue:

- Negative stakeholder input on proposed changes to pilot car requirements and travel time windows for oversize loads traveling under permits.
- To continue further consultation with Indigenous communities and municipalities.

Background:

- The Ministry of Transportation and Infrastructure (the ministry) is working to modernize pilot car requirements to improve people's safety on our highways and roads. The work has been done in three phases.
 - Phase 1: In response to concerns about road safety, we developed the BC Pilot Car Load Movement Guidelines, completed November 2017.
 - Phase 2: Modernization of the Requirements for Pilot Car Lights and Signs, in Division 8 of the Commercial Transport Regulations. Industry feedback and resulting amendments are complete; the proposed changes are now with legislative drafters.
 - Phase 3: Review of Pilot Car Requirements and Travel Time Windows. Analysis, drafting of proposed changes, and feedback from ministry district staff is complete; the proposed changes are now with industry for feedback.
- The ministry is now working on the last phase where we are reviewing pilot car requirements and travel time windows. For example, move away from requirements that are different in daytime and darkness, because visibility benefits from daytime travel are balanced by the increased impact of the flashing and clearance lights at night.
- Instead, our new model will focus on the differences between travel on two-lane highways versus multi-lane highways.
- Analysis shows that for commercial truck loads that are long and not very wide, could have the
 pilot car requirements slightly relaxed. This change to requirements is more likely for multi-lane
 highways than two-lane highways, as there is more room on multi-lane highways.
- Proposed changes have been drafted and industry stakeholder consultation is underway. While industry is supportive, Advice/Recommentations
 Advice/Recommentations

•

Advice/Recommentations

• Some changes to travel time windows for large and heavy loads are being made at the same time, but those changes appear to be less controversial.

Decision required:

- Continue development of an information package to be sent to all B.C. Indigenous communities and municipalities.
- The window for stakeholder input would be extended one month after distribution of the information package, to allow time for Indigenous communities and municipalities to provide input and/or ask questions about the changes.
- The ministry would implement new requirements in a way that gives everyone time to plan and prepare for any changes.

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

• Electrical Maintenance Contract Renewal

Background:

- The ministry is responsible for more than 25,000 luminaires, 800 traffic signals, 450 webcams, 150 changeable message signs, 17 Electric Vehicle Charging stations, and several Intelligent Transportation Systems such as the variable speed limit and wildlife detection systems
- There are currently four electrical maintenance contract areas, served by three different contractors under eight-year agreements valued at approximately \$12M/year.

Contract Area	Contractor	Contract Value	Expiry Date
Vancouver Island	Raylec Power	\$2.7M	31-Aug-20
Lower Mainland	Cobra Electrical	\$3.8M	31-Aug-21
Northern Region	Westcana Electric	\$2.0M	31-Aug-21
Southern Interior	Westcana Electric	\$3.4M	31-Aug-22

- Development of the new maintenance agreement began in October 2018 and have since, tendered and awarded the RFP for the Vancouver Island contract area.
- Key highlights of the contract area RFPs to be tendered in 2020 and 2021 includes the following:
 - o Contract term increased to 5 years with an optional 5-year extension.
 - New service area boundary for the Northern Region contract area to align with regional boundary and improve service delivery.
 - Lower Mainland service area has been divided into two areas, Lower Mainland East and West to increase competition (see Appendix 1).
 - New Local Area Specifications added to the Lower Mainland contract areas to support new technologies (variable speed limits and advance traveller information systems)
 - Continued support for highway lighting conversion to LED technology for the Northern Region and Lower Mainland contract areas.
 - Increased contractor monitoring and oversight.
- The procurement schedule for the remaining contract areas is as follows:

Contract Area	Tender	Evaluate	Award	New contract commencement
Northern Region	July 2020	Sep-20	Nov-20	
Lower Mainland (West)	August 2020	Oct-20	Jan-21	1-Sep-21
Lower Mainland (East)	November 2020	Jan-21	Mar-21	
Southern Interior Region	July 2021	Sep-21	Nov-21	1-Sep-22

Issue/Opportunity:

- Electrical maintenance services are a key component of a safe highway network.
- The above procurement schedule has been designed to maximize competition, ensure best value, and prevent any service disruption between contracts.

CORPORATE ISSUE/OPPORTUNITY NOTE

Remote and Rural Community Access Program

Issue:

- Ministry of Transportation & Infrastructure (MOTI) received approval to deliver projects supporting economic recovery during the COVID-19 pandemic and improve remote and rural community access.
- Funding will be distributed through contracted and hired equipment resources, employing hundreds of people to deliver almost 80 projects, province wide.

Background:

- Ministry of Transportation and Infrastructure (MOTI) presented opportunities to assist in the economic recovery of British Columbia.
- One program was identified to create work opportunities for people and improve rural and remote community roads and access.
- In September, MOTI received funding approval to deliver \$20M in direct construction works.
- 7 projects have completed, and work is underway on 57 more. The remaining projects will get underway in the coming weeks and completion is anticipated by March 31, 2021.

Issue/Opportunity:

- The projects identified in this program will improve access to remote and rural communities, which contributes to increased safety and quicker response in the event of emergencies.
- Economic Recovery Funds are secured and must be distributed or used by March 31, 2021.
- Work that is not complete by March 31, 2021 may obligate government to continue/complete work in FY 2021/22, using funds from other Ministry programs such as the Preservation Program, which supports the rehabilitation and replacement of existing infrastructure.

Attached: Appendix and Map

Economic Recovery Project List - Rural & Remote Communities - October 29, 2020

Category	Region	Project Name	Scope of Work	Location	Cost	% Complete
Rural and Remote Communities	1	Various Side Roads	Ditching, brushing, gravelling, resurfacing	Fraser Valley	500,000	100%
	Advice/Re	commentations; Government Financial Info	rmation			
	Existing road condition is extremely potholed. Grader patch					
		Green Ranch Road	required totalling 120 tonnes to restore road condition over 2 km segment.	Boston Bar	100,000	100%
	Advice/Re	commentations; Government Financial Infor	mation			
				611	450.000	4000/
		Marine Drive	Asphalt overlay / resurfacing	Gibsons	450,000	100%
	Advice/Red	Daisy Lake Road commentations; Government Financial Infor	100m of level course and overlay mation	Sea to Sky - side road leading to Rubl	25,000	100%
	Advice/Red	Tzouhalem Road commentations; Government Financial Infor	Culvert, rip rap placement and stream fish enhancements mation	South of Duncan	150,000	100%

Economic Recovery Project List - Rural & Remote Communities - October 29, 2020

			Project Name	Scope of Work	Location	Cost	% Complete
Rural and Remote		JOE A Wysliffo Be	d Improvements	Construct a right-turn deceleration lane and reconfigure lighting	Wycliffe (12 km NW of Cranbrook)	200,000	100%
Communities	Г	H95A Wyclitte Rd Improvements		for entering on to Wycliffe Park Rd.	wycinie (12 km Nw of Cranbrook)	200,000	100%

Advice/Recommentations; Government Financial Information

Economic Recovery Project List - Rural & Remote Communities - October 29, 2020

Category	Region	Project Name	Scope of Work	Location	Cost	% Complete
Rural and Remote	Advice/Recomme	ntations; Government Financial Info	ormation			

Grand Total

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Advice/Recommentations; Government Financial Information

CORPORATE ISSUE/OPPORTUNITY NOTE Drainage Improvements to Support Climate Resilience

Issue:

- Ministry of Transportation & Infrastructure (MOTI) received approval to deliver projects supporting economic recovery during the COVID-19 pandemic and improve climate resilience of Ministry infrastructure
- Funding will be distributed through contracted and hired equipment resources, employing hundreds of people to deliver 47 projects, province wide.

Background:

- Ministry of Transportation and Infrastructure (MOTI) presented opportunities to assist in the economic recovery of British Columbia.
- One program was identified to create work opportunities for people and build climate resilience.
- In September, MOTI received funding approval to deliver \$20.7M in direct construction works.
- 6 projects have been completed and work is underway on 20 more. The remaining projects will get underway in the coming weeks and completion is anticipated by March 31, 2021.

Issue/Opportunity:

- The projects identified in this program are improvements that proactively address or mitigate the effects of climate change on Ministry infrastructure.
- Economic Recovery Funds are secured and must be distributed or used by March 31, 2021.
- Work that is not complete by March 31, 2021 may obligate government to continue/complete work in FY 2021/22, using funds from other Ministry programs such as the Preservation Program, which supports the rehabilitation and replacement of existing infrastructure.

Attached: Appendix and Map

Economic Recovery Project List - Climate Adaptation - October 29, 2020

Category	Region	Project Name	Scope of Work	Location	Cost	% Complete
	Advice/Red	commentations; Government Financial In	formation			

Climate Adaptation

Norris Rd Rip Rap Placement Rip rap production for erosion site Simpcw, north of Clearwater 100,000

100%

Economic Recovery Project List - Climate Adaptation - October 29, 2020

Category	Region	Project Name	Scope of Work	Location	Cost	% Complete
	Advice/Recor	mmentations; Government Financial Info	rmation			

Climate Adaptation

WKD Climate Adaptation Program Culvert replacement Edgewood Drainage 80,000 100%

Advice/Recommentations; Government Financial Information

Grand Total

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Advice/Recommentations; Government Financial Information

BC Motor Coach Coalition's Request for COVID-19 Financial Support

Issue:

 The BC Motor Coach Coalition (BCMCC) is seeking additional, industry specific financial support to mitigate the current and future impacts of COVID-19 on their operations

Background:

- The BCMCC is a group of 12 transportation companies operating private inter-city buses, charter buses, sightseeing, airport and ferry shuttles in BC. The coalition was established to advocate for increased support for the motor coach industry as it continues to experience losses due to the ongoing COVID-19 pandemic.
- Since the onset of the pandemic, transportation companies across BC have experienced a significant drop in ridership and revenue. According to the BMCC's October 29, 2020 statement, the motor coach industry's monthly gross revenues have declined by at least 95 percent since March. Additionally, the coalition's members are estimating that their 2021 revenues will be less than 50 percent of "normal" levels.
- In order to limit the financial impact of the COVID-19 pandemic on the motor coach industry, in March the Passenger Transportation Board allowed operators to temporarily reduce or suspend scheduled services until further notice.
- The Passenger Transportation Branch amended the Passenger Transportation Regulation to allow
 passenger transportation licensees to defer their license renewal payments for a period of up to
 one year if they were not operating. This regulation remains in effect until June 1, 2021.
- ICBC implemented an insurance policy change, which allowed fleet operators to suspend their insurance if vehicles were not in use.
- The Federal and provincial governments established a number of programs to provide financial assistance to all small and medium-sized companies to cushion the effect of COVID-19.
- The federal government established the Canada Emergency Business Account (CEBA) to provide interest-free loans of up to \$40,000 (recently increased to \$60,000) to businesses that are seriously impacted by the pandemic. The CEBA application deadline is December 31, 2020.
- The federal government also established the Canada Emergency Wage Subsidy (CEWS) to provide wage assistance to businesses impacted by the pandemic. The federal government intends to make CEWS available to businesses until June 2021.
- Additionally, the BC government established the Small and Medium-Sized business Recovery Grant program to provide fully funded grants of up to \$30,000 to businesses to ensure support during

and beyond COVID-19. The program also provides an additional \$10,000 funding to eligible tourism related businesses that have been heavily impacted by the pandemic.

Issue/Opportunity:

- Despite the existing financial assistance programs, the BCMCC seeks additional grants and
 deferrable loans that are specific to the motor coach industry. The coalition claims that current
 financial assistance programs are insufficient to provide lasting support to an average motor coach
 company. Further, BCMCC argues that many motor coach companies do not meet the eligibility
 criteria for some of the assistance programs.
- The Ministry of Transportation does not typically provide funding to subsidize the costs of running private transportation businesses.

Passenger Transportation Board Operations, Staffing and Budget

Issue:

 The Passenger Transportation Board (Board) makes decisions on applications relating to the licensing of passenger directed vehicles such as taxis, limousines, transportation network services and inter-city buses in British Columbia.

Background:

- The Board is an independent tribunal established under the Passenger Transportation Act whose
 role is to make decisions on Special Authorization licences (e.g. taxi, inter-city buses, ride hail
 services) and hear appeals on administrative penalties imposed by the Registrar of Passenger
 Transportation.
- The Board is composed of seven members, including the chair. Board members are appointed by the Lieutenant Governor in Council, and their appointment terms are governed by the Administrative Tribunals Act.
- The Board is supported by six full-time employees who manage administrative functions and day-to-day communications with applicants.
- The Board receives approximately 200 to 250 applications a year. In September 2019, the Board began receiving applications from ride-hail companies.
- When an application file is ready for Board review, the Chair assigns the file to a panel of one or more Board members. The panel reviews the file and makes a decision on the application. Most decisions are based on the written material in the file.
- The Board publishes an annual report including milestone application decisions, key
 performance measures and a budget overview. They also publish a 3-year strategic plan that
 guides policy development, operational projects and governance work as well as a weekly
 bulletin that contains a summary of new applications, notices relating to public application
 hearings, application decisions, and other industry information.
- The Board's budgets for fiscal years 19/20 to 21/22 are as follows:

Government Financial Information

Issue/Opportunity:

 On September 4, 2019, the Vancouver Taxi Association filed a judicial review of the Board's Operational Policy for ride hail, which includes decisions on supply, boundaries and rates.

- The review seeks to quash the Board's decision to grant Uber and Lyft ride hail licences. The review hearing is scheduled for October 19 21, 2020 at the Supreme Court of BC in Vancouver, with a decision expected in the weeks or months following the hearing.
- In August 2019, the Board published operational policies for Transportation Network Services
 (ride hail) that differed significantly from policies established for the taxi industry. This includes
 regional operational areas for ride hail as opposed to municipal based for taxis, no caps on ride
 hail fleets whereas the taxi industry has a set number of vehicles, and a rate structure for ride
 hail that only takes into account a minimum rate as opposed to the taxi industry that has a
 minimum rate and time/distance rates.
- Advice/Recommentations

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TAXI MODERNIZATION AND RIDE HAILING

ADM Responsible: Steven Haywood, Executive Lead

Core Business/ Program Area Description/Critical Business Processes:

Create a legislative and regulatory regime to modernize the taxi industry and enable app-based ride hailing to legally enter BC in a safe and progressive manner.

The new regulatory framework is designed to:

- Enable a consistent and predictable regulatory framework for ride-hailing across the province;
- Ensure a high level of safety and public confidence;
- Establish a system that allows for economic viability of the existing taxi industry while enabling ride-hail operators to provide additional transportation services;
- Reduce the regulatory burden for both industry and municipal governments;
- Enhance compliance and enforcement of taxi and ride-hail regulations across the province; and
- Protect accessible services for vulnerable sectors of the population.

This work was split out into portfolios:

- Modernize the taxi industry through:
 - o a one-time 15% increase in the number of taxis operating
 - allow for split shift taxis, thus providing opportunity to maximize the assets that a taxi company has
 - o provide the ability for taxis to modify rates at nonpeak times to remain competitive
- Create an insurance product that reflects the actual distance-based use of ride hail personal vehicles as well applying the new product to the taxi industry
- Create a system of retaining data of passenger directed vehicles in BC, so as to provide the
 Registrar of the Passenger Transportation Branch as well as the Passenger Transportation Board
 the ability to make evidence based decisions when addressing applications for passenger
 transportation vehicles as well as to assist with compliance and enforcement activities
- Create a regulatory environment that holds ride hail and taxi to the same safety expectations
 across the province; including driver license class, criminal and driver record checks, vehicle
 inspections, and adherence to the National Safety Code. BC has the highest safety expectations
 in all of Canada.
- Enact a \$.30 per trip fee on all ride hail vehicle trips, Advice/Recommentations
 Advice/Recommentations

Budget:

No budget assigned to the file, expectation to incorporate Executive Lead salary into existing budgets within the Ministry

Full Time Equivalents (FTEs): 1 – Executive Lead position

Related Legislation:

- Passenger Transportation Act and Regulations
- Motor Vehicle Act and Regulations
- Insurance Vehicle Act and Regulations
- Policies established by the Registrar Passenger Transportation Branch and the independent tribunal Passenger Transportation Board

Organizational Chart:

No chart available, staff working the project come from the Transportation Policy and Programs Branch, The Passenger Transportation Branch, Commercial Vehicle Safety and Enforcement, MOTI Information Management Branch, PSSG, AG, and ICBC

Issue:

 Decision required in 30 days on the Passenger Transportation Branch's (PT Branch) request to consult with stakeholders on a review of the Passenger Transportation Act (PTA) and the Passenger Transportation Regulation (PTR).

Background:

- In 2018-2019, the Ministry completed amendments to the PTA and PTR. These amendments were
 driven by changes in the passenger transportation industry and to enable ride-hailing in the
 province.
- Since the amendments came into force in September 2019, there has been concerns expressed by stakeholders regarding the legislation and regulation. For example, an ongoing issue from the taxi industry has been on allowing for the use of a "hail and pay app" within their current authorized licence.
- As for the PT Branch, with the increased activity of illegal ride hail, the Ministry is keen to explore new enforcement powers for peace officers to combat these operators.
- · Advice/Recommentations; Legal Information
- Previous work has outlined the following key issues that would require changes to the PTR: Advice/Recommentations
- •
- Industry stakeholders would include but not limited to taxi associations, ride hail companies, and municipalities.
- Consultations would help to identify the scope of possible amendments to the PTA/PTR.

Decision required:

 Approval to engage with industry stakeholders to better understand their concerns and identify key issues related to the PTA/PTR and potentially consider amendments.

30/60/90 DAY DECISION NOTE Ride Hail – Per Trip Fees

Issue:	Cabinet Confidences; Advice/Recommentations
Backgrou	und:
	Amendments to the <i>Passenger Transportation Act</i> (PTA) that came into effect in September 2019 enabled ride hailing, the ability for passengers to hail and pay for a trip via an app. Ride hail companies are required to pay a \$5,000 annual licensing fee and an additional \$0.30 fee for trips taken in non-accessible vehicles operating under their licence. In June 2019, Treasury Board approved the Ministry to access the trip fee revenue to offset the increased costs associated with administering an evolving passenger directed vehicle industry and to address Government's ongoing commitment to accessibility initiatives. Cabinet Confidences; Advice/Recommentations
Decision	required:
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Transportation Investment Corporation (TI Corp)

BC Railway Company (BCRC)

MAJOR PROJECTS, INFRASTRUCTURE AND PROPERTIES DEPARTMENT

ADM Responsible: Kevin Volk, Assistant Deputy Minister, Major Projects, Infrastructure and Properties

Core Business/ Program Area Description/Critical Business Processes:

The Ministry of Transportation and Infrastructure's Major Projects, Infrastructure and Properties Department develops and promotes a world class transportation network through innovation and collaboration. The department oversees aspects of strategic planning, capital programming, land management and major project delivery for the Ministry. The department is comprised of five branches:

- The Major Projects & Alternate Procurement Branch is responsible for the Ministry's role in planning, procuring and delivering large and complex transportation infrastructure projects in the province. In partnership with TI Corp, the Ministry currently has four Major Projects in various phases across BC which represents an investment of over \$5B in the province's infrastructure to support the transportation network, tourism, and trade in BC.
- Infrastructure Development Branch works closely with federal and provincial agencies to help improve local infrastructure, with the goal of ensuring that communities are sustainable, competitive and healthy centers of economic growth.
- Programming and Planning Branch provides expert advice and leadership in the planning, development and monitoring of the Ministry's <u>Transportation Investment Plan</u> (TIP).
- Integrated Transportation Planning Branch supports the principles of integrated transportation
 planning and enhanced competitiveness of BC's transportation trade network that furthers a fully
 integrated transportation system that advances economic, environmental, and social objectives, and
 moves goods and people safely within British Columbia and to markets and destinations beyond.
- Properties and Land Management Branch oversees the strategic direction over BCTFA property
 portfolio one of the largest in the Province with a current market value of over \$1B. The branch is
 responsible for over 5,000 property parcels.
- The Highway 91/17 and Deltaport Way Upgrade Project team is responsible for the improvements to
 the existing Highway 91, Highway 17, Highway 91 Connector and Deltaport Way to improve travel
 safety, reliability and efficiency. The Hwy 91/17 Upgrade Project, a \$185 million Design-Build contract,
 is currently in construction and anticipated to be complete in spring 2023

Budget

Net Operating Budget:

Government Financial Information

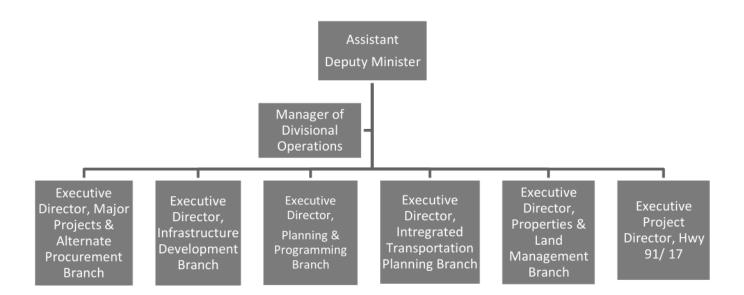
Full Time Equivalents (FTEs): 82

The department is also the primary interface between government and four Crown Corporations: BC Rail and Transportation Investment Corporation (TI Corp).

Related Legislation:

- Transportation Act
- Land Act
- Land Title Act
- Expropriation Act
- Transportation Investment Act
- British Columbia Transit Act
- Insurance Corporation Act
- Container Trucking Act and Regulations

Organizational Chart:



INFRASTRUCTURE DEVELOPMENT BRANCH

ADM Responsible: Kevin Volk, Assistant Deputy Minister, Major Projects, Infrastructure and Properties

Core Business/ Program Area Description/Critical Business Processes:

- Oversees and implements Canada-BC cost sharing agreements (Public Transit Infrastructure
 Fund, Investing in Canada Infrastructure Program (ICIP)) with respect to over \$2 billion of transit
 projects in Metro Vancouver. This includes: reviewing project plans, obtaining internal and
 Treasury Board approvals as required, and submitting funding applications to Canada; ongoing
 oversight of project scope, schedule, and budget; internal and federal progress and closeout
 reporting; reviewing and authorizing financial claims from Canada and payments to TransLink;
 and liaising and managing relationships with Infrastructure Canada and TransLink.
- Supports the development of major transit projects (such as Surrey Langley SkyTrain) including
 project planning and internal and Treasury Board approvals. Develops and manages transit
 funding and project delivery agreements with TransLink. Supports the development and
 management of federal agreements. Negotiates long-term agreements with TransLink relating to
 its management and use of provincially owned rapid transit assets (e.g., SkyTrain).
- Co-administers (with the Ministry of Municipal Affairs and Housing) Canada-BC cost sharing
 agreements, e.g. the Community, Culture and Recreation and Rural and Northern Communities
 ICIP funding streams. This includes evaluating applications, administering grant agreements, and
 providing ongoing monitoring and oversight (e.g. claims processing, quarterly reporting).
 Administers MOTI-funded grant agreements for the BC Air Aviation Program and BC Active
 Transportation programs. Provides overall subject matter expertise to MOTI regarding
 administering infrastructure programs.
- Other: Represent the Province on project steering boards, e.g. The Haisla Bridge Oversight Committee.

Budget:

Governmen Ministry operating budget.

Additional cost recovery of salaries and benefits from MAH (via the ICIP Integrated Bilateral Agreement) and the BC Transportation Financing Authority.

Full Time Equivalents (FTEs): 8

Related Legislation:

The South Coast British Columbia Transportation Authority Act

MAJOR PROJECTS AND ALTERNATE PROCUREMENT BRANCH

ADM Responsible: Kevin Volk, Assistant Deputy Minister, Major Projects, Infrastructure and Properties

- The Major Projects and Alternative Procurement Branch (MPAP) is responsible for all aspects of strategic planning, programming, alternative procurement and delivery of the Ministry's major transportation projects throughout the province. MPAP's major capital projects are typically valued at greater than \$250 Million and include elements of complexity with respect to design and procurement. MPAP leads the planning, development, and approvals for major capital projects, as well as plays a key role in the procurement and delivery of the projects.
- MPAP has established close relationships and works collaboratively with other Ministry
 Departments, the Transportation Investment Corporation (TI Corp), TransLink, the
 Environmental Assessment Office, Partnerships BC, the Ministry of Municipal Affairs &
 Housing, the Ministry of Indigenous Relations and Reconciliation, the Ministry of
 Finance, BC Infrastructure Benefits (BCIB), Transport Canada, Infrastructure Canada,
 Metro Vancouver, as well as key stakeholders and Indigenous groups.
- Current projects in construction include: Pattullo Bridge Replacement (\$1.4B),
 Broadway Subway Project (2.83B), Kicking Horse Canyon (\$601M), and Highway 91/17
 (\$260M). Current projects in planning & development include: George Massey Crossing
 Governm Surrey Langley Skytrain (Govern, Broadway extension to UBC, the SFU Gondola,
 and Burrard Inlet Rapid Transit.

Budget: Government

Full Time Equivalents (FTEs): 15

Related Legislation:

- Transportation Act
- Land Title Act
- Land Act
- Expropriation Act

PLANNING AND PROGRAMMING BRANCH

ADM Responsible: Kevin Volk, Assistant Deputy Minister, Major Projects, Infrastructure and Properties

Core Business/ Program Area Description/Critical Business Processes:

The Planning and Programming Branch (PPB) provides expert advice and leadership in the planning, development, implementation and monitoring of capital investment programs. Transportation investments are outlined within the Transportation Investment Plan (TIP) and financed through the BC Transportation Authority (BCTFA). PPB ensures programs and projects are linked to government strategic directions and priorities, reflective of system performance indicators, supported by investment strategies and business cases and consistent with eligibility criteria for federal cost sharing programs.

PPB supports the Capital Program Board (CPB), which is comprised of ministry executives, and was established to provide oversight and direction to ensure successful implementation of the ministry's capital plan. PPB also supports planning and project management processes and is currently moving forward with the replacement of the ministry's outdated capital program system.

PPB has significant interaction with the federal government, negotiations for federal/provincial infrastructure programs (i.e. Investing in Canada Infrastructure Program), administering Contribution Agreements (i.e. highway projects cost-shared under the Building Canada Fund) and participating in federal-provincial working groups (i.e. streamlining, reporting and forecasting).

Budget:

Operating budget:	Government Financial Information
 Gross Expenditures 	Covernment i manciai imormation
 Recoveries from BCTFA 	
 Net Expenditures 	

Full Time Equivalents (FTEs): 12 (only 9 funded)

Related Legislation:

- Transportation Act
- Transportation Investment Act
- BC Transportation Financing Authority

PROPERTIES AND LAND MANAGEMENT BRANCH

ADM Responsible: Kevin Volk, ADM of Major Projects, Infrastructure and Properties

Core Business/ Program Area Description/Critical Business Processes:

The Properties and Land Management Branch (PLMB) oversees and manages the BC Transportation Financing Authority (BCTFA)'s land and property portfolio, one of the largest land portfolios in the Province. The portfolio consists of provincial highway lands, over 5,000 land and water parcels and building assets with a current market value of \$1 Billion, including:

- 43 BC Ferries Terminals
- Belleville International Ferry Terminal and Steamship Building
- Port leases
- Skytrain corridors
- Railway and active transportation corridors

PLMB's core business includes:

- Providing real property expertise in all aspects of its land holdings including highway tenure.
- Providing strategic advice and guidance on property acquisition, legal survey and expropriation to Regions, Districts, Projects and the Executive.
- Establishing and maintaining the Ministry's property IT systems.
- Establishing and maintaining provincial legal survey roster and management of the property related litigation files.
- Developing standards and guidelines for acquisition business processes and perfecting highway tenure for historical and incomplete tenure issues.
- Strategic disposition of surplus properties liaising with local governments, First Nations, and provincial agencies, including participation in the Ministry of Citizens Services Enhanced Referral Program.

PLMB also has responsibility for the administration and management British Columbia Rail Properties (BCRP) on behalf of the BC Railway Company (BCRC).

Budget:

Gross Budget Less recoveries Net budget Government Financial Information

Full Time Equivalents (FTEs): 19

PLMB also oversees BC Rail Properties staff (18) who serve as land agents for the BC Railway Company.

Related Legislation:

- Transportation Act
- Land Title Act
- Land Act
- British Columbia Railway Act
- Expropriation Act

INTEGRATED TRANSPORTATION PLANNING BRANCH

ADM Responsible: Kevin Volk, Assistant Deputy Minister, Major Projects, Infrastructure and Properties and David Greer, Executive Lead, Integrated Transportation Development Plan

Core Business/ Program Area Description/Critical Business Processes:

Integrated Transportation Planning Branch supports the principles of integrated transportation planning and enhanced competitiveness of BC's transportation trade network that furthers a fully integrated transportation system that advances economic, environmental, and social objectives, and moves goods and people safely within British Columbia and to markets and destinations beyond.

To achieve this vision and vision, the branch priorities include:

- Develop a consistent approach to integrated transportation planning that balances economic growth, community livability and environmental sustainability
- Develop strategies that support quality economic growth and the competitiveness of BC's transportation sector
- Participate in projects that identify infrastructure, policy, process, operation and IT solutions that support the movement of goods and people
- Provide strategic alignment by working with other MOTI branches, ministries, First Nations, other levels of governments and transportation agencies
- Actively build and manage partnerships to support trade competitiveness and access joint funding to support investment in goods movement infrastructure.

Budget:

Government Branch operations

Information Ports Property Tax Act grants

Office of BC's Container Trucking Commissioner

Full Time Equivalents (FTEs): 17

Related Legislation:

Container Trucking Act

HIGHWAY 91/17 PROJECT

ADM Responsible:

Kevin Volk, Assistant Deputy Minister, Major Projects, Infrastructure and Properties

Core Business/ Program Area Description/Critical Business Processes:

- The Highway 91/17 and Deltaport Way Upgrade Project is a combination of improvements to the
 existing Highway 91, Highway 17, Highway 91 Connector and Deltaport Way to improve travel
 safety, reliability and efficiency.
- These upgrades will improve local and commercial travel time and reliability in the area, reduce conflicts between commercial vehicles and other traffic, and support community and economic development.
- These upgrades also complement the recently completed 72nd Avenue Interchange Project and the Alex Fraser Bridge Improvements.
- Funding partnership with the National Infrastructure component of the New Building Canada Fund, Vancouver Fraser Port Authority, the Province of B.C., and Tsawwassen First Nation.

Budget:

Approved capital Project budget:
 Government Financial Information

Full Time Equivalents (FTEs): 8

Related Legislation:

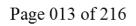
- Transportation Act
- Land Act
- Land Title Act
- Expropriation Act
- Transportation Investment Act

Issue:

- George Massey Crossing (GMC) Business Case
- Within 30 Days, require a decision on the preferred crossing option.

Background:

- In December 2018, an Independent Technical Review was completed. Based on the Independent Technical Review, the ministry committed to three phases of a GMC Improvement/Replacement program:
 - \$40 million in immediate safety improvements to be completed in 2021
 - Phase I identify measures to improve circulation that could be tendered in fall 2020
 - Phase II complete a business case for a replacement tunnel project by fall 2020
- In July 2019, the Metro Vancouver Task Force endorsed a short list of six options, focused on
 addressing significant off-peak congestion, managing peak congestion, and providing attractive
 options for transit and active transportation. All the shortlisted options call for a total of eight
 lanes with two priority lanes for transit. The short-list was:
 - o 6-lane bridge, plus 2 traffic lanes and multi-use path (MUP) in existing tunnel
 - o 6-lane bored tunnel, plus 2 traffic lanes and MUP in existing tunnel
 - o 6-lane immersed tube tunnel, plus 2 traffic lanes and MUP in existing tunnel
 - o 8-lane bridge with MUP
 - 8-lane bored tunnel, plus MUP in existing tunnel
 - 8-lane immersed tube tunnel, plus MUP in new or existing tunnel
- In October 2019, the Metro Vancouver Task Force indicated their preference for the 8-lane immersed tube tunnel option, which was later endorsed by the Metro Vancouver Board.
- The Ministry hosted two public open houses one on February 5th 2020, in Richmond, and a second on February 6th, 2020 in Delta. The purpose of the open houses was to review the potential interim improvements and to provide an update on the progress that has been made towards a long-term solution.
- The Ministry has continued to engage with Transport Canada, Vancouver Fraser Port Authority, Metro Vancouver Board, municipalities and communities to assess a solution that aligns with federal and regional plans until the end of September 2020.
- The Ministry has also continued to engage with the twelve identified Indigenous groups to better understand their priorities for the project and the future state of the river.
- Advice/Recommentations; Intergovernmental Communications



Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Issue:

Cabinet Confidences; Advice/Recommentations

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Background:

- The 2014 Mayors' Council's 10-Year Vision included 27 kilometers of LRT in Surrey.
- Phase Two of the Vision, approved by the Mayors' Council in 2018, included a 10.5 km, \$1.65B Surrey-Newton-Guildford (SNG) LRT project. It was intended that a future Phase Three would include 16.6 km of LRT along Fraser Highway from Surrey to Langley.
- In March 2018, Treasury Board approved allocation of Governin provincial funding for Phase 2 of the Vision, which included SNG LRT, consistent with a provincial commitment to fund 40 per cent of the capital costs of all phases of the Mayors' Council Vision.
- In response to a request from Surrey, in 2019 the Mayors' Council suspended SNG LRT and instructed TransLink to proceed with planning and project development for SkyTrain on Fraser Highway from Surrey to Langley, using only funds approved for SNG LRT.
- In January 2020, TransLink submitted a business case to the Province for SLS, which
 assumes TransLink ownership and delivery of the project. The business case, which
 focusses on SLS Stage 1 from Surrey's King George SkyTrain station to Surrey's Fleetwood
 Town Centre, estimates that SkyTrain can be extended 7 km from King George to Fleetwood
 for \$1.63B and that continuing from Fleetwood to Langley City Centre would cost at least an
 additional Advic
 e/Rec

Decision required:

Cabinet Confidences; Advice/Recommentations

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Issue:

- Investing in Canada Infrastructure Program
- Within 30 days, co-sign an amending agreement to the Investing in Canada Infrastructure Program
 (ICIP) Integrated Bilateral Agreement (IBA) with Canada, which includes a new 'COVID-19
 Resilience Stream' to deliver more infrastructure projects during the pandemic, as well as broader
 eligibility for some project within existing streams.

Background:

- ICIP is a cost sharing program administered by Canada (the Ministry of Infrastructure and Communities) that invests through four targeted funding streams: Public Transit; Green Infrastructure; Community, Culture and Recreation; and Rural and Northern Communities.
- The terms and conditions of Canada's contributions are set out in the Integrated Bilateral Agreement (IBA) signed by the Province (represented by the Ministries of Transportation and Infrastructure (MOTI) and Municipal Affairs and Housing (MAH)) in March 2018.
- On August 5, 2020 Canada announced a new COVID-19 Resilience Stream within the ICIP to support pandemic response and economic recovery. The stream provides expanded project eligibility, faster approvals and increased federal cost shares.
- To bring the changes into effect, the Ministers of Transportation and Infrastructure and Municipal Affairs and Housing, who are co-signatories to the original Integrated Bilateral Agreement (IBA) with Canada, must co-sign an amending agreement.
- The Province has identified \$109M of federal ICIP funding (and Gover of matching Provincial funding) from the *Rural and Northern Communities* and *Green Infrastructure* funding streams for re-profiling to the COVID-19 Resilience Stream.
- The Province's Legal Services has reviewed the draft IBA amendment and MAH is forwarding final comments to Canada. The Amendment should be ready for signature when a new Government is sworn in.

Decision required:

 If approved, the Ministers of TRAN and MAH on behalf of the Province must co-sign an amending agreement to the IBA with Canada for the changes to take effect.

Issue:

- BC-Canada PTIF Agreement Amendment
- Within 30 days, countersign Amendment No. 4 to the Public Transit Infrastructure Fund (PTIF)
 Bilateral Agreement with Canada, which extends the timeline to complete PTIF projects delayed by
 COVID-19 by six months, to September 30, 2021, thereby preserving ability to recover federal
 contributions.

Background:

- In 2016, Canada and B.C. entered into a Bilateral Agreement to fund 29 TransLink and BC Transit projects.
- Through subsequent amendments to the Bilateral Agreement, the timeline to complete projects was extended to March 31, 2020 and, for certain projects approved by Canada on a case-by-case basis, including to accommodate COVID-related delays, to March 31, 2021.
- In August 2020, TransLink identified a project (acquisition of a new SeaBus vessel) that was at risk of not completing by March 31, 2021 due to significant COVID delays.
- Concurrently, Canada offered provinces and territories an opportunity to request additional schedule extensions for projects impacted by COVID.
- B.C. requested an additional six months, from March 31, 2021 to September 30, 2021, for the SeaBus project, which requires dates in the Bilateral Agreement to be amended, including dates for project completion, final reporting, and submission of final invoices.

Decision required:

- The Minster will be requested to countersign the amendment to the Bilateral Agreement when forwarded by Canada.
- Amending Agreement No. 4 has been reviewed at a provincial and federal staff level and is being
 forwarded to the federal Minister for approval and signature. Infrastructure Canada has advised
 that the amendment will be signed only after a new provincial Minister is appointed.
- The amendment is estimated to protect up to \$1.25M in federal funding for TransLink (this project has no provincial funding) if COVID causes vessel completion to extend past March 31, 2021.

Issue:

- Economic Recovery Regional Port Enhancement Program
- Advice/Recommentations

Background:

Cabinet Confidences; Advice/Recommentations

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- The RIELP objective will ensure that PRPA continues as North America's and most reliable trade connections to Asia:
 - The proposed 70-acre development represents a significant opportunity for British Columbian and Western Canadian export sectors to reach international markets and enable new private sector investment in lumber, pulp mills, agricultural products, mines and petrochemical facilities.
 - Regional economic benefits include the creation of 200 jobs, and an additional 250 person years for facility construction. Additional indirect employment includes 2000 jobs related to trucking, longshore and service work.
- The Duke Point Terminal expansion make improvements to the terminal that will create an efficient container and break-bulk terminal that will reduce transportation costs:
 - The project includes a doubling of the existing berth to accommodate larger vessels and new warehousing capacity for additional storage and containers.
 - By increasing the berth length, it will eliminate congestion issues between container barges and increase supply chain efficiencies.
 - Over 350 direct and indirect jobs are expected to be created during the construction phase. When complete, the project is expected to create over 180 full time operating jobs.
- Cabinet Confidences; Advice/Recommentations

Decision Required:

Issue:

- Belleville Terminal Redevelopment
- Cabinet Confidences; Advice/Recommentations

Background:

- The Belleville International Ferry Terminal in Victoria's Inner Harbour serves as a major tourism gateway and port of entry for the Province, welcoming over 680,000 visitors annually (pre-COVID-19) from the Black Ball and Clipper ferries and contributing over \$100M in direct economic impact.
- Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications
- Together, the Ministry of Transportation and Infrastructure (MOTI) and the Ministry of Tourism,
 Arts and Culture (TAC), working with the Songhees and Esquimalt Nations and other partners have
 advanced redevelopment plans at Belleville to create an iconic, environmentally conscientious,
 pandemic-capable facility to greet visitors to British Columbia.
- As part of the Belleville redevelopment, a US Customs and Border Protection preclearance facility
 has been identified as the priority tourism infrastructure project by Destination Greater Victoria
 because of its significant economic contribution to southern Vancouver Island's tourism industry,
 growth potential for future homeport services for smaller commercial cruise ships at Victoria's
 Ogden Point Terminal, and future preclearance services at the Victoria International Airport.

Decision required:

Issue:

- BC Rail Business Plan
- . Cabinet Confidences; Advice/Recommentations

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Background:

Cabinet Confidences; Advice/Recommentations

- 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. Since 2004 it has also
 been mandated to sell all surplus real estate holdings under its subsidiary company, BCR
 Properties Ltd. (BCRP), on a commercial basis.
- Currently, BCRC has four key objectives: (1) ownership and management of the Port Subdivision Rail Line; (2) management of the CN Revitalization Agreement (CNRA); (3) land and strategic asset management; (4) support the development of Western Trade Corridors.
- BCRC's recent goals and strategies included in the Ministry's Service Plan have focused on management of the Port Subdivision, support of the Western Trade Corridor and ongoing management of strategic assets and leases.

Decision required:

Issue:

Cabinet Confidences

- In July 2020, Treasury Board directed that the Royal BC Museum Modernization Project (RBCM Project)'s governance and delivery be managed by the Transportation Investment Corporation (TI Corp), a Ministry of Transportation and Infrastructure (MOTI) Crown Corporation.
- MOTI prepared, and Cabinet subsequently approved, an Order-In-Council (OIC) granting TI
 Corp the authority to deliver the RBCM Project in September 2020 Cabinet Confidences
 Cabinet Confidences; Advice/Recommentations

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Background:

- On February 12, 2019, the Province announced its intention to modernize the Royal BC Museum (RBCM) in the Speech from the Throne. The RBCM Project has two components: the Collections and Research Building Project (CRB Project) and Museum Project.
- Treasury Board approved the business case for the CRB Project in July 2020 and was publicly announced in September.
- Cabinet Confidences; Advice/Recommentations

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- The OIC grants TI Corp the authority to deliver the RBCM Project under the Lieutenant Governor's authority under the *Transportation Investment Act* S.B.C. 2002, c. 45, s. 24.22.
- Cabinet Confidences; Legal Information

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Withheld pursuant to/removed as

Issue:

- Golden Ears Bridge
- . Cabinet Confidences; Advice/Recommentations

Background:

- In 2017 the Province announced the elimination of tolls on the Port Mann and Golden Ears Bridges.
- The GEB is owned and operated by TransLink, who relied on toll revenue to pay for the capital and operating costs of the bridge.
- The Province negotiated a Short-term Agreement with TransLink for the cessation of tolls on the GEB.
- The Short-term Agreement covers foregone toll revenue and one-time costs for toll cessation on the GEB.
- The term of the Short-term Agreement was August 23, 2017 to August 31, 2018 and has been continuing a month-to-month basis since.
- The annual cost is estimated to range between \$63 and \$68 million over the current three-year plan (Table 1). Future costs will be negotiated as part of a longer-term agreement.

Table 1

Payments to TransLink (millions)	2019/20	2020/21	2021/22	2022/23
	\$60.6	\$62.9	\$65.3	\$67.9

_ Cabinet Confidences

Decision required:

- While there are many potential long-term options, all fall within 2 broad categories:
 - o acquire the bridge and identified road inventory as provincial assets Advice/Recommentations; Advice/Recomment or
 - o retain TransLink ownership and the Province continues to fund expenditures related to the asset (annual costs as shown in Table 1).

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

George Massey Crossing (GMC)

Background:

- In December 2018, an Independent Technical Review was completed. Based on the Independent Technical Review, the ministry committed to three phases of a GMC Improvement/Replacement program:
 - \$40 million in immediate safety improvements to be completed in 2021
 - o Phase I identify measures to improve circulation that could be tendered in fall 2020
 - Phase II complete a business case for a replacement tunnel project by fall 2020
- In July 2019, the Metro Vancouver Task Force endorsed a short list of six options, focused on
 addressing significant off-peak congestion, managing peak congestion, and providing attractive
 options for transit and active transportation. All the shortlisted options call for a total of eight
 lanes with two priority lanes for transit. The short-list was:
 - o 6-lane bridge, plus 2 traffic lanes and multi-use path (MUP) in existing tunnel
 - o 6-lane bored tunnel, plus 2 traffic lanes and MUP in existing tunnel
 - o 6-lane immersed tube tunnel, plus 2 traffic lanes and MUP in existing tunnel
 - o 8-lane bridge with MUP
 - 8-lane bored tunnel, plus MUP in existing tunnel
 - 8-lane immersed tube tunnel, plus MUP in new or existing tunnel
- In October 2019, the Metro Vancouver Task Force indicated their preference for the 8-lane immersed tube tunnel option, which was later endorsed by the Metro Vancouver Board.
- The Ministry hosted two public open houses one on February 5th 2020, in Richmond, and a second on February 6th, 2020 in Delta. The purpose of the open houses was to review the potential interim improvements and to provide an update on the progress that has been made towards a long-term solution.
- The Ministry has continued to engage with Transport Canada, Vancouver Fraser Port Authority, Metro Vancouver Board, municipalities and communities to assess a solution that aligns with federal and regional plans until the end of September 2020.
- The Ministry has also continued to engage with the twelve identified Indigenous groups to understand their priorities for the project and the future state of the river.
- Advice/Recommentations; Intergovernmental Communications



Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

CORPORATE ISSUE/OPPORTUNITY NOTE

PLATFORM COMMITMENT

Issue:

- Improve Connections to Surrey and Langley Skytrain
- Government direction on (i) endorsement of change from Surrey Light Rail
 Transit (LRT) to Surrey Langley SkyTrain (SLS); (ii) the Province's interest in
 owning and delivering SLS; and (iii) submitting an SLS business case to Canada.

Background:

- The 2014 Mayors' Council's 10-Year Vision included 27 kilometers of LRT in Surrey. Phase Two of the Vision, approved by the Mayors' Council in 2018, included a 10.5 km, \$1.65B Surrey-Newton-Guildford (SNG) LRT project. It was intended that a future Phase Three would include 16.6 km of LRT along Fraser Highway from Surrey to Langley.
- In March 2018, Treasury Board approved allocation of Governm in provincial funding for Phase 2 of the Vision, which included SNG LRT, consistent with a provincial commitment to fund 40 per cent of the capital costs of all phases of the Mayors' Council Vision.
- In response to a request from Surrey, in 2019 the Mayors' Council suspended SNG LRT and instructed TransLink to proceed with planning and project development for SkyTrain on Fraser Highway from Surrey to Langley, using only funds approved for SNG LRT.
- In January 2020, TransLink submitted a business case to the Province for SLS, which assumes TransLink ownership and delivery of the project. The business case, which focusses on SLS Stage 1 from Surrey's King George SkyTrain station to Surrey's Fleetwood Town Centre, estimates that SkyTrain can be extended 7 km from King George to Fleetwood for \$1.63B and that continuing from Fleetwood to Langley City Centre would cost at least an additional Advice /Reco

Issue/Opportunity:

Advice/Recommentations

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CORPORATE ISSUE/OPPORTUNITY NOTE

PLATFORM COMMITMENT

Issue:

- Plan for Future Clean Transit Projects High Speed Transit Links for the North Shore
- In 2018, the Integrated North Shore Transportation Planning Project reviewed transportation needs for the North Shore and recommended a feasibility study of rapid transit between the North Shore and the Burrard Peninsula.
- The Province partnered with TransLink, the City of Vancouver and the North Shore municipalities
 on the Burrard Inlet Rapid Transit (BIRT) study, which was completed in August 2020 and is part of
 the analysis that is feeding into development of TransLink's 30-year Regional Transportation
 Strategy (Transport 2050)

Background:

- The study assessed the feasibility of potential North Shore crossing locations with staff from the Province, Squamish First Nation and the region.
- Stage 1 of the feasibility study considered alignment options for new connections based on topography, geotechnical, structural aspects, weather, environmental impacts and ridership projections and was completed in March 2020.
- Stage 2 of the study included a detailed engineering and planning review of shortlisted options and resulted in five possible routes for future planning consideration as shown in Attachment 1 and listed below:
 - 1. Downtown Vancouver to Lonsdale via First Narrows (tunnel crossing)
 - 2. Downtown Vancouver to Lonsdale via Brockton Point (tunnel crossing)
 - Downtown Vancouver to West Vancouver via Lonsdale (tunnel crossing)
 - 4. Downtown Vancouver to Lonsdale via Second Narrows (new bridge crossing)
 - 5. Burnaby to Lonsdale via Second Narrows (new bridge crossing)

Issue/Opportunity:

- The Province released the findings from the Stage 2 study in September 2020.
- The Province will continue to work with TransLink on the need, timing, and location of a future crossing.

Attachment 1: Stage 2 Feasible Crossing Options



CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

Pattullo Bridge Replacement Project

Background:

- The Province is delivering and 100% funding the Pattullo Bridge Replacement Project. The Project includes construction of the new bridge and demolition of the existing Pattullo Bridge and has an approved budget of \$1.377 billion for all Project costs. The new bridge will be owned and operated by the Province.
- The existing 83-year old structure which is owned and operated by TransLink does not meet modern design standards and many parts of it have surpassed their useful lives.
- A Design-Build-Finance contract at a value of \$967.5 million was awarded in February 2020 to Fraser Crossing Partners, a partnership between Acciona and Aecon. The contract includes design and construction of the new bridge, partial financing during construction and demolition of the existing bridge.
- Design of the new bridge is underway and regulatory reviews are in final stages. Major construction is set to begin in fall 2020. Bridge foundation construction is scheduled to commence imminently following receipt of regulatory approvals. The new bridge is scheduled to open to traffic in fall 2023.
- The new bridge will be cable-stayed, featuring one tower and two in-river piers (reduced from the six in-river piers of the current bridge), built just north and upstream of the existing bridge. It will have four-lanes built to modern safety standards, two-way pedestrian and cyclist facilities and wider lane widths to accommodate commercial vehicles. The Project also includes network improvements in Surrey and New Westminster.
- The bridge is being designed to not preclude future expansion to six lanes.
- The Project is being delivered under the provincial Community Benefits Agreement (CBA).
- Project-specific agreements have been entered into with the cities of New Westminster and Surrey and the Project team meets regularly with these municipalities.
- The name of the new bridge has not yet been determined. Various options, including an indigenous name, are being considered.

Issue/Opportunity:

Schedule

- The COVID-19 pandemic has resulted in some challenges conducting on-site pre-construction work, specifically archaeological investigation work that requires on-site monitoring or presence of archaeological crews. Remote archaeological monitoring has been implemented where possible.
- As a result, the static pile load test, which is geotechnical investigation work to inform the bridge foundation design, started later than scheduled. However, that work is now nearing completion and regulatory approvals are expected to drive the critical in-river construction start date.
- Key outstanding regulator approvals or acceptances are: BC Environmental Assessment Office
 acceptance of plans required by the Project's Environmental Assessment Certificate, Fisheries and
 Oceans Canada authorization, and Transport Canada permit.
- Each of these regulatory reviews incorporates Indigenous consultation. In some cases, Indigenous review periods were extended as a result of the COVID-19 pandemic.

Advice/Recommentations

Indigenous Relations

- The Province is consulting with 14 Identified Indigenous Groups, as identified through the Environmental Assessment process.
- The 14 groups include: Cowichan Tribes, Halalt First Nation, Katzie First Nation, Kwantlen First Nation, Kwikwetlem First Nation, Lake Cowichan First Nation, Lyackson First Nation, Musqueam Indian Band, Penelakut Tribe, Semiahmoo First Nation, Squamish Nation, Stz'uminus First Nation, Tsawwassen First Nation and the Tsleil-Waututh Nation.
- The Contractor is required to fulfill the Indigenous participation commitments to the Nations, including the Minimum Employment and Contracting Requirements, as defined in the Project Agreement.
- Fraser Crossing Partners (FCP) has identified an Employment and Contracting Coordinator to facilitate
 the development and implementation of the Indigenous Participation Plan and the Indigenous Training,
 Employment and Procurement Plan.
- The Project includes plans for Indigenous cultural recognition, interpretation, education and commemoration of heritage sites. The specific art and locations are currently in consultation with Indigenous Groups.
- Indigenous Groups have identified a request for the name of the new bridge to reflect input from Indigenous Groups.
- Intergovernmental Communications; Government Financial Information

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Issue:

• Broadway Line Project

Background:

- The Broadway Subway project is a 5.7-km extension of the Millennium Line from VCC-Clark Station to Broadway and Arbutus, adding six underground stations along the line.
- The Province is designing and building the Project, and TransLink will operate, maintain and provide the cars for the new line once complete in 2025.
- The budget is \$2.83 billion, funded and delivered by the Government of B.C., with contributions from the Government of Canada and the City of Vancouver.
- In September 2020, the Broadway Subway Project Corporation, an Acciona-Ghella joint venture, was awarded the contract valued at \$1.728 billion to design, build and partially finance the project.
- The Broadway Subway will transform how people get around with faster travel, better access, and
 fewer cars on the road. When it opens in 2025, the commute from VCC-Clark to Arbutus Station will
 take 11 minutes, saving the average transit commuter almost 30 minutes a day and relieving
 congestion along Broadway.
- The Broadway Subway 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.
- A decision was made by the mayors to fund and build rapid transit to UBC in two phases. The City,
 TransLink and UBC are currently involved in a planning initiative to extend the subway to UBC. In
 the meantime, the Arbutus Street terminus will be designed to allow for future rapid transit
 expansion to UBC.
- To prepare for construction, the project team has secured the land rights required for construction and operation, and undertaken early works involving utility relocations, rerouting the trolley buses and removing the overhead wires at the station locations. Engagement with local businesses and key stakeholders has been ongoing throughout and continues.
- The Project is being delivered under the provincial Community Benefits Agreement (CBA).

Issue/Opportunity:

- For the remainder of 2020, key activities involve finalizing construction plans and timelines, launching the station Design Advisory Process, securing project properties with fencing, and demolishing buildings to be used for station locations and laydown areas.
- Excavation of the stations, and construction of the elevated guideway and the tunnel portal is expected to begin in 2021 with tunneling starting in 2022.

Stakeholder Engagement

- Public engagement was initiated by the City of Vancouver and TransLink in 2017-18 prior to the Province taking over responsibility for delivery.
- The Province undertook public engagement in Fall 2019. Engagement with more than 2000 stakeholders along the alignment (individuals, groups and organizations along the BSP alignment including businesses, schools, residences and health services) has been undertaken through surveys

- to inform traffic and construction management plans, public open houses, pop-up events, street intercepts and in-person and virtual meetings, email and website outreach.
- For key stakeholders impacted by the construction, ongoing engagement will take place to continue building and maintaining positive relationships, ensuring awareness of construction activities and potential impacts. For businesses, this includes maintaining visibility and access and mitigating construction impacts such as a wayfinding plan that includes parking and access mapping in partnership with the City of Vancouver and TransLink.
- Public engagement will focus on: generating a high awareness of the project and providing opportunities for feedback, sharing construction details and information about the Station Design Advisory Process (web and social media, stakeholder engagement, virtual information sessions, media technical briefing, potential construction launch event), and planning education and involvement opportunities to build enthusiasm and interest in the community including with children and youth.
- Examples of key stakeholders include:
 - Canvas Building Residents and St. Francis Xavier School: located adjacent to the future Station location and tunnel portal excavation at Great Northern Way where we expect construction may be active 24/7 for the duration of the project;
 - Lee Building: heritage building located where the right of way narrows at Main Street;
 expect more significant traffic impacts during construction of the Mount Pleasant station;
 - St. Augustine School: located kitty-corner to the future bus loop at Arbutus Station; has
 expressly identified three main areas of concern: traffic management during construction
 and operations, safety and security once the station is in operations, and local air quality;
 - Health district: construction impact of vibration, noise, air quality and patient, family and visitor access.
 - Businesses located in Station Block locations where construction impacts will include street level excavation and construction of station boxes and contraction of station entrances.

Station names:

- Final station locations were confirmed in Fall 2019.
- Following contract award end of August 2020, TransLink announced the final station names in September 2020 chosen based on their wayfinding principles.

Issue:

Kicking Horse Canyon Phase 4 Project

Background:

- Kicking Horse Canyon Project Phase 4 includes reconstruction of the last 4.8 km of Highway 1 through the canyon to a modern 4 lane divided, 100km/h standard, along with rock fall hazard reduction works, median barrier and provision for cyclist and wildlife.
- The total project cost of the Project is estimated at \$601 million. The project is cost-shared, with the Government of Canada contributing \$215 million.
- Substantial completion is expected in winter 2023/24.
- A preferred proponent team, Kicking Horse Canyon Constructors, consisting of Aecon Group Inc., Parsons Inc. and Emil Anderson Construction, has been selected to enter into final contract negotiations with the Province.
- Construction is formally scheduled to start after the contract is signed in November 2020. Some early works are underway, such as geotechnical investigations and preliminary clearing.
- The Project is being delivered under the provincial Community Benefits Agreement (CBA).

Issue/Opportunity:

Traffic Management

- Because the final phase of KHCP4 is so complex, traffic disruptions and, at times, full highway closures during construction are unavoidable.
- The traffic management strategy, developed in consultation with a Community Liaison Committee and key stakeholders, minimizes traffic disruptions during the peak summer and winter travel periods.
- Winter, spring and fall seasons may see daytime stoppages from 20 minutes to 2 hours, and closures of up to 10 hours overnight.
- During the spring and fall shoulder seasons, there may also be multi-day closures in April and May, and from mid-September to the end of November, excluding fall 2020.
- The required highway closures and detour through Radium have received the support of both Golden and Radium city councils, who understand the need for closures to maintain safety for both workers and the travelling public.
- The team is continuing to collaborate with stakeholders in implementing the traffic management strategy. This includes regular engagement with the BC Trucking Association, to ensure the commercial trucking industry is properly consulted and the impact to the movement of goods is minimized.

CP Rail

- With the CP Rail line running along the base of steep, unstable slopes below the Trans-Canada Highway, the KHCP4 Project has unique and significant rail risk.
- The Project team has engaged closely with CP to understand the risks associated with working upslope of the railway. This has included an extensive Risk Review conducted by CP on the

- Project's reference concept.
- The Project has been working with CP to draft a formal agreement to govern the working relationship of the project.
- An agreement in principle was reached in September 2020 by both parties.
- The Design-Build contractor has a series of obligations within the Design Build Agreement to assess and protect the railway during construction. CP has also been included in the formal review and consent procedures with respect to the design and construction plans that may have an impact to the railway.

Rafting Access

- Whitewater rafting on the Kicking Horse River is a major tourism and economic driver in the Golden area.
- The rapids in the vicinity of the Yoho Bridge divide the river into two sections. In the upper canyon, rafts are launched near Beaverfoot Road and removed at the Rafter's Pullout Rest Area.
- To launch in the lower canyon, rafters crossed the CP Rail right-of-way at an uncontrolled crossing on a CP Rail service road accessed from the Trans-Canada Highway. In 2016, on the instruction of Transport Canada, CP prohibited access to this crossing location.
- The rafting community, supported by local and regional governments, has sought a solution to access the lower canyon as part of the scope of the Kicking Horse Canyon Project.
- While riverbank access is not in the project's scope, mandate or budget, MOTI agreed to have the
 project team review the feasibility of previously proposed options and identify if any other options
 could be considered.
- Initial findings of the feasibility fieldwork are to be shared with a steering committee) made up of
 local rafting businesses, the Town of Golden, CP, the Ministry of Tourism, Arts and Culture, and the
 KHCP4 Project team) in fall 2020. Funding and delivery (if any) and the identification of the
 appropriate agency for doing so, remain to be determined. Neither the funding nor delivery will be
 added to the scope of the KHPC4 project.

Issue:

Seeking New Federal Funding Infrastructure Program

Background:

There are a number of priority provincial major infrastructure projects with strategic regional significance the Province is looking to advance for federal funding partnership.

Project	Est. Capital Cost	Federal funding request	Status
George Massey Crossing Program	Cabinet Confiden	ces; Advice/Recommentations	
Royal BC Museum Modernization			
Belleville International Ferry Redevelopment			
Surrey/Langley SkyTrain Phase 2 (Fleetwood to Langley)			

Advice/Recommentations

- The federal government committed, in its election platform, to create a National Infrastructure Fund to support major nation-building projects that will benefit people across various regions, connect our country, and help improve the quality of life and standard of living of Canadians in significant and longlasting ways. This Infrastructure fund has yet to materialize.
- In September 2020, Premiers asked the federal government for an additional \$10 billion per year over 10 years to fund infrastructure projects across the country.
- The federal government frequently suggests that provinces seek Canada Infrastructure Bank (CIB) funding. The CIB provides loans only (not grants) of minimum \$100 million at rates competitive with what provinces and Crown Corporations are likely able to secure.
- However, without a revenue stream, these projects would likely not be candidates for CIB financing.

- There are a number of priority provincial major infrastructure projects with strategic regional significance the Province is looking to advance for federal funding partnership.
- These projects include the George Massey Crossing program, redevelopment of the Royal BC Museum, the Belleville International Ferry Terminal and the second phase of the Surrey/Langley SkyTrain.
- Advice/Recommentations; Intergovernmental Communications

Issue:

Deltaport/ Roberts Bank Expansion T2

Background:

To meet the projections for expected demand, the Vancouver Fraser Port Authority (VFPA) is planning to increase container terminal capacity at Roberts Bank from 2.4 Million to 4.8 Million twenty-foot equivalent unit containers (TEUs) through the proposed development of a new container terminal, Roberts Bank Terminal 2 (RBT2). VFPA is currently undergoing a joint provincial/federal environmental assessment for their proposed RBT2 container terminal. The Project would consist of three main components: a new marine terminal, a widened Deltaport Way causeway to accommodate additional road and rail infrastructure, and an expansion of the existing Roberts Bank tug basin.

In January 2014 the Federal Minister of Environment and Climate Change announced that the RBT2 project would undergo a federal environmental assessment by way of a review panel. The RBT2 project also constitutes a reviewable project for the Province of BC, and the BC Minister of Environment issued an order establishing the scope, procedures and methods concerning the environmental assessment for RBT2.

In May 2016, the federal Minister of Environment and Climate Change appointed an independent review panel to carry out an environmental assessment of the RBT2 project. The review panel has gathered and analyzed information, conducted public hearings, engaged a range of participants and sought responses from the VFPA, all of which have informed its report conclusions and recommendations. Ministry staff have been monitoring the RBT2 environmental impact assessment process and have coordinated with BC EAO as the review has proceeded.

On March 30, 2020 the RBT2 review panel issued its final report on the RBT2 project to the federal Minister of Environment and Climate Change. This starts the 150-day legislated timeline for the federal cabinet to make its environmental assessment decision. The federal Minister of Environment and Climate Change granted a 90-day extension until November 23, 2020 due to the impacts of COVID-19 on the federal government's ability to complete the report review and engagement steps within the 150-day period.

On August 24, 2020, the legislated timeline was paused as a result of a request for additional information to the VFPA by the federal Minister of Environment and Climate Change. The information request requires the VFPA to provide additional information related to fish habitat offsetting, effects to Southern Resident Killer Whales, effects to biofilm and migratory bird habitat, and effects to Indigenous peoples. The legislated timeline will resume once the information provided satisfies the request. It is expected this will cause a substantial delay in the federal EA decision, likely pushing the federal decision well into 2021.

If the RBT2 project receives federal approval, the provincial government will have approximately 30 days to issue a decision on the project's environmental assessment. The provincial environmental assessment decision is to be signed by the Minister of Environment as well as the Minister of Transportation and Infrastructure.

Global Container Terminals (GCT), the operator of Deltaport container terminal, is also proposing a capacity expansion of up to 2 million TEUs by adding a fourth berth to its existing 2.4 million TEU capacity terminal.

GCT's proposal involves filling in the foreshore adjacent to its existing third berth, which it believes to be a superior proposal versus RBT2 to achieve the needed increase in terminal capacity expansion at Roberts Bank. GCT completed its third berth in 2018 which in tandem with rail capacity improvements expanded Deltaport's operating capacity to 2.4 million TEUs. On September 28, 2020, GCT received approval from the Impact Assessment Agency of Canada (IAAC) and BC EAO to enter into the federal/provincial environmental assessment process.

Issue/Opportunity:

Ministry staff continue to work with BC EAO in completing its review of the impacts of RBT2 even as the federal legislated timeline has been paused. BC EAO is responsible for developing a report to support the provincial decision on RBT2 by the provincial Ministers of Environment and Transportation and Infrastructure. The provincial decision is to follow the federal decision, which is not expected until mid 2021.

GCT's proposed Berth 4 expansion is now in the planning phase of the impact assessment process. The planning phase has a legislated timeline of up to 180 days and requires the proponent to provide an initial project description which is the basis for the IAAC to complete engagement with provincial, territorial and Indigenous jurisdictions in order to prepare for a possible impact assessment. Subject to approval to proceed beyond the planning phase, the Berth 4 project would enter into the impact assessment phase.

Issue:

- Burrard Inlet Rapid Transit Feasibility Study
- In 2018, the Integrated North Shore Transportation Planning Project reviewed transportation needs for the North Shore and recommended a feasibility study of rapid transit between the North Shore and the Burrard Peninsula.
- The Province partnered with TransLink, the City of Vancouver and the North Shore municipalities on the study, which was completed in August 2020.

Background:

- The study led by Mott-Macdonald Ltd. assessed the feasibility of potential North Shore crossing locations with a Partner Working Group (PWG) consisting of staff from the Province and the region.
- Stage 1 of the feasibility study considered alignment options for new connections based on topography, geotechnical, structural aspects, weather, environmental impacts and ridership projections and was completed in March 2020.
- Stage 2 of the study included a detailed engineering and planning review of shortlisted options and resulted in five possible routes for future planning consideration as shown in Attachment 1 and listed below:
 - 1. Downtown Vancouver to Lonsdale via First Narrows (tunnel crossing)
 - 2. Downtown Vancouver to Lonsdale via Brockton Point (tunnel crossing)
 - 3. Downtown Vancouver to West Vancouver via Lonsdale (tunnel crossing)
 - 4. Downtown Vancouver to Lonsdale via Second Narrows (new bridge crossing)
 - 5. Burnaby to Lonsdale via Second Narrows (new bridge crossing)

- The province released the findings from the Stage 2 study in September 2020.
- The Province will continue to work with TransLink on the need, timing, and location of a future crossing.

Attachment 1: Stage 2 Feasible Crossing Options



PLATFORM COMMITMENT

Issue:

Improve Connections to Surrey and Langley – Rail and Rapid Bus

Background:

- The 2014 Mayors' Council's 10-Year Vision included 27 kilometres of LRT in Surrey along Fraser Highway, 104 Avenue and King George Boulevard.
- The Mayors' Council's current priority is now SkyTrain along Fraser Highway, and TransLink/federal funding is available for a section from King George Station to Fleetwood (TransLink estimates \$1.6B).
- Other opportunities include:
 - Extending SkyTrain along Fraser Highway from Fleetwood to Langley (new platform commitment, approx. Governme)
 - o Bus rapid transit on 104 Avenue and King George Highway (TransLink estimates \$900M)
 - o Extend SkyTrain down King George Boulevard to Newton (no TransLink cost estimates yet)

- Cabinet Confidences; Advice/Recommentations
- Discussions with TransLink and Mayors' Council on the next phase of transit expansion in Metro Vancouver, including the additional Surrey corridors.

PLATFORM COMMITMENT

Issue:

Expand Transit Options – West Coast Express

Background:

- West Coast Express is operated and funded by TransLink and provides commuter rail service between Mission and downtown Vancouver on the CP Rail track.
- The section from Maple Ridge to Mission is outside of the TransLink service area. Mission contributes additional funding for this the service.
- TransLink is currently preparing its Transport 2050 plan for future transit expansion.
- The Province is also currently engaged in the Fraser Valley Integrated Transportation
 Development Plan which could include recommendations for transit services.

- With continued growth in the Fraser Valley, demand for services may increase.
- The Province can work with TransLink in alignment with its Transport 2050 strategy and the Province's Fraser Valley Integrated Transportation Development Plan to plan and support future expansion of West Coast Express.

Issue:

Nanaimo Port Authority

Background:

- Nanaimo Port Authority is established by the Government of Canada pursuant to the Canada Marine Act, and accountable to the federal Minister of Transport.
- The mandate of the Nanaimo Port Authority is to manage and administer the tenancy of approximately 150 acres of federal port lands to be used for goods and passenger movements while ensuring the protection and navigational safety of the Nanaimo Harbour.
- The Nanaimo Port Authority is a for profit, non-shareholder entity that must remain financially selfsufficient without subsidy from any level of government.
- The Port of Nanaimo is one of Canada's smaller CPAs, handled approximately 4.6 million tonnes of cargo and 5.7 million cruise ship passengers in 2019. The Port's main export cargo is forest products shipped at the Duke Point Terminal. Currently the facility transfers lumber and pulp onto breakbulk vessels or into containers that are transshipped to Vancouver via barges.
- The Port is planning to expand Duke Point terminal to handle larger deep sea container vessels.
- The Port of Nanaimo also operates a cruise ship facility along with small craft marinas, a seaplane terminal, and waterfront developments to support tourism.
- Under the provisions of the Canada Marine Act, the Nanaimo Port Authority's board consists of seven
 members who are appointed for terms of up to three years. The Province appoints one director to the
 board. Four directors are appointed by the federal government on the recommendation of port users;
 one director is appointed by the federal government directly, and one director is appointed by the City of
 Nanaimo. Current board appointees are:
 - Provincial: Doug White (three-year term expires June 1, 2022)
 - Federal: Donna Hais (Chair), Fred Denning; Barbara Coe (one direct federal appointee and one federal port user appointment are vacant)
 - Municipal appointee: Michelle Corfield

Issues / Opportunity:

- Cabinet Confidences; Advice/Recommentations
- In order to support the expansion at Duke Point, the terminal operator, DP World, is planning to expand the short sea shipping volumes between Vancouver Island and Vancouver. Their intention is to make Nanaimo a critical goods movement hub for western Canada. The Port's terminal expansion will also create access to affordable industrial land for necessary warehousing and logistics to support the Port of Vancouver, which is currently constrained by a shortage of trade-enabling industrial land.

Key Contact:

- Name: Sohee Ahn
- Title: Executive Director, Integrated Transportation and Planning Branch
- Phone:Government Financial

Issue:

Port Alberni Port Authority

Background:

- Port Alberni Port Authority (PAPA) was created in July 1999 under the legislative authority of the Canada Marine Act.
- The Authority's mandate includes the responsibility for the stewardship of federal port lands in and around Port Alberni, to facilitate Canada's trade objectives, ensuring goods are moved safely, while protecting the environment and considering local communities.
- The Port Is located at the head of Alberni inlet, 58 kilometres from the Pacific Ocean an all-year-round, ice-free port where vessels can be accommodated at all stages of tide.
- The Port has diversified revenue streams such as deep-sea shipping, property leases, marina management and plays an important role in the storage, distribution and marketing of forest products in the central Vancouver Island Economy.
- Cargo volumes through the Port have experienced significant fluctuations in recent years due to changes in market conditions and the logistics and distribution decisions of the local forestry clients.
- Within the provisions set out in the Canada Marine Act, the PRPA board consists of seven directors
 appointed for three-year terms. Maximum term amount is three, three-year terms. One
 appointment is allotted by the province, four directors are appointed by the federal government
 on the recommendation of port users, one director is appointed by the federal government
 directly, and one director is appointed by the Municipality. The current appointees are:
 - Provincial: Cynthia Dick (appointed in October 2018)
 - Municipality: Ken McRae
 - Federal / Port User: Ron Crema (Chair), Allan Haggard, Dennis Jonsson, Rhonda Johnson and Shelley Chrest

Issue/Opportunity:

PAPA has been interested in pursuing opportunities to expand and diversify its operations by building
a floating dry dock to expand into ship building and repair. The Ministry of Jobs, Economic
Development and Competitiveness is the lead ministry for the shipbuilding industry.

Key Contact:

Name: Sohee Ahn

Title: Executive Director, Integrated Transportation Planning Branch

Phone: 778-698-2870

Issue:

Prince Rupert Port Authority

Background:

- Prince Rupert Port Authority (PRPA) was created in 1997 under the legislative authority of the *Canada Marine Act.*
- The Authority's mandate is to regulate port operations, develop port lands and support the growth of Canadian trade by facilitating and expanding the movement of cargo and passengers through the Port of Prince Rupert in a commercially viable manner.
- The Port of Prince Rupert is North America's closest west coast port to Asia, strategically located on British Columbia's north coast with excellent road and rail transportation systems to western and eastern Canada.
- The Port is one of North America's fastest growing ports, handling approximately \$50 billion in international trade, creating \$1.5 billion of economic activity, \$125 million in annual tax revenues for all levels of government and supporting more than 6,000 jobs in the region. Last year the Port of Prince Rupert moved nearly 30 million tonnes of cargo, an increase of 12 percent over last year.
- An anticipated \$2 billion in capital expansion projects starting in 2020, will support further cargo growth at the Port.
- Within the provisions set out in the Canada Marine Act, the PRPA board consists of seven directors
 appointed for three-year terms. Maximum term amount is three, three-year terms. One
 appointment is allotted by the province, four directors are appointed by the federal government on
 the recommendation of port users from the business community, one director is appointed by the
 federal government directly, and one director is appointed by the City of Prince Rupert / District of
 Port Edward. The current board appointees are:
 - Provincial: Peter Lantin (appointed in June 2019 for his first three-year term)
 - City/District: John Farrell
 - Federal: Frans Tjallingii (Chair), Jennifer Clarke, Kenneth Clayton, Beverley Clifton Percival and Rita Andreone.

- Cabinet Confidences; Advice/Recommentations
- In 2019, the Port, the City of Prince Rupert and terminal operators collaborated to establish Redesign Rupert and launch Prince Rupert 2030 to support community and port growth and development in Prince Rupert.

Key Contact:

Name: Sohee Ahn

• Title: Executive Director, Integrated Transportation Planning Branch

• Phone: 778-698-2870

Issue:

Vancouver Fraser Port Authority

Background:

- The Vancouver Fraser Port Authority (VFPA) is established by the Government of Canada pursuant to the *Canada Marine Act*, and accountable to the federal Minister of Transport.
- The VFPA is responsible for the stewardship of federal port lands in and around Vancouver, British
 Columbia. The Port jurisdiction consists of 1,000 ha of land and 16,000 hectares of water. Like all Canada
 Port Authorities, the VFPA is a for profit, non-shareholder entity that must remain financially selfsufficient without subsidy from any level of government. VFPA's mandate is to facilitate Canada's trade
 objectives, ensuring goods are moved safely, while protecting the environment and considering local
 communities under the Canada Marine Act.
- The Port of Vancouver is Canada's largest port by tonnage, handling 144 million metric tonnes in 2019 and supporting \$240 billion worth of trade. It is the largest export port on the West Coast of North America and enables trade with 170 countries.
- Per provisions in the Canada Marine Act, the VFPA board consists of eleven members who are appointed
 for terms of up to three years. The Province appoints one director to the board. Seven directors are
 appointed by the federal government on the recommendation of a port user group; one director is
 appointed by the federal government directly, one director is appointed by the 16 surrounding
 municipalities, and one director is appointed by the other western provinces. The current board
 appointees are:
 - BC: Ken Georgetti (three-year term expires May 20, 2022)
 - Federal: Judy Rogers (Chair), Bruce Chan, Mike Corrigan, Lisa Ethan, Chief Clarence Louie,
 Joanne McLeod and Craig Munroe
 - Western Provinces: Carmen Loberge
 - Municipal: Darrell Mussatto
- The port complex consists of 26 different marine terminals handling a diversity of cargos and passenger movements.
- MOTI collaborates with the Port, Transport Canada and other entities through infrastructure planning
 initiatives like the Greater Vancouver Gateway Council, the Gateway Transportation Collaboration Forum
 and the Greater Vancouver Urban Freight Council.

- The VFPA is planning to increase container terminal capacity at Roberts Bank from 2.4 Million to 4.8
 Million twenty-foot equivalent unit containers (TEUs) through the proposed development of a new
 container terminal (see note Roberts Bank Container Terminal Proposed Expansion Terminal 2 /
 Deltaport Berth 4).
- The VFPA has identified an industrial land shortage as a critical issue. Without adequate off dock industrial land to support goods movement there may be significant limits to the growth of future container traffic through the gateway as well as movement of transportation logistics facility outside the Lower Mainland and the province.
- The development of shortsea shipping at the gateway has become an opportunity to access new

industrial land and reduce congestion and delay experienced by container trucks in the port. Logistics hubs served by barge could optimize short truck moves along the Fraser River and create interregional opportunities in the Fraser Valley or mid Vancouver Island. Currently, BC MOTI is collaborating with the VFPA on the assessments of different operating models and the business case for the development of short sea shipping terminals and services at the gateway.

Key Contact:

Name: Sohee Ahn

Title: Executive Director, Integrated Transportation and Planning Branch

Phone: Government
 Financial

BRIEFING NOTE

CROWN AGENCIES

Name: Transportation Investment Corporation (TI Corp)

Legislative Authority: TI Corp was established under the *Transportation Investment Act*. TI Corp is a taxpayer-supported crown corporation and became a subsidiary of the BC Transportation Finance Authority on April 1, 2018. TI Corp must also meet the requirements common to other government corporations and organizations under the *Financial Administration Act* and the *Budget Transparency and Accountability Act*.

Mandate: Transportation Investment Corporation has a mandate to provide enhanced oversight, management, procurement, and delivery of assigned major capital projects. In June 2018, the Government of B.C. re-purposed TI Corp to become the Ministry of Transportation and Infrastructure's major project governance and delivery organization. TI Corp is committed to building capacity internally and, by extension, within the BC Public Service. The organization will apply robust and consistent controls and practices across the major transportation projects.

TI Corp is currently delivering \$4.8 billion in major infrastructure projects on behalf of the Ministry of Transportation and Infrastructure; specifically, the Pattullo Bridge replacement Project, the Broadway Subway Project and the Kicking Horse Canyon Project – Phase 4.

In September 2020, TI Corp was given authority and direction to deliver the Royal British Columbia Museum Project on behalf of the Ministry of Tourism, Arts and Culture.

Current Appointees: The BC Transportation Financing Authority is empowered to appoint, by resolution, up to seven (7) directors to the board of the Transportation Investment Corporation (TI Corp) pursuant to section 24.3 of the *Transportation Investment Act* (British Columbia). The chair of the board is a director who is designated in writing as chair by the Minister of Transportation and Infrastructure. The current TI Corp Board of Directors is composed of six (6) members.

Member	Title at time of Appointment	Commencement of	Expiry of
		Appointment	Appointment
Sabine Feulgen (Board Chair)	Private Consultant	December 16, 2019	December 1, 2022
Nicole Asselin	Private Consultant	January 31, 2020	December 1, 2022
Glen Copping	Private Consultant	May 20, 2020	March 31, 2022
Marina Pratchett, Q.C	Private Consultant	April 01, 2020	March 31, 2022
Grant Main	DM, Ministry of Transportation &	November 2018	At pleasure
	Infrastructure		
Lori Wanamaker	DM, Ministry of Finance	November 2018	At pleasure

Appointments required:

N/A

Issue(s):

None at this time

Key Contact:

- Lesley Ballman
- Executive Director, Major Projects
- 250-361-6584

BRIEFING NOTE

CROWN AGENCIES

Name: British Columbia Railway Company (BCRC)

Legislative Authority:

BCRC is a Commercial crown 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*.

Mandate:

BCRC's primary mandate is to acquire and hold railway corridor and strategic port lands and to make related infrastructure investments to provide benefits to the province. BCRC owns the former BC Rail railway lands and tracks infrastructure, which is leased to CN Rail through the Revitalization Agreement.

Consistent with western trade corridor strategies, BCRC owns and operates the Roberts Bank Port Subdivision rail line (a 40-kilometre track from Surrey to the Roberts Bank coal and container terminals). BCRC, through its subsidiary BCR Properties Ltd., also owns port-related lands which are leased to terminal operators, including those upon which the Vancouver Wharves and Squamish Terminals port facilities operate.

BCRC's subsidiary, BC Rail Properties Ltd., also owns surplus real estate holdings no longer required for railway and/or port operations. Its mandate is to dispose of this surplus real estate at market value through competitive process.

Current Appointees:

Under the British Columbia Railway Act, the board consists of up to nine members appointed by the Lieutenant Governor in Council. Grant Main, Deputy Minister of Transportation and Infrastructure, is the sole Director, appointed under OIC 186/11, May 19, 2011; serving at pleasure (without expiry).

Appointments required:

No appointments required

Issue(s):

Cabinet Confidences

Key Contact:

- Carol Bishop
- Executive Director, Crown Agencies
- 778.974.5061

Ministry of Transportation and Infrastructure 2020 Transition Binder

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INTEGRATED TRANSPORTATION AND DEVELOPMENT PLAN

ADM Responsible: Executive Lead, David Greer

Core Business/ Program Area Description/Critical Business Processes:

The Ministry of Transportation and Infrastructure and the Ministry of Municipal Affairs and Housing are working in partnership to develop the Integrated Transportation and Development Strategy (ITDS). The long-range strategy will better align provincial priorities with local, regional, and Indigenous transportation and land use objectives. The ITDS is a province-wide, 30-year strategy that will:

- Underpin a robust and resilient economy;
- Respect and build on existing planning structures, authorities and plans;
- Enable the uninterrupted and efficient movement of people and goods;
- Encourage smart growth of diverse, affordable, resilient and connected communities;
- Reduce BC carbon emissions and adapt to complex climate change challenges;
- Incorporate systems thinking and maximize the value of all levels of government investments;
- Build on current plans for investment in transportation and infrastructure; and
- Provide a collaborative, all-of-BC approach to planning across jurisdictional boundaries.

The ITDS will help government optimize and integrate investment decisions related to transportation, economic development, affordable housing, and climate action, securing greater benefits to the public and advancing strategic provincial objectives.

Budget:

Executive Lead salary is part of Deputy Minister's Office budget

Full Time Equivalents (FTEs): 1

Related Legislation: N/A

Organizational Chart:

Executive Lead works primarily with staff from the Integrated Transportation and Development Branch and engages staff across the Ministry which hold relevant responsibilities.

30/60/90 DAY DECISION NOTE

Issue:

- BC Container Trucking Commission OIC
- Within 30 days a decision is required to re-appoint the Container Trucking Commissioner,
 Michael Crawford, whose term is currently set to end November 30, 2020.

Background:

- The Container Trucking Commissioner enforces compliance with the Act; issues licences to
 container trucking service providers; enforces regulatory compliance; facilitates ongoing
 reviews of rates, policy and regulatory matters in consultation with industry; set trucking
 rates and remuneration for licensees and oversees the confidential complaint process for
 container drayage activity.
- Prior to his appointment as Commissioner in November 2017, Mr. Crawford served as the
 Deputy Commissioner in 2016-17 and then the interim Commissioner from September 1 –
 Nov 30, 2017. His extensive experience in Lower Mainland container trucking issues
 contributed to the development of the Container Trucking Act, associated regulations and
 the Container Trucking Services License, and in establishing the Office of the Container
 Trucking Commissioner. He has led the establishment of his office's practices and
 procedures, overseen the office's audit program and truck tag management system, as well
 as issuing of Container Trucking Services Licenses.
- For the purpose of remuneration classification, the Appointee Remuneration Committee
 established the Container Trucking Commissioner as a Group (Level) 3 tribunal to be paid in
 accordance with the Treasury Board directive for Appointees to Administrative Tribunals. Cabi
 Cabinet Confidences

Decision required:

Cabinet Confidences

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30/60/90 DAY DECISION NOTE

Issue:

- Container Trucking Off-Dock Report
- Within 60 days a decision on recommendations from the Container Trucking Commissioner's Off-Dock Report is required.

Background:

- The evolution of the drayage industry with respect to on/off-dock movements began in 2003 when
 marine terminals lacked the space to store empty containers due to increasing volumes of port
 activity.
- This resulted in the off-dock storage of containers at various throughout the Lower Mainland by private container storage companies.
- With the advent of off-dock container storage, demand for container trucking services increased.

Commissioner's Mandate

- In late 2014, following a four-week labour disruption at the Port of Vancouver, the province enacted the Container Trucking Act (the Act), Regulations and established the Office of the BC Container Trucking Commissioner (OBCCTC).
- Under the Act, the Container Trucking Commissioner has a mandate to manage Container Trucking Service (CTS) licenses, enforce regulatory compliance, set trucking rates and remuneration for licensees, and facilitate ongoing policy and regulatory reviews.
- Trucking companies engaged only in off-dock trucking that do not require access to marine terminals are not required to have a license and do not fall within the scope of the Act and Regulation.
- A truck can essentially operate without a license of tag if they only move containers from off-dock locations.
- The OBCCTC only regulates and enforces rates of off-dock activity for trucks that have licenses and tags. For this there are separate regulated rates for off-dock and on-dock work.
- The off-dock rates are only slightly lower than on-dock rates.

Off Dock Activity

- A number of container trucking stakeholders have raised concerns over the Commissioner's enforcement of off-dock activity.
- As noted above, the extent of the Commissioner's regulatory jurisdiction and enforcement of offdock rates extends only to companies with CTS licenses that permits them to access port terminals.
- The *Act* and Regulation, and the regulated off-dock rates, do not apply to companies without a license.

Advice/Recommentations

- The Province and the OBCCTC commissioned a study to better understand off-dock truck trips that support containerized shipping throughout the lower mainland.
- The report was released publicly in September and the Commissioner is engaging industry on its findings to help support the development of a report and recommendations to the Minister.
- Advice/Recommentations

Decision required:

Advice/Recommentations

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Issue:

Integrated Transportation and Development Strategy

Background:

 The Ministry of Transportation and Infrastructure and the Ministry of Municipal Affairs and Housing are working in partnership to develop an Integrated Transportation and Development Strategy (ITDS). The long-range strategy will better align provincial priorities with local, regional, and Indigenous transportation and land use objectives. The ITDS is a province-wide, 30-year strategy is intended to:

Advice/Recommentations

 The ITDS will help government optimize and integrate investment decisions related to transportation, economic development, affordable housing, and climate action, securing greater benefits to the public and advancing strategic provincial objectives.

- With pre-COVID congestion forecast to increase 40 percent by 2030 and the provincial population expected to grow by another million people by 2050, comprehensive integrated transportation and development planning will be necessary to accommodate smart growth, increase efficiencies, and respond to conditions that lead to sprawl. The ITDS provides an opportunity to consider how communities and the transportation systems that connect them look now, and how they could be improved post-COVID recovery.
- Advice/Recommentations

Page 055 of 216

Withheld pursuant to/removed as

Advice/Recommentations

Issue:

2020 Container Trucking Services License Issuance and Overall Truck Tag Reduction

Background:

- In 2014, the Province enacted the *Container Trucking Act* and Regulation establishing the Office of the BC Container Trucking Commissioner (OBCCTC) in order to bring stability to the container trucking industry that services lower mainland ports and other container logistics facilities.
- The Act provides the CTC with authority to issue and manage the Container Trucking Services Licences (CTS Licence) and the Truck Tag policy. Each licence is assigned a number of Truck Tags, which Licensees can assign to fleet trucks (driven by company employees), or trucks owned and operated by Independent Owner-Operators (I/Os) who must enter into a Sponsorship Agreement with the Licensee.
- From September 2019 to the end of February 2020 the OBCCTC conducted stakeholder engagement on proposed reforms to the CTS licensing process and the truck tag policy, including updated information requirements and clear evaluation criteria.
- The licensing process was last performed in 2015, and licenses have been renewed by the Commissioner over the intervening years.
- The purpose of the licensing reform process was to ensure better enforcement and to ensure companies have the appropriate amount of truck tags for available work.
- This will assist with enforcement through better tracking and ensures that drivers (I/Os) are directed to available work.
- The process will ultimately benefit drivers by better matching the number of drivers with available
 work. Companies that have been misrepresenting the number of tags they have for available work
 could be exposed through the process.
- Some trucking companies will benefit with fairer distribution of tags.
- Due to the uncertainties arising from COVID 19, the licensing application process was postponed until Summer 2020 and the license term was extended until November 30 to give companies more time to comply with the requirements.
- License applications were open from July 6, 2020 to August 4, 2020. On September 9, 2020 the OBCCTC issued conditional approvals to companies stating the number of truck tags to be issued effective December 1, 2020.
- The OBCCTC will be working with companies over the coming weeks to determine final tag numbers and how they will be allocated to either company trucks or I/O trucks. Current tags and licenses will remain in effect until the final licenses and tags are issued on December 1, 2020.
- On October 9, 2020, the Port Transportation Association and a group of small companies filed a petition in the Supreme Court for a Judicial Review on the licensing process.
- The review is expected to be heard in late November/early December.
- The OBCCTC has agreed to suspend the licensing process for those petitioners until a decision is made.

Issue/Opportunity:

- Currently there are 1,618 tags in the system.
- The Commissioner is prioritizing the removal of truck tags that are vacant or severely underutilized over several years (an estimated 50-60 tags).
- Truck tags will be assigned to applicants based upon historic fleet efficiency, compliance history and their business case. If an I/O truck loses a truck tag and a sponsorship agreement is severed, this will not occur until November 30.
- Advice/Recommentations

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- The Commissioner is currently engaging industry on the findings of the recently released Province/OBCCTC Off-Dock Drayage Insights report.
- The report included insights regarding licensed fleets using untagged and/or unlicensed trucks to perform off-dock container moves at rates lower than the Commissioner's off-dock rates.
- Advice/Recommentations

Issue/Opportunity:

Fraser Valley Integrated Transportation Development Plan

Background:

- The Fraser Valley Regional District (FVRD) is comprised of six member municipalities and eight electoral and has a population surpassing 300,000. The (Pre-COVID) FVRD population is expected to surpass 440,000 by 2041, a 46% increase from the 2016 population number.
- The Fraser Valley region is experiencing rapid growth, resulting in heavy demands on the highway system (Pre-COVID 11% growth in traffic per year).
- The Fraser Valley does not currently have an integrated multimodal transportation planning strategy for the region. Transportation plans or strategies are traditionally developed by different levels of government, and are limited in the modes of transportation considered, or are contained within jurisdictional boundaries.
- Congestion on Highway 1 through the Fraser Valley continues to increase due to a combination of
 growing commercial truck traffic, local trips within the valley, and commuting trips to Metro
 Vancouver. Increasing congestion on the Highway 1, has led to requests for more investment in
 the transportation network through the Fraser Valley.
- MOTI has initiated an integrated multi-modal transportation and development plan for the Fraser Valley.
- MOTI is working with MAH and JEDC on land use, housing, economic development and innovation corridors focusing on distributed growth, to enable people to live close to their jobs and have ready access to services they rely on.
- This study will look at traffic congestion and travel demand in this fast-growing region and examine and evaluate options for all modes, including new transit and transportation initiatives to enable the efficient movement of people and goods in/through the region. The study will also look at the relationship between land use and transportation investment decisions, to see if efficiencies and congestion solutions can be achieved long-term.
- Current invest in transportation infrastructure in the region, includes:
 - Widening of Highway 1 between 202nd Street and 216th Street with a new interchange at 216th Street (\$61.9M);
 - Widening of Highway 1 between 216th Street and 264th Street to 6-lanes to provide Advice/Recommentations including reconfiguring the 232nd Street interchange and new underpasses at Glover Road and the CP Rail crossing (\$235M).
 - Planning work that is building on high-level work completed in 2016, to understand future access requirements on Highway 1 between 264th Street and Mt. Lehman Rd.
- Advice/Recommentations
- Regional transit service is currently provided by BC Transit. The Fraser Valley Express (FVX) Route 66 links Chilliwack and Abbotsford and it also connects both services to TransLink via the Carvolth Exchange in Langley.

The Province continues to support local, regional and inter-regional transit, and will continue to
work with TransLink on their Transport 2050 plan, as well as BC Transit, local governments and
their communities to investigate ways to more efficiently move people within/through the region
and reduce congestion.

- The Province recognizes the critical role that Highway 1 plays in supporting an innovation growth corridor through the Fraser Valley to ensure a sustainable economic future.
- Transit ridership in the Fraser Valley is currently around 2%. The majority of car trips that originate
 in the Fraser Valley also terminate in the Fraser Valley. Through the study there are opportunities
 to improve transit ridership and study the regional road network to investigate efficiencies.
- The study will represent a demonstration project for Integrated Transportation and Development Strategy (ITDS). Findings and recommendations from this study will inform transportation and housing investments, and provincial and national trade corridor needs and impacts.
- Phase one engagement was launched in the summer with participants including regional districts, local governments, First Nations, transit agencies and the public to understand the City's priorities, values and aspirational goals regarding transportation and development in the Fraser Valley.
- Next steps will be broader engagement, followed by technical planning work and investment recommendations.
- Advice/Recommentations

PLATFORM COMMITMENT

Issue:

• Plan for future clean transit projects – Expansion of rail up the Fraser Valley

Background:

- The Fraser Valley Integrated Transportation and Development Plan (FVITDP) study, initiated by the Ministry of Transportation and Infrastructure in the spring of 2020, is undertaking a comprehensive analysis of multi-modal transportation systems in the Fraser Valley with the objective of developing potential options to support people and goods movement for this rapidly growing region of British Columbia.
- All modes are being considered in the study including commuter rail. Commuter rail has been put
 forth by organizations in the Fraser Valley focused around the old 99Km BC Hydro Interurban line.
 Portions of the route are being used by CP Rail for goods movement.
- As a result of initial work completed for the FVITDP, it was recognized that to better understand
 rail opportunities for the Valley, there is a need to develop a comprehensive analysis of both the
 overall existing rail network freight and passenger capacities, along with the throughput and
 forecasts for freight on these main rail corridors throughout the Fraser Valley, as well as across
 Metro Vancouver as many corridors start/terminate in the region.
- Importantly, forecasts for the next couple of years, as well as the recent West Coast Express (WCE) study by TransLink, need to be integrated into a more comprehensive picture of capacity and corridor conditions to enable the FVITDP study to better understand how to:
 - a. Continue discussions with the key stakeholders (Railways, TransLink, Ports, Municipalities);
 - b. Engage special interest groups such as the South Fraser Interurban Railway group;
 - c. Integrate rail opportunities into the broader FVITDP study as it is developed; and,
 - d. Develop understanding to inform discussions with various stakeholders including the public

Issue/Opportunity:

Advice/Recommentations

BRIEFING NOTE

CROWN AGENCIES

Name: British Columbia Container Trucking Commissioner

Legislative Authority: The Container Trucking Act

Mandate:

The Container Trucking Commissioner (OBCCTC) enforces compliance with the Act; issues licences to container trucking service providers; enforces regulatory compliance; facilitates ongoing reviews of rates, policy and regulatory matters in consultation with industry; set trucking rates and remuneration for licensees and oversees the confidential complaint process for container drayage activity.

Current Appointees:

Commissioner: Michael Crawford

o Term: November 30, 2017 – November 30, 2020

Deputy Commissioner: Sheryl Kozyniak

o Term: January 7, 2019 – January 6, 2022.

Appointments required:

Cabinet Confidences

Issue(s):

- 30 Day Issue: The Container Trucking Commissioner's term is currently set to end November 30, 2020. A
 decision regarding re-appointment will need to be made prior to this date. Cabinet Confidences
 Cabinet Confidences
- 60 Day Issue: The Province and the OBCCTC commissioned a study to better understand off-dock truck trips
 that support containerized shipping throughout the lower mainland. The report was released publicly in
 September and the Commissioner is currently engaging industry on its findings to help support the
 development of a report and recommendations to the Minister. Advice/Recommentations
 Advice/Recommentations
- 60 Day Issue: A new licensing application period was opened July 6, 2020 with conditional approvals issued to companies by OBCCTC in September stating the number of truck tags to be issued effective December 1, 2020. Some companies are concerned with their conditional tag allotments and have requested the OBCCTC not proceed with licensing and preserve the existing truck tag allocations. The OBCCTC has stated it will not stop the licensing process. In October 2020, 16 licensed companies that are members of the Port Trucking Association (PTA) filed a petition for judicial review which challenges the licensing process. The OBCCTC has engaged AGBC litigation counsel and will be developing a response to the companies' petition.

Key Contact:

- David Greer
- Executive Lead Partnerships Department
- 250-356-7904

Ministry of Transportation and Infrastructure 2020 Transition Binder

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Crowns, Regulators and External Service Providers

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BC Ferry Authority and Board of Directors

BC Ferry Commission

BC Ferry Services Inc.

Prince George Airport Authority

BC Transit (BCT)

Victoria Airport Authority

Victoria Regional Transit Commission

TRANSPORTATION POLICY AND PROGRAMS DEPARTMENT

ADM Responsible: Deborah Bowman, Transportation Policy and Programs Department

Core Business/ Program Area Description/Critical Business Processes:

The Transportation Policy and Programs Department is responsible for strategic transportation policy, legislation, regulations and program implementation. This includes air, rail and marine modes, intergovernmental relations, active transportation and airport grant programs, provincial transit programs including BC Transit, active transportation strategies and climate change initiatives, corporate planning, strategic initiatives and writing services. The department also has oversight of the inland and coastal ferry system (including the Coastal Ferries Services Contract with BC Ferries) in British Columbia. Key program responsibilities and activities include:

Transportation Policy and Legislation Branch: develops and implements transportation policy across all transportation modes of provincial responsibility, and advocates transportation policy that supports provincial and ministerial objectives in various federal / provincial and Canada / US forums. The branch leads the Ministry's legislative program including Orders in Council and regulations. As a member of the branch, the Registrar of Rail Safety has delegated authority to issue operating permits to provincially- regulated railway companies, and oversight of the relationship with Technical Safety BC as the ministry's delegated authority to ensure rail safety on provincial rail lines in BC. The Rail Registrar also has the authority to apply terms and conditions to a provincial railway operating permit.

Marine Branch: is responsible for the *Coastal Ferries Act* and manages the province's Coastal Ferry Services Contract (CFSC) which defines the routes and minimum service levels to be delivered to coastal communities across the province by BC Ferry Services Inc, an entity independent of government. The branch is also responsible for the provincial inland ferry fleet and ensuring contracted services provide safe, reliable and efficient operation of the 14 inland ferry routes in British Columbia.

Transit Branch: is responsible for provincial transit policy, legislation, budget and program development, negotiating and administering funding and cost sharing agreements as well as implementing and monitoring transit investments and other initiatives. The Branch also supports BC Transit (Crown corporation) carry out its responsibilities and works closely with Ministry of Municipal Affairs and Housing to ensure continuity with TransLink operations to ensure British Columbia has a reliable, affordable and safe public transit system.

Transportation Programs and Corporate Initiatives Branch: is responsible for the provincial Active Transportation Strategy as well as the active transportation and airport cost shared grant program, climate action initiatives and delivering Highway 16 transportation programs The branch also oversees development and delivery of the ministry's service plans and annual service plan reports and input to/development of other corporate initiatives, reports or plans. As well, the branch provides financial and administrative services to the Transportation Policy and Programs Department.

Corporate Writing Services Unit: resides within the Program and Corporate Initiatives Branch. The unit manages the preparation and delivery of responses to thousands of pieces of correspondence received by the ministry and minister, and via the ministry's public feedback e-mail. The unit also provides a broad range of related writing services to ministry executive and staff and direction on government/ministry standards and guidelines for correspondence.

Budget:

Net Operating Budget: Government Financial

Full Time Equivalents (FTEs): 59

Related Legislation:

The following statutes fall under TRAN's responsibility and TPP is involved in drafting of legislation, including amendments, as well as OICs for any of the following:

B.C. Rail Benefits (First Nations) Trust Act

BC Transportation Financing Authority Transit Assets and Liabilities Act

British Columbia Railway Act

British Columbia Transit Act

Coastal Ferry Act

Commercial Transport Act

Container Trucking Act

Industrial Roads Act

Land Title Act

Motor Vehicle Act

Passenger Transportation Act

Public Works Agreement Act

Railway Act

Railway Safety Act

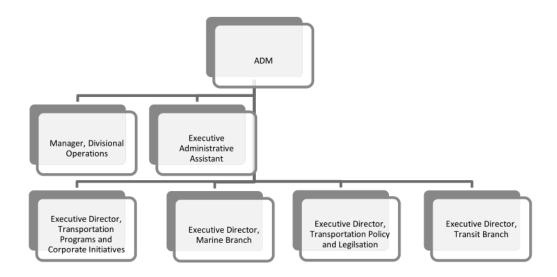
Significant Projects Streamlining Act

Transport of Dangerous Goods Act

Transportation Act

Transportation Investment Act

Organizational Chart:



MARINE BRANCH

ADM Responsible: Deborah Bowman, Transportation Policy and Programs Department

Core Business/ Program Area Description/Critical Business Processes:

Marine Branch: is responsible for the Coastal Ferry Act and manages the province's Coastal Ferry Services Contract (CFSC) which defines the routes and minimum service levels to be delivered to coastal communities across the province by BC Ferry Services Inc, an entity independent of government. The branch is also responsible for the provincial inland ferry fleet and ensuring contracted services provide safe, reliable and efficient operation of the 14 inland ferry routes in British Columbia.

Budget:				
	Coastal Ferry	Inland	Transportation	Total
Operating and Capital:	Services	Ferries	Investments**	Total
Gross	Government Finance	cial Information		
Less recoveries*	_			
Net Ministry budget	=			
*Includes Provincial (estimated MTAP) and **MV Nicola Refit	BCTFA recoveries			
Full Time Equivalents (FTEs): 10				
Related Legislation: Coastal Ferry Act				

TRANSPORTATION POLICY AND LEGISLATION

ADM Responsible: Deborah Bowman, Transportation Policy and Programs Department

Core Business/ Program Area Description/Critical Business Processes:

Transportation Policy and Legislation Branch: develops and implements transportation policy across all transportation modes of provincial responsibility, and advocates transportation policy that supports provincial and ministerial objectives in various federal / provincial and Canada / US forums. The branch leads the Ministry's legislative program including Orders in Council and regulations. As a member of the branch, the Registrar of Rail Safety has delegated authority to issue operating permits to provincially regulated railway companies, and oversight of the relationship with Technical Safety BC as the ministry's delegated authority to ensure rail safety on provincial rail lines in BC. The Rail Registrar also has the authority to apply terms and conditions to a provincial railway operating permit.

Government Financial Information

Budget:

Operating and Capital:

Gross

Less recoveries*

Net Ministry budget

*Includes BCTFA recoveries

Full Time Equivalents (FTEs): 11

Related Legislation:

BC Rail Benefits (First Nations) Trust

BC Transportation Financing Authority Transit Assets and Liabilities

British Columbia Railway

British Columbia Transit

Coastal Ferry¹

Commercial Transport²

Container Trucking

Industrial Roads

Land Title³

Motor Vehicle4

Passenger Transportation

Public Works Agreements

Railwav⁵

Railway Safety

Significant Projects Streamlining

Transport of Dangerous Goods

Transportation

Transportation Investment

¹ Except Part 4 and sections 70, 72 and 73.

² The following: (a) section 3; (b) sections 1, 4, 5, 8, 9, 11 and 12 as those provisions relate to highway infrastructure and weigh scales; (c) sections 1, 4, 5, 8, 9, 11, 12 and 14 as those provisions relate to affairs of Commercial Vehicle Safety and Enforcement.

³ Section 77.2 only

⁴ The following: (a) sections 116.1, 118.94 – 118.992, 119 – 125.1, 126 – 135.1, 136 – 148.1, 149 – 169.1, 170 – 182, 185 – 193, 194 (10), 195 – 209.1, 212 – 212.2, 213, 214, 216 – 218, 219, 223, 237, 239 and 240; (b) sections 1, 75, 76, 78, 83, 83.1, 183 and 210 as those provisions relate to highway infrastructure and weigh scales; (c) sections 1, 66, 73, 75, 76, 78, 82, 83, 210, 211, 220 and 238 as those provisions relate to affairs of Commercial Vehicle Safety and Enforcement.

⁵ All sections except section 33.

TRANSPORTATION PROGRAMS AND CORPORATE INITIATIVES

ADM Responsible: Deborah Bowman, Transportation Policy and Programs Department

Core Business/Program Area Description/Critical Business Processes:

Transportation Programs and Corporate Initiatives Branch is accountable for delivering Ministry programs and corporate initiatives. It has responsibility for the provincial Active Transportation Strategy as well as the active transportation and airport cost shared grant program, climate action initiatives and delivering Highway 16 transportation funding programs. The branch also oversees development and delivery of the ministry's service plans and annual service plan reports and input to/development of other corporate initiatives, reports or plans. As well, the branch provides financial and administrative services to the Transportation Policy and Programs Department.

The Corporate Writing Services Unit also resides within the Program and Corporate Initiatives Branch. The unit manages the preparation and delivery of responses to thousands of pieces of correspondence received by the ministry and minister, and via the ministry's public feedback e-mail. The unit also provides a broad range of related writing services to ministry executive and staff and direction on government/ministry standards and guidelines for correspondence.

Budget:

Operating and Capital:

Gross

Less recoveries*

Net Ministry budget

*Includes Federal and BCTFA recoveries

Full Time Equivalents (FTEs): 25

Related Legislation: N/A

Government Financial Information

TRANSIT BRANCH

ADM Responsible: Deborah Bowman, Transportation Policy and Programs Department

Core Business/ Program Area Description/Critical Business Processes:

Transit Branch: is responsible for implementing provincial transit policy, budget and program development, negotiating and administering funding and cost sharing agreements as well as implementing and monitoring transit capital investments and other transit-related initiatives. The Branch also oversees and supports BC Transit (Crown corporation) to ensure it carries out its responsibilities. The Branch also works closely with Ministry of Municipal Affairs and Housing to ensure continuity with TransLink operations to ensure British Columbia has a reliable, affordable and safe public transit system.

Budget:

Operating and Capital:

Government Financial Information

Gross

Less recoveries*

Net Ministry budget

Full Time Equivalents (FTEs): 11

Related Legislation:

Statutes under the Minister of Transportation and Infrastructure's administration that pertain to BC Transit and the management of provincial assets used by TransLink:

BC Transportation Financing Authority (BCTFA) Transit Assets and Liabilities

Transportation Act (SBC 2004)

British Columbia Transit Act (RSBC 1996)

^{*}Includes Federal and BCTFA recoveries

30/60/90 DAY DECISION NOTE

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- Within 30 days.
- Cabinet Confidences; Advice/Recommentations

Background:

- The Kootenay Lake Ferry Service Improvements Project ("the project") will deliver a new 55-car electric-ready ferry for Kootenay Lake, and upgrades to terminals and highway approaches.
- Cabinet Confidences; Advice/Recommentations
- •
- •

Decision required:

Cabinet Confidences; Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue:

- Decision required within 90 days.
- Motor Vehicle Act Pilot Project Regulation
- Cabinet Confidences; Advice/Recommentations

Background:

- On October 31 (2019), Bill 35—Miscellaneous Statutes Amendment Act (No 2) received Royal
 Assent. The Bill added a new Part 13 to the Motor Vehicle Act (MVA, or the Act) to enable pilot
 projects to research, test and evaluate matters contemplated but not expressly provided for under
 the Act, e.g. use of emerging personal mobility (i.e. micromobility) technologies.
- Before a pilot project can be implemented by way of Order in Council (a regulation of the Lieutenant Governor in Council, or LGIC), Cabinet must be satisfied that a project:
 - Is in the public interest;
 - Is consistent with government's objectives, including those related to transportation and road safety; and
 - Has the consent of the local government where the pilot project is proposed to take place.
- The new pilot project provisions support the Active Transportation Strategy and aligns provincial
 policies and programs to support the growth of active transportation by enabling the reform and
 modernisation of the MVA and its regulations in response to emerging transportation technologies
 that are transforming how people move, commute and connect.
- A pilot project regulation may include provisions around the use or operation of a device, enforcement, monitoring and evaluation and other matters the LGIC considers necessary and appropriate. Pilot projects are limited to a maximum duration of three years to promote the goals of research and evaluation.
- In January 2020 the ministry announced it would work with interested local communities to establish a micro-mobility pilot project under the new Part 13 of the MVA. A Phase 1 pilot project proposal package was posted to the ministry's website.

Discussion:

- Cabinet Confidences; Advice/Recommentations
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- •

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Issue:

• Safe Restart Contribution Agreement – BC Ferries

Background:

- Canada-British Columbia Safe Restart Funding for BC Ferries
- The COVID-19 pandemic has caused a significant decline in ferry traffic. Since March 11, 2020, when the pandemic was declared, passengers and vehicles are down 47% and 32%, respectively, compared to the same period last year.
- Advice/Recommentations: Government Financial Information
- BC Ferries was a former crown corporation, now owned by the BC Ferry Authority, an
 independent, no-share capital corporation created under the *Coastal Ferry Act* (British Columbia).
 BC Ferries is subject to the *Coastal Ferry Act*, regulated by the BC Ferries Commissioner, and
 operates outside the Government Reporting Entity.
- In the Spring of 2020, a task force was established to develop a Planning Framework to determine the anticipated impacts of the pandemic. The task force includes staff of the Ministries of Transportation and Infrastructure and Finance, the Chairs of BC Ferries and the BC Ferry Authority and is supported by BC Ferries' management.
- In the summer of 2020, Canada and British Columbia announced that they would provide up to \$540 million each (or over \$1 billion in total) to transit operators in British Columbia, including BC Ferries, to offset the impacts of the COVID-19 pandemic.

- On September 18, 2020, British Columbia and Canada announced that BC Ferries would receive one-time funding of \$308 million to offset the impacts of the COVID-19 pandemic.
- The Province has drafted a contribution agreement, to be signed by the Deputy Minister of Transportation and Infrastructure, to convey the Canada British Columbia Safe Restart funding.
- The funding is intended to address three primary objectives: 1) offset the anticipated net revenue losses due to COVID-19, 2) limit the fare increases over the next three to an average of 2.3% per year, and 3) ensure the continuation of discretionary sailings on discretionary sailings above contract levels on the minor and northern routes for the next three years (NB: BC Ferries had planned to discontinue these sailings due to the company's financial losses).
- The contribution agreement includes a number of conditions, the most important being that: 1)
 BC Ferries limit the fare increase over the next three years to an average 2.3% per year, 2) the
 company continue to provide discretionary sailings above contract levels on the minor and
 northern routes for the next three years, 3) BC Ferries will not seek to increase fares or decrease
 service levels for the term of the agreement which expires March 31, 2024Advice/Recommentations
 Advice/Recommentations

- BC Ferries has received a draft of the contribution agreement but has not yet signed.
- The Ministry of Transportation and Infrastructure will continue to work with BC Ferries to monitor the traffic and financial position of the company going forward to ensure that ferry services meet the needs of British Columbians.

Issue:

Safe Restart Contribution Agreement – BC Transit

Background:

- Canada-British Columbia Safe Restart Funding for BC Transit
- The COVID-19 pandemic has caused significant impacts on public transit and by extension has created unprecedented financial pressure for BC Transit and its local government partners.
- Across the province, ridership levels dropped by an average of 75% in early April, and as of September, has only recovered to 41% compared to September 2019.
- Funding for BC Transit is cost-shared between the Province and local government partners.
- Overall, the Province funds just under half of BC Transit's operating and capital costs, while local governments fund the remaining amount.
- The local government partner share is made up of revenue from fares, local property taxes and in the case of the Victoria Regional Transit System (VRTS), a regional motor fuel tax.
- The forecast revenue shortfall and increased expenditures associated with COVID-19 is anticipated to be \$86 million Advice/Recommentations
- In the summer of 2020, Canada and British Columbia announced that they would provide up to \$540 million each (or over \$1 billion in total) to transit operators in British Columbia, including BC Ferries, to offset the impacts of the COVID-19 pandemic.

- Under the Provincial State of Emergency, public transit has been recognized as an essential service.
- On September 18, 2020, British Columbia and Canada announced that BC Transit would receive one-time funding of \$86 million to provide relief for the direct benefit of BC Transit Local Government Partners to help offset the impacts of the COVID-19 pandemic.
- The Safe Restart funding will assist local governments to maintain essential transit service levels, with minimal or no workforce reductions, through March 31, 2022.
- Local governments will be expected to limit fare increases to no more than 2.3 percent per year until March 31, 2024.
- Advice/Recommentations
- BC Transit has received a draft of the contribution agreement but has not yet signed it.
- · Advice/Recommentations

PLATFORM COMMITMENT

Issue:

• Make BC Ferries Work Better - Accountability

Background:

- In 2003, the Coastal Ferry Act (Act) was enacted to establish a coastal ferry services model where
 government would have limited direct control of BC Ferries, where the company is owned by the
 BC Ferry Authority.
- BC Ferries is contracted by the Ministry to provide marine transportation service to coastal
 communities in British Columbia. The Coastal Ferry Services Contract between the Ministry and
 BC Ferries establishes the routes to be operated, the minimum service levels to be provided by
 BC Ferries, and the Service Fees to be paid by the Ministry.
- When government has a position or makes decisions regarding coastal ferry service delivery, BC Ferries can implement these requests voluntarily or through contract changes negotiated between BC Ferries and the Province.
- Since the inception of the Act, a number of reviews of BC Ferries have been undertaken with significant feedback provided through public consultations with stakeholders.
- The findings and recommendations of these reports have led to four amendments to the Act including most recently Bill 25 - Coastal Ferry Amendment Act 2019 in response to the operational review of BC Ferries conducted by Blair Redlin.
- The 2019 amendments included, among other things, that the BC Ferry Authority must oversee
 the strategic direction of BC Ferries in support of the public interest, and the Province now
 appoints four BC Ferry Authority directors, instead of two, bringing a greater public interest
 perspective to BC Ferries' shareholder.

Issue/Opportunity:

PLATFORM COMMITMENT

Issue:

BC Transit: Free Transit for Children Up to and Including Age 12

Background:

- Under the BC Transit partnership model, local governments set transit fares and keep all fare revenues to help pay for their local share of transit costs. In 2019-20, local governments collected \$84M in fare revenue.
- All BC Transit systems allow children under 5 or 6 years of age to ride free of charge when accompanied by an adult.
- Almost all BC Transit systems offer discounted monthly passes to youth between 6 and 18.
- 11 BC Transit systems¹ provide a family travel program that enables children 6-12 to travel free of charge when travelling with an adult with a valid monthly pass.
- The Squamish Transit System currently allows children up to the age of 12 to ride for free.
- In December 2019, the Victoria Regional Transit Commission (VRTC) started a pilot program that provides free monthly bus passes to City of Victoria (CoV) residents between the ages of 6 18.
- CoV agreed to pay the VRTC \$81,000 per month for 7,200 transit passes each month at a discounted rate \$11.25 each). Approximately 2,100-2,500 of the 7,200 eligible students were participating pre-COVID-19. As of September, in recognition of lower ridership due to COVID-19, the Victoria program has been modified, and CoV is now paying the VRTC \$40.50 per pass per month based on actual passes issued (estimated cost of \$30,000 per month to CoV).

Issue/Opportunity:

- If directed by the government, the Ministry would work with BC Transit, and possibly other ministries, to design and implement a program to provide free transit fares for children under 13 in all BC Transit systems.
- Advice/Recommentations

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¹ Comox Valley, Cowichan Valley, Dawson Creek, Kamloops, Port Alberni, Powell River, Prince George, Sunshine Coast, Vernon, Victoria, Whistler

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PLATFORM COMMITMENT

Issue:

Expand transit options - Sea-to-Sky Corridor Regional Transportation

Background:

- Affordable public transportation from Pemberton/Mount Currie through Whistler, Squamish and Vancouver has been of interest to the Sea to Sky local governments since 2004.
- In 2005, a BC Transit regional service operated between Squamish and Whistler with the local government contributing at the traditional cost-share (53 percent). In 2011, the service was discontinued when the local governments could no longer fund the service.
- BC Transit developed a Sea to Sky Corridor Transit Future Plan in 2015 and conducted public engagement sessions in 2017. The majority of people who would use the service are workers connecting to jobs in either Whistler or Vancouver.
- Currently, both Squamish and Whistler have existing local transit systems. Pemberton has a BC
 Transit commuter-type transit service to Whistler. Local government contributions to these
 systems in 2019 were: Whistler (\$6.9M), Squamish (\$1.5M) and Pemberton/Mt Currie (\$325K).
- BC Transit estimated the first-year operating cost of a new regional transit service along the Sea to Sky Corridor at \$3.5M. Under the 'traditional' funding the local government share would have been \$1.8M (53% of total operating costs) in addition to \$540K for capital (lease fees) in year one.
- In 2018, the local government partners requested a regional motor fuel tax to partially fund the local share of the regional transit service, citing that property taxes are already funding local Intergovernmental Communications

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- The local government partners had also determined that the preferred governance for this new
 regional transit system would be through a Reginal Transit Commission. In response, BC Transit's
 Board established a Sea to Sky Regional Transit Service Area, and a new Regional Transit
 Commission. Local governments put forward names forward for Commission membership (which
 would be appointed through OIC), however no appointments have been made, and no
 Commission is functioning
- There are currently 6 private intercity operators providing service along the corridor, plus a number of ride-hailing companies that have licenses in Region 1 which includes Vancouver and Whistler.

- As a resort community, Whistler requires a large service workforce to support its recreation and hospitality industries. Normally, Whistler would hire international seasonal workers, who would often choose less expensive accommodation in Pemberton or Squamish and would require transportation to get to their jobs.
- Due to COVID-19, international seasonal workers are not able to come to Canada to work and consequently, Whistler is relying on local Canadians making regional transportation critical to filling jobs.
- The 2016 census indicates that 53% of Squamish residents work outside the city, with 16% of the

entire Squamish labour force commuting or primarily working in Metro Vancouver.

- The combined population of Squamish, Whistler, Pemberton/Mount Currie is around 35,000 which
 makes the corridor unique compared to other BC Transit regional transit services, particularly with
 respect to the travel demand from workers.
- COVID-19 has disrupted work, travel and commuting patterns creating an opportunity to re-visit options for regional transportation in the Sea to Sky corridor.
- At the most recent UBCM, the Local partners have expressed an interest in re-engaging with the Province and exploring what might be possible.

PLATFORM COMMITMENT

Issue:

South Island Transportation Strategy: Transit Issues (including West Shore and Malahat)

Background:

- The South Island Transportation Strategy document was released by the Ministry in September 2020, focusing on intraregional transportation planning context for the South Island, including two Regional Districts (the Capital Regional District and Cowichan Valley Regional District) and the 14 municipalities, from Duncan to Sooke to Sidney, that comprise the area.
- The transit component of the SITS focuses on:
 - o improving connectivity of rural and urban areas,
 - enhancing integration of transportation modes, including transit and active transportation, at a number of regional transportation hubs, and
 - integrating transportation investment and policy with land use, economic development, and housing investments to create sustainable communities.

- While the Strategy does not include any new investment commitments, it identifies in one
 document the planning process for transportation in the South Island region. A broader regional
 context, with a focus on as-yet undefined transportation hubs, integrates public transit with the
 larger road network and other transportation modes, especially active (human-powered)
 transportation. This approach to transportation planning recognizes the importance of integrating
 both multiple transportation modes and regional sustainability objectives in a seamless approach
 across the region.
- The Strategy does not specify timelines. However, it does cite existing commitments to several priorities in the short-, medium-, and long-term timeframes.
- "Short-term priorities" for transit include improving transit services for Indigenous communities, supporting BC Transit's Low Carbon Fleet Program, transit improvements along Hwy 17 and 14, new park and rides (including in the CRD and CVRD), advancing the development of key transportation 'hubs', and adding secure bike storage at key locations.
- "Medium-term priorities" include supporting and advancing the Rapid Transit Corridor along
 Highway 1 between Victoria and the Western Communities, establishing a transit priority corridor
 along the Old Island Highway, and continuing to assess the need for enhancement of the Cowichan
 Commuter (transit commuter service between Duncan and Victoria)
- "Longer term priorities" include exploring the viability of future marine transportation corridors and exploring the potential of commuter rail on the Island Rail Corridor between Westhills and Victoria.
- The two long-term priorities represent future transportation initiatives that will require significant integration with the public transit network. Other initiatives beyond the immediate planning horizon are likely to emerge in the coming years, but these two can serve as "space-holders" in the South Island Strategy for such long-term opportunities

PLATFORM COMMITMENT

Issue:

 Expand transit options – Fraser Valley. Increase connections within the TransLink network for people living in the Fraser Valley.

Background:

- TransLink is responsible for transit services in the western portions of the Fraser Valley within Metro Vancouver, including Maple Ridge and Langley, and provides West Coast Express commuter rail service from downtown Vancouver to a terminus station in Mission.
- BC Transit provides transit services in five Fraser Valley communities Central Fraser Valley (Abbotsford and Mission), Chilliwack, Agassiz-Harrison, and Hope. In 2019-20, these transit systems served over 4 million passengers.
- BC Transit's Fraser Valley Express route provides commuter-oriented regional bus service connecting Chilliwack and Abbotsford with TransLink bus routes at Carvolth Exchange in Langley.
 Prior to the pandemic, Fraser Valley Express carried 1,000 passengers daily.
- Prior to the pandemic, BC Transit and its local government partners had planned to extend the Fraser Valley Express route to Lougheed SkyTrain Station in Burnaby in 2021; however, this has been postponed due to cancellation of BC Transit service expansion in 2020-21.
- In August 2020, the Ministry launched the Fraser Valley Transportation Study a multi-modal transportation and development study for the Fraser Valley.
- This study will build on existing provincial and municipal plans for the Fraser Valley. It will identify and confirm the mobility enhancements required to continue to provide a safe, reliable, transportation system that will enable the efficient movement of people and goods in/through the region. The study will also consider development and land use in relation to transportation.
- The Ministry will be engaging with local governments, Indigenous Communities, transit agencies, community groups, key sector businesses, and other stakeholders to develop the Fraser Valley Plan.

- TransLink and BC Transit co-ordinate service planning for the West Coast Express and Fraser Valley
 Express service connecting the Fraser Valley and Metro Vancouver, to integrate transit operations
 and schedules.
- There is an opportunity for the Ministry to work with local governments, BC Transit, TransLink, Indigenous communities and other stakeholders to identify and plan for improved service connections within the TransLink network for Fraser Valley residents as part of the Fraser Valley Transportation Study.

PLATFORM COMMITMENT

Issue:

• Make BC Ferries work better – coordinate with BC Transit and TransLink

Background:

- BC Ferries is an independent entity outside of government.
- The Coastal Ferry Services Contract between the Province and BC Ferries sets out the minimum service levels that are to be provided on BC Ferries' 25 routes.
- Minimum service levels are defined in the contract as the length of the operating day, as well as the number of daily and annual round trips to be provided on each route.
- BC Ferries develops schedules in consultation with communities and stakeholders such as Ferry Advisory Committees and other transportation service providers.
- Concerns about the coordination of scheduling with transit services does not figure predominantly
 in the correspondence the ministry receives relating to BC Ferries. While schedules are generally
 coordinated between transit operators, issues arise when there are unplanned schedules changes
 due to late departures and the schedules can be temporarily unaligned.
- In response to community concerns, BC Ferries did enter into discussions with BC Transit and
 TransLink in 2016 about better coordinating schedules serving the sunshine coast. As scheduling is
 subject to change over time, the ministry is not aware of any ongoing concerns from the sunshine
 coast.

- While the ministry does not control BC Ferries scheduling, there is opportunity for the ministry to
 encourage greater inter-agency cooperation to coordinate service schedules between BC Ferries,
 BC Transit and Translink.
- Discussions would need to be undertaken with the various agencies to determine opportunities and feasibility of scheduling changes.
- As each situation and route will be unique, agencies like BC Ferries, BC Transit and TransLink will
 need to discuss how to better align scheduling and identify any challenges of altering their
 schedules to better communicate unplanned schedule changes to mitigate any lack of alignment
 due to issues causing sailing or bus delays such as mechanical issues.

PLATFORM COMMITMENT

Issue:

• BC Ferries - Peak Time Service

Background:

- BC Ferries is an independent entity outside of government.
- BC Ferries' minimum service levels are set out in the Coastal Ferry Services Contract (CFSC).
- BC Ferries can provide more services than required under the CFSC and typically provides higher
 than minimum contracted service levels on the 4 major routes connecting Vancouver Island to the
 lower mainland and Horseshoe Bay to Langdale, as well as some of the minor routes.
- As vessel capacity is limited by the size of the vessel, and further limited by Transport Canada
 regulations associated with COVID-19 that limit the passenger capacity, there can be sailing waits
 at peak times if many travelers are attempting to take the same ferry. This mostly occurs in the
 summer, on weekends and on holidays.

- As the circumstances vary by route, it is difficult to apply a one size fits all approach.
- While it would be difficult to fully eliminate sailing waits, the frequency and length of the waits could be reduced through measures such as:
 - Advice/Recommentations
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- There is an opportunity to work with BC Ferries and its owner, the BC Ferry Authority, to look at capacity levels and explore opportunities to better align traffic demand with the capacity available.
- Increased service levels or other measures to reduce wait times can be negotiated through mutually agreed to changes in the CFSC or voluntarily adopted by BC Ferries.
- Solutions may require formal changes to the CFSC and potentially additional provincial funding.

PLATFORM COMMITMENT

Issue:

• BC Ferries – More space to reservations

Background:

- BC Ferries' currently provides reservations on the four major routes connecting Vancouver Island
 to the lower mainland, and Horseshoe Bay to Langdale, as well as the minor route between Powell
 River and Comox. BC Ferries customers pay an additional fee to reserve space on these routes.
- The northern routes and southern gulf islands route connecting to Tsawwassen are fully reservable without charge.
- The remaining routes do not have a reservation system. Notwithstanding information technology limitations of the current reservation system, there would be challenges to BC Ferries expanding its reservation system as many of the minor routes do not have holding capacity to que vehicles in different lines. Fourteen of the 18 minor routes are charged return fares as there is a staffed terminal on one side of the destination. It would involve considerable expense to set up and staff toll booths or queuing stations at these locations.
- BC Ferries is an independent entity outside of government responsible for its operations, including its reservation system.
- Operational matters like BC Ferries reservations system are not included in the Coastal Ferry Services Contract between the Province and BC Ferries.

- With respect the major routes, BC Ferries has increased the percentage of a vessel's capacity that
 is reservable. While there is an opportunity for BC Ferries to increase the percentage of reservable
 space on the major routes, moving to a fully reserved system would create challenges as it would:
 - o limit the ability to address unplanned emergency and medical travel,
 - raise concerns about the cost of ferry travel for those who can't afford a reservation,
 - o be difficult for those travelling long distances to take the ferry who may not be able to accurately plan their arrival time (e.g., due to weather, road congestion, accidents, etc.).
- BC Ferries will be implementing a new fare pricing strategy on its reservable routes where
 passengers will be able to choose from different fare choices. BC Ferries will be using price to
 shape demand on a sailing-by-sailing basis, with the goal of reducing sailing overloads. Discounted
 fares will be offered on some sailings that are typically underused. Customers will have the choice
 to travel without a reservation or choose a higher priced pre-paid fare that includes a reservation.
- Currently walk on passengers are not able to make a reservation. Discussions with BC Ferries
 would have to be undertaken determine the cost and feasibility of extending the current
 reservation system to walk on passengers.
- BC Ferries' reservation system would need to be updated to extend reservations to the minor routes. Discussions with BC Ferries would be required to determine the cost and feasibility of extending the reservation system to include all routes.

PLATFORM COMMITMENT

Issue:

BC Bus North

Background:

- In July 2016, representatives from Greyhound Canada met with ministry staff to advise that despite service reductions and internal cost cutting, Greyhound remained unprofitable on most routes in BC.
- In February 2018, the Passenger Transportation Board approved Greyhound's application to eliminate service on six routes in northern BC. Service ceased on June 1, 2018.
- On June 4, 2018, BC Transit through it's operator Diversified Transportation, began BC Bus North service as an interim solution to Northern BC's intercity transportation needs. Fares were \$35/\$45 per person one-way depending on the route. BC Bus North serves 4 routes:
 - Prince George to Prince Rupert (2 round trips a week)
 - o Prince George to Valemount (2 round trips a week)
 - Prince George to Fort St. John (2 round trips a week)
 - Fort Nelson to Dawson Creek (1 round trip a week)
- BC Bus North service was funded within BC Transit's annual operating grant for the first year.
- With the demise of intercity bus service in Canada, the federal government offered to cost-share intercity bus service with provinces which resulted in BC Bus North being funded through to March 31, 2021 (50:50 cost share with Canada).
- Advice/Recommentations; Government Financial Information
- Distance-based fares were introduced in 2020, with one-way trips costing between \$11 and \$65.
- In 2019, 6,074 passengers travelled on BC Bus North.

- BC Bus North was started as an interim measure in 2018. Advice/Recommentations
 Advice/Recomment
 - The Transit Branch of MoTI is in the process of conducting a Ground Transportation Policy Review; included in this will be policy recommendations for provincially funded intercity public transportation.
 - BC Bus North is included in the "Safe Restart Funding" and will continue service through to Advice/Recommentations
- After over two years of operation, there are opportunities to evaluate the BC Bus North service to better serve the public while ensuring public finds are being well utilized.

PLATFORM COMMITMENT

Issue:

BC Transit Low Carbon Fleet Program

Background:

- In July 2019, BC Transit announced its Low Carbon Fleet Program, which aligns with the Province of BC's CleanBC Plan, supports provincial targets for greenhouse gas (GHG) emissions, and supports local government climate action goals
- As requested by the Minister of Transportation and Infrastructure, via the 2018/19 BC
 Transit Mandate Letter, BC Transit developed a Low Carbon Fleet Program (LCFP), which
 shows, through fleet replacement and expansion buses, the path to a fully electric fleet by
 2040.
- Core to the LCFP is a 10-year fleet replacement strategy to replace over 1200 existing buses and expand the fleet by an additional 350 buses by using the potential of advanced GHG reducing technology.

Issue/Opportunity:

• BC Transit's Low Carbon Fleet Program overall next steps include:

1. First Deployment of Battery Electric Buses (BEBs):

 10 BEBs and associated charging infrastructure is planned for deployment into the Victoria Regional Transit System (new buses would be in service in 2022/23). These buses are currently budgeted for, and federal funding has been secured. The RFP is scheduled to posted prior to the end of 2020.

2. <u>Implementation of Phase 1 – BC Transit Low Carbon Fleet Deployment Strategy:</u>

- BC Transit has completed a Battery Electric Bus Deployment Strategy (September 2020), which establishes a practical approach to meeting, or exceeding, the CleanBC commitments via implementation of the Low Carbon Fleet Program. Phase 1 of the Deployment Strategy extends through 2024/25 (Phase 2 runs from 2025/26 to 2030/31)
- The Deployment Strategy establishes both the near-term program activities to support initial battery electric deployments and the funding allocation for these initial projects. The Deployment Strategy also includes a proposed sequencing of electric bus deployment locations, timelines, and estimates of capital costs associated with the proposed fleet electrification.

3. <u>Funding of Phase 1 – BC Transit Low Carbon Fleet Deployment Strategy:</u>

- BC Transit is working with the Ministry of Transportation and Infrastructure to refine the
 anticipated funding requirements provided in the Deployment Strategy, including the
 alignment of low carbon fleet investments with the planned construction of new operation
 and maintenance facilities.
- Advice/Recommentations; Government Financial Information

Advice/Recommentations

- BC Transit's Long-Term Capital Plan is provided to the Ministry for approval annually in Q3 (typically October/November). Advice/Recommentations
 Advice/Recommentations: Government Financial Information
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4. Renewable Fuel Supply Acquisition:

 BC Transit will partner with FortisBC to secure supply of Renewable Natural Gas (RNG) for its CNG fleets. BC Transit will also continue exploring opportunities which will lead to obtaining low carbon intensity fuels for the current fleet.

PLATFORM COMMITMENT

Issue:

Promoting cleaner communities and better health through active transportation

Background:

- Move. Commute. Connect., B.C.'s Active Transportation Strategy was released in June 2019.
- The goals of Move. Commute. Connect. are to double the percentage of trips taken by active
 transportation by 2030 and achieve Vision Zero—reduce the number of serious injuries and fatalities
 on the road to zero. Meeting these goals support cleaner communities and better health by reducing
 GHG emissions, improving air quality, improving physical and mental health and reducing fatalities
 and injuries on our roads.
- The Strategy was developed in support of CleanBC. The budget of \$2M per year for 3 years to implement the Strategy is provided by CleanBC.
- CleanBC is the plan to meet the Province's legislated climate targets of reducing greenhouse gas (GHG) emissions by 40% by the year 2030, based on 2007 levels.
- Transportation is a significant contributor to the province's GHG emissions, producing 25.2 million tonnes in 2017. Reducing GHG emissions from transportation as essential to meet the climate targets.

- The Province's AT strategy aims to increase AT use by making it easier, safer and more attractive than taking a single occupancy vehicle.
- AT is a zero-emission transportation mode that contributes to cleaner communities
- AT provides health benefits and helps lower health care costs
- The ministry is supporting the development of a high-quality AT infrastructure/networks by:
 - Including AT facilities as part of highways and major projects where possible
 - o Investing \$16.675M in AT facilities as part of the Economic Recovery Program
 - Providing cost-sharing opportunities through the B.C. AT Infrastructure Grants Program
 - Undertaking small improvements through the Community Safety Enhancement Program
- Specific AT programs and studies that support cleaner communities and better health include:
 - Dooring: quadrupling the fine for "dooring" to \$368 effective September 21, 2020 and launching a social media campaign to raise awareness and encourage behavioural changes.
 - E-bike incentive: Expanding the provincial "Scrap-It" program and Specialty Use Vehicle Incentive
 (SUVI) programs.
 - Bike to Work Week/Go By Bike Week: Investing \$1.8M since 2009 to deliver the program.
 - Where Matters II: Co-funding a University of British Columbia (UBC) study to assess the impacts
 of building AT infrastructure on climate change and health outcomes.
 - Pedestrian and Cyclist Safety Study: In partnership with the Ministry of Health, conducting a comprehensive analysis of reported collision data involving motor vehicles and AT users.

PLATFORM COMMITMENT

Issue:

Delivering Better Transit for the South Island: Active Transportation Infrastructure

Background:

- The South Island Transportation Strategy (SITS or Strategy) document was released by the Ministry
 in September 2020, focusing on intraregional transportation planning context for the South Island,
 including two Regional Districts (the Capital Regional District and Cowichan Valley Regional
 District) and the 14 municipalities, from Duncan to Sooke to Sidney, that comprise the area.
- The active transportation component of the SITS focus on:
 - achieving GHG targets and aligning with CleanBC and Move.Commute.Connect B.C.'s Active Transportation Strategy,
 - supporting active transportation (AT) and healthy living by establishing active transportation network plans and continuing investment in walking and cycling infrastructure,
 - o growing the economy by providing attractive travel options to encourage tourism,
 - o improving connectivity of rural and urban areas,
 - Improving AT networks, such as crossings and separation from traffic, reduces the conflict with vehicles,
 - reducing reliance on single occupancy vehicles by increasing transit and AT options to result in travel time savings for all modes of transportation,
 - enhancing integration of transportation modes, including transit and AT, at several regional transportation hubs.
 - o implementing AT facilities along corridors serving inter-regional travel,
 - supporting upgrades to AT facilities and crossings of highways,
 - exploring pedestrian and cycling separations for regional trail networks,
 - improving comfort and safety of active transportation crossing highways around key urban and sub-regional population centres,
 - identifying and prioritizing intersection accessibility issues on urban highways, and
 - expanding funding for regional AT priorities, encouraging and supporting regional policies and directions for incentives for sustainable travel modes serving designated urban centres, gateways and sub-regional population centres.

Issue/Opportunity:

Advice/Recommentations

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Issue:

• Lax Kw'alaams Ferry Service operates in northwestern British Columbia.

Background:

- The Lax Kw'alaams ferry service is between Prince Rupert and the head of Tuck Inlet where residents travel by road to the remote village of Port Simpson on the Tsimshian Peninsula.
- The service is operated by the Band using an older vessel owned by BC Ferries.
- In July 2015, the Province entered into an agreement with the Band to provide financial support for the ferry service (term ended March 31, 2020). The agreement included up to \$400,000 annually to support operating costs plus additional funding as needed for dock maintenance.
- . Advice/Recommentations; Intergovernmental Communications
- The Province has historically paid for major refits every four years on the vessel now called the Spirit of Lax Kw'alaams (formerly the M.V. Nicola).
- The Province is paying for the last vessel refit which occurred beginning late August of this year and will extend the vessel's operating life until 2024 when it will be 64 years old.
- Advice/Recommentations; Government Financial Information
- The Band wants the Province to replace the vessel with a larger ferry with improved access for seniors and persons with disabilities.
- Several replacement options have been explored including an assessment of three used vessels and a potential consolidation of the Tuck Inlet service with the City of Prince Rupert's Digby Island airport service. None of these assessments concluded in a viable replacement.
- In co-operation with the Ministry of Indigenous Relations and Reconciliation, the Ministry of Transportation and Infrastructure has been engaging with the Band about an extension to the agreement for ongoing financial support to help cover its operating costs and a replacement ferry.
- The timeline to plan, tender and build a new vessel is approximately three years.
- Advice/Recommentations; Intergovernmental Communications; Government Financial Information

Issue/Opportunity:

Issue:

BC Ferries Operational Review Follow up – Visioning Process

Background:

- The development of a vision for ferry service was one of a number of recommendations made in Blair Redlin's 2018 review of coastal ferry services.
- In October 2019 the province began development of a vision using a two-phased public engagement process.
- The first phase consisted of seven face-to-face meetings with regional stakeholders held during Fall 2019. Key themes emerging from these meetings were used to inform development of the next phase of engagement.
- Phase two solicited input from all British Columbians using an online engagement website, open to survey responses from February to April 2020.
- Following analysis of phase two responses, the province announced release of the report A Vision for Coastal Ferry services: Phase two engagement summary of feedback on September 17, 2020.
- The vision report identified fare affordability as the area of greatest concern for respondents, along with scheduling and reliability.
- Participants also expressed an interest in travelling without a personal vehicle as well as the introduction of faster and more direct routes to terminals in more accessible locations.
- At the time of the release of the report, the Minister of Transportation and Infrastructure
 articulated the following vision for coastal ferry service "that travel by coastal ferries is seamless,
 equitable and compatible with the needs of coastal communities and our natural environment".
- Advice/Recommentations
- The vision report found a high level of public support for four broad themes; that a coastal ferry system should:
 - Support efficient end-to-end travel
 - Be equitable and accessible
 - Mitigate and be responsive to climate change
 - Reflect values of coastal communities

Issue/Opportunity:

Issue:

BC Ferries' Procurement Practices

Background:

- The 2018 review of coastal ferry services by Blair Redlin, looked at many aspects of the service from BC Ferries' operations, procedures and capital planning to the role of the Boards and the independent BC Ferries Commissioner.
- In terms of procurement, the report identified that most new ferries in the past were built in British Columbia but since BC Ferries became an independent company it has built the majority of its new vessels outside of Canada.
- One of the recommendations in the Redlin report was that the provincial government should develop a more comprehensive strategy to support the B.C. shipbuilding sector.
- Such a strategy should continue the current focus on skills training but should also include elements such as financing, research and development, technological adaptation, access to new markets, bid development assistance, and new design resources for B.C. shipyards.

- BC Ferries continues to be responsible for its procurement decisions for new ferries and since the
 release of the Redlin report, awarded the international shipyard, Damen, the contract to build four
 new island class vessels.
- BC Ferries also entered into a service agreement with Point Hope Shipyard, under which Point
 Hope will get the priority for refit and repair work for BC Ferries' smaller vessels. Point Hope will
 also do warranty work on the two new minor class vessels.
- The Redlin report recommendations around shipbuilding continue to be an opportunity should government wish to provide greater support to the local shipbuilding industry in BC.

Issue:

Amendments to the Coastal Ferry Act (the Act)

Background:

- The Act sets out the current governance model for the coastal ferry system where:
 - the BC Ferry Authority owns the ferry operator, BC Ferries, and appoints/removes directors on BC Ferries' Board of Directors;
 - the BC Ferry Authority is outside the Government Reporting Entity;
 - BC Ferries is responsible for its operating policies and capital investment decisions and provides ferry services under a 60-year agreement with the Province called the Coastal Ferry Services Contract (CFSC);
 - the CFSC sets the minimum service levels (i.e., number of round trips and length of operating day) with changes negotiated between the Province and BC Ferries;
 - the Province determines the level of its service fees;
 - BC Ferries' long-term debt is not included in the provincial debt;
 - an independent regulator, the BC Ferries Commission, regulates fares using a price cap mechanism (i.e., caps maximum annual average fare increase); and,
 - the Province owns non-voting preferred shares in BC Ferries that pay a \$6 million dividend each year.
- Since the inception of the Act, a number of reviews of BC Ferries have been undertaken with significant feedback provided through public consultations with stakeholders.
- The findings and recommendations of these reports led to a number of amendments to the Act including most recently Bill 25 Coastal Ferry Amendment Act 2019 in response to the operational review of BC Ferries conducted by Blair Redlin.
- The 2019 amendments included, among other things, that the BC Ferry Authority must oversee
 the strategic direction of BC Ferries in support of the public interest, and the Province now
 appoints four BC Ferry Authority directors, instead of two, bringing a greater public interest
 perspective to BC Ferries' shareholder.

Issue/Opportunity:

Advice/Recommentations

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Issue:

Active Transportation Strategy/CleanBC Budget and Report Card Release.

Background:

- Move. Commute. Connect., B.C.'s Active Transportation Strategy, was released in June 2019.
- CleanBC budget of \$2 million annually was allocated to implement the strategy over three years.
- The ministry prepared a report card that details the work completed in the first year.

Active Transportation Strategy

- Extensive consultation was completed to develop the strategy. It included eight engagement forums across the province and an effective on-line engagement process that received 1,842 comments.
- The goals of Move. Commute. Connect. are to double the percentage of trips taken by active transportation by 2030 and achieve Vision Zero—reduce the number of serious injuries and fatalities on the road to zero. To move the province toward these aspirational goals, the strategy identifies short-, medium- and long-term actions.
- The COVID-19 pandemic has emphasized the importance of providing active transportation options. Active transportation, particularly cycling, has increased (year over year) in communities like Kelowna, Victoria and Vancouver since the COVID pandemic began. Dr. Henry has raised the importance of walking and cycling in her briefings, pointing to the physical and mental health benefits. The ministry has responded with the release of Reallocation of Road Space for Physical Distancing guidelines for municipalities and postponed or created hybrid on-line programs for key education and encouragement initiatives.

CleanBC Budget

 CleanBC funding was allocated to deliver the strategy. The budget for active transportation education, encouragement and evaluation is \$2 million annually for three years.

CleanBC Transportation	3 Year Plan (\$M)			
Actions	2020/21	2021/22	2022/23	Total
Active Transportation	\$2.00	\$2.00	\$2.00	\$6.00

Report Card

 A key component of the Active Transportation Strategy is ongoing communications to the public and stakeholders regarding active transportation in British Columbia. Since the launch of the strategy, the ministry has initiated numerous initiatives identified in the strategy. The ministry prepared a report card that details the work completed in the first year. The report card will be published on the ministry's <u>active transportation website following the election.</u>

• A description of key initiatives is provided in the appendix.

Issue/Opportunity:

• Continue to support active transportation through the Active Transportation Infrastructure Grants Program and authorize an application intake for the 2021/22 fiscal year.

Issue:

Dooring Fee/Fine Education Campaign

Background:

- The fine for opening a vehicle door when it is unsafe to do so, commonly referred to as "dooring", was quadrupled to \$368 effective September 21, 2020.
- To raise awareness, an education campaign is running October 6 29, 2020. The objective of the social media campaign to raise awareness of fine and encourage behaviour change to reduce dooring.
- Move. Commute. Connect., B.C.'s Active Transportation Strategy, was released in June 2019 in support
 of CleanBC. The goals of Move. Commute. Connect. are to double the percentage of trips taken by
 active transportation by 2030 and achieve Vision Zero—reduce the number of serious injuries and
 fatalities on the road to zero. To support these goals, one identified initiative was increasing deterrents
 for dooring.
- The dooring offence is the act of opening a car door "unless and until it is reasonably safe to do so." The offence is set out in section 203 (1) of the *Motor Vehicle Act* and police most often enforce the law where a driver's vehicle door collides with and injures an approaching cyclist.
- A recent report prepared for the City of Vancouver estimated that dooring is attributable to approximately 15% of the city's vehicle/cycle collisions. Police issue approximately 15 violation tickets annually for the offence across the province.

Dooring Fine Increase

- An Order in Council was approved to increase the fine to \$368, effective September 21, 2020.
- The previous dooring fine in B.C. of \$81 was one of the lowest in the country. At \$368, B.C. now has the highest fine in Canada, followed by Ontario (\$365).
- The ministry undertook cross jurisdictional research and extensive consultation with stakeholders regarding a fine increase. Cycling advocacy groups and the BC Association of Chiefs of Police (BCACP) supported the increased fine.
- The fine increase is intended to deter vehicle drivers and passengers from unsafely opening their doors and is part of a broader strategy to increase awareness about the issue of dooring.

Dooring Education Campaign

- To support the fine increase, the Ministry launched a month-long social media campaign to raise awareness of the fine increase and promote behaviour change to reduce the incidents of dooring.
- The campaign encourages drivers to "reach with the right" when opening their car doors. Encouraging drivers to open their door with their right hand (far hand) when exiting the vehicle increases their awareness of other road users and reduces collisions. This action forces the driver to pivot and look in the rear-view mirror, out to the side, and then over their shoulder to see any oncoming traffic.
- The campaign is being monitored and will be evaluated for effectiveness at its conclusion.

Issue:

BC Air Access Program (BCAAP)

Background:

BC Air Access Program (BCAAP)

- BCAAP provides financial support for capital works at local and regional public-use aviation facilities
- Advice/Recommentations; Intergovernmental Communications; Government Financial Information

Advice/Recommentations; Intergovernmental Communications; despite a cumulative request of nearly

\$25M from airports in the 2020/21 BCAAP application in-take.

- Advice/Recommentations; Government Financial Information
- BCAAP is an application-driven, cost-shared grant program whereby the Ministry assists local and regional public-use aviation facilities (airports, heliports and water aerodromes) with capital infrastructure projects.
- The application in-take for 2020/21 resulted in a cumulative ask of nearly \$25M.
- Applications are assessed through a team approach with participation from Emergency Health Services (Ministry of Health regarding medevac needs); BC Wildfire Service (Ministry of Forests, Lands, Natural Resources Operations and Rural Development regarding wildfire suppression needs); the Ministry of Tourism, Arts and Culture; the Ministry of Jobs, Economic Development and Competitiveness; and the Ministry of Environment and Climate Change Strategy.
- Application assessments includes economic, environmental and social parameters, including safety
 and reliability of aviation facilities, economic impacts such as job creation, the needs of medevac
 and aerial wildfire suppression, and reduced carbon footprint of facilities.
- B.C. has more than 300 public-use airports, heliports and water aerodromes before COVID-19, the provincial aviation and aerospace industries directly employed more than 44,000 people and contributed \$12.6 billion annually to the provincial GDP, according to the BC Aviation Council.
- BCAAP supports:
 - Up to 75% funding for airside projects (aircraft operating areas), avionics projects (lighting, hazard markings, navigational aids) and environmentally themed projects;
 - Up to 60% funding for projects in the transitional zones between airside and groundside (terminal buildings, fencing); and
 - Up to 50% funding for projects on the groundside of an airport (parking lots, access roads).
- Ministry support for airport capital infrastructure through grant funding has existed in some form since 1979 with the Air Transport Assistance Program (1979-2001), the Transportation Partnerships Program (2003-2010) and (since 2015) the BC Air Access Program (BCAAP).

Current Status – BCAAP and Airports

• Advice/Recommentations; Government Financial Information

Advice/Recommentations; Government Financial Information

- •
- The COVID-19 pandemic has had a profound, negative effect on the aviation industry, with airports losing as much as 100 percent of their revenues, making it difficult to stay open, let alone invest in needed capital infrastructure projects.
- Advice/Recommentations; Government Financial Information
- •
- •

Issue/Opportunity:

- Advice/Recommentations; Government Financial Information

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CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

Climate Program – Funding Opportunities.

Background:

- The ministry undertakes activities to reduce greenhouse gas (GHG) emissions from the transportation sector and support the CleanBC climate plan.
- The ministry has identified potential future climate initiatives.
- CleanBC is the Province's plan to meet its legislated climate targets of reducing GHG emissions by 40 per cent by the year 2030, based on 2007 levels.
- The ministry received CleanBC funding to support several programs under the Climate Program. In addition, the ministry has an established base budget of Govern for climate-related activities.

CleanBC Transportation	3 Year Plan (\$M)			
Actions	2020/21	2021/22	2022/23	Total
Active Transportation	\$2.00	\$2.00	\$2.00	\$6.00
Heavy-Duty Vehicle	\$0.90	\$0.90	\$0.90	\$2.70
Efficiencies				
Electric Vehicle Charging	\$1.60	\$1.60	\$1.60	\$4.80
Stations				
Electric Inland Ferry	\$1.00	TBD	TBD	\$1.00
TOTAL	\$5.50	\$4.50	\$4.50	\$14.50

Base Budget	3	3 Year Plan (\$M)		
	2020/21	2021/22	2022/23	
	\$1.70	\$1.70	\$1.70	

- Appendix 1: Current climate activities funded by 2020/21 CleanBC and MoTI base budget
- Appendix 2: Potential other climate-focused initiatives for 2021/22 and beyond

Issue/Opportunity:

Appendix 1 – 2020/21 Climate Program

Active Transportation

Active Transportation Strategy implementation – see separate note

Light and Heavy-Duty Vehicles

Electric Vehicle Charging Stations: The adoption of zero emission vehicles (ZEVs) in B.C. is an important strategy to reduce greenhouse gas emissions. The ministry is working in partnership with FortisBC, BC Hydro and the Ministry of Energy, Mines and Petroleum Resources to build a provincial network of electric vehicle (EV) charging stations to support the adoption of ZEVs. Since 2018, the ministry has installed EV chargers at 22 locations, primarily rest areas, along provincial highways. Government

EV in HOV Lanes Program: Electric vehicles (EVs) displaying an official EV in HOV decal are allowed in high occupancy vehicle (HOV) lanes in B.C. regardless of the number of passengers in the car. Allowing EVs in lanes reserved for high occupancy vehicles promotes the adoption of clean energy vehicles and supports B.C.'s commitment to reducing greenhouse gas emissions. Since the launch of the program in 2016, the ministry has issued over 27,000 decals. Government Financial

Heavy-duty Vehicle Efficiency Program: In 2019, the ministry entered into an agreement with the BC Trucking Association to deliver the Heavy-Duty Vehicle Efficiency Program. The objective of the program is to reduce GHG emissions from the heavy-duty transportation sector until zero- and low-emission heavy-duty vehicles become commercially available. The program delivers a Fuel Efficiency Management Strategies Course as well as a GHG Reduction Incentive Program for fuel-saving technologies. Government Financial Information

Marine

Electrification of Inland Ferry – provide on-shore power equipment for the Arrow Park Ferry. The first of the Inland Ferry fleet to be electrified.

Design and engineer of future Inland Ferry Electrification – support Marine Branch on the additional design/engineering work needed to modify other Inland Ferries to support the goal of electrifying the fleet by 2030.

Advice/Recommentations: Government Financial Information

Building and Community Design

Transit Oriented Design Guide: To support the Active Transportation Strategy: Move, Connect Commute, this design guide will assist and encourage the incorporation of active transportation facilities (on-street, off-street and end-of-trip) into transit-oriented developments throughout the province. The guide will be used by ministry staff and partners, including BC Transit, TransLink, municipalities and developers, during the design phase of developments. The objective is to promote a human-scale and pedestrian-oriented environment and encourage sustainable design practices. Government Financial

Electrification of Kootenay Pass Maintenance Yard: The ministry is working in partnership with FortisBC to identify and implement a cleaner energy solution to power the ministry's Kootenay Pass maintenance yard. The expectation would be that the research around the potential use of solar and wind can be applied to other sites around the province.

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Withheld pursuant to/removed as

Advice/Recommentations

Issue:

• Economic Recovery Program: Active Transportation: Safety and Access Upgrades

Background:

- Economic recovery funding was approved for MOTI to construct up to Government transportation infrastructure on MOTI rights of way.
- These projects will promote the safe use of active transportation for British Columbians across the province.
- Complete list of projects is provided as an appendix.
- MOTI has been working with local communities for several years to develop active transportation
 infrastructure on our highways and rights of way. This economic recovery funding helps address a growing
 list of safety, maintenance and connection projects that otherwise would not have been funded. The
 projects were developed through consultations with local governments and Indigenous communities.
- These infrastructure investments are aligned to and consistent with government's GBA+ policy as active transportation infrastructure promotes equity and access in communities. Active transportation infrastructure provides economic opportunity for a wide variety of vulnerable or marginalized people and communities by providing safe and efficient transportation options that do not require a car. While vehicle ownership is cost prohibitive, the cost of entry for active transportation is free (walking) or modest (\$100 for a basic used bicycle). Social equity is achieved when British Columbians can free up disposable income by safely walking or cycling to destinations. This is particularly true for those British Columbians under age 35 that have faced a majority of the job losses and financial challenges presented by COVID-19.
- The Province's active transportation strategy is an important deliverable in CleanBC. Active transportation
 infrastructure, which is a key element of the strategy, provides sustainability benefits related to human
 health, environmental health and the economy. Active transportation infrastructure:
- Improves the vibrancy and liveability of a place, which attracts new businesses and increases property values;
- Brings services closer to people and reduces time spent in traffic;
- Encourages physical activity, which reduces the risk of heart disease and stroke, certain cancers, type 2 diabetes, and mental illness;
- Increases productivity, reduces sick days and lowers health care costs; and,
- Is less expensive to build and maintain than road infrastructure and lowers the costs associated with motor vehicle crashes.
- A December 2019 BC Stats random sample survey of 3,800 British Columbians found that 10 percent of
 people primarily use active transportation to travel to and from work, and 33 percent of school children
 primarily walk or bike to school. Municipalities have been requesting increased active transportation
 infrastructure for a number of years. This is evident in the levels of oversubscription of MOTI's Active
 Transportation Infrastructure Program, formerly known as BikeBC. The interest in active transportation

has continued during the COVID-19 pandemic. Active transportation and recreation, particularly cycling, has increased (year over year) in communities like Kelowna, Victoria and Vancouver since the COVID pandemic began.

Project details:

- The project includes Government worth of projects that focus on active transportation safety and access improvements on provincial highways, such as pathways, highway crossing and transit stop improvements, and shoulder widening for cyclists and pedestrians. Though projects will be built throughout the province and delivered by the Ministry's Highways Department. A majority will be located in the Lower Mainland and Vancouver Island to take advantage of the longer construction season to complete the projects by March 2021.
- In addition, Government in projects will focus on multi-use paths, such as a multi-use path along Deltaport Way as part of the Tsawwassen First Nation's Great Blue Heron Way trail, and maintenance improvements to the provincial rails to trails network completed in cooperation with BC Parks.
- MOTI identified the list of diverse active transportation infrastructure projects that provide flexible delivery to distribute the economic recovery funding in a timely manner. These projects will create improved safety for vulnerable road users, promote the use of alternative modes of transportation and provide recreational opportunities, all of which align with provincial strategies. These strategies include CleanBC, Move. Commute. Connect., the Province's Active Transportation Strategy, and the Provincial Trail Strategy. These projects also support the Vision Zero traffic safety initiative to reduce fatalities and serious injuries on our roads. Active transportation increases the quality of life and health outcomes of British Columbians, while supporting diverse populations and those with increased economic constraints due to COVID-19.

Issue/Opportunity:

None.

Title: COVID-19 Economic Recovery Fund - Active Transportation Safety and Access Improvements

Appendix 1- Active Transportation Projects

Project	Description	Community	Value	Job creation (8.4 jobs per \$1 million)
Hwy 1 Lynn Valley Rd Underpass	Provide a bike lane to connect with the existing regional bike lanes at each end of this segment, assisting with safe cycling in the area.	North Vancouver	\$500,000	4.2
Capilano Road WB On Ramp	Repair WB ramps	North Vancouver	\$750,000	6.3
Lion's Gate Bridge Protective Measures	Maintenance project to enhance safety through jersey barriers and fencing to prevent people cycling from riding off of the mixed-use pathway into adjacent motor vehicles. Improve/reduce bumps on bridge, especially northbound downhill	West Vancouver	\$1,250,000	10.5
H101 Gibsons Bike Lane Improvements	Safety improvement for ped/cycling by adding width to the shoulders over short segments and bike markings	Gibsons	\$500,000	4.2
United Blvd Cycle Path Improvements	Shoulder widening and bridge alteration to improve cycling safety from United Blvd (underneath Port Mann Bridge) to Argue St.	Coquitlam	\$400,000	3.4
UBC Cycle Path Improvements	North West Marine Drive (UBC) cycle pathway safety improvements (resurfacing, widening and signage)	UBC	\$300,000	2.5
Oak St. Bridge Ride Improvements	Improvement to bridge deck panels for better flow of cyclists and pedestrian access	Vancouver	\$250,000	2.1
UBC Cycle Path Improvements	W16th (UBC) Multi-use Path/cycling safety improvements (spot resurfacing and widening) along path	UBC	\$300,000	2.5
Queensborough Bridge Sidewalk Rehab	Sidewalk improvements on Queensborough bridge	Queensboro ugh Bridge	\$600,000	5.0

Pacific/Douglas Crossing Cycle Path Improvements	Cycling path improvements from Pacific Crossing to 8th Ave	South Surrey	\$200,000	1.7
SA6 Various Minor Improvements	Improvements to cycling paths, fog lines & reflectors	Various locations throughout Metro Vancouver	\$250,000	2.1
Hwy 101 Cycle Path Connection	Cycle path connection to existing Gibsons' multi-use infrastructure parallel to Hwy 101	Gibsons	\$200,000	1.7
West Saanich Rd shoulder widening	Safety improvements to provide additional space for pedestrian and cycling on West Saanich Rd shoulder widening in selected areas. Link between municipal land through Paquachin First Nation	Central Saanich/ Paquachin First Nation	\$500,000	4.2
Hwy 14/Westcoast Rd Sidewalk	Extension of sidewalk to Ed McGregor Park and connection to existing municipal trail network. Completion of sidewalk on north side of Hwy 14/Westcoast Rd to provide connection to Port office and affordable housing unit.	Sooke	\$500,000	4.2
Stewart Ave Pedestrian Crossing	Safety improvement to crosswalk (overhead flashing)	Nanaimo	\$250,000	2.1
Cedar/Yellow Point pedestrian improvements	Spot shoulder widening and crosswalks to increase safety of pedestrian	Cedar/Yellow Point	\$200,000	1.7
Vancouver Island Active Transportation Program	Pedestrian\cycling signage improvements, enhanced pavement markings, shoulder widening in high pedestrian\cyclist use areas, intersection and highway crossing improvements	Various locations around Courtenay/ Comox	\$500,000	4.2
Shoulder widening	Intermittent shoulder widening along Hwy 19A southbound between Qualicum Bay and Courtenay; filling gaps near urban areas to increase safety	Qualicum Bay/Courten ay	\$400,000	3.4
Pedestrian Crossing	Painted and flashing lights pedestrian crossing facility on Pacific Rim Hwy	Tofino/Pacifi c Rim Hwy	\$250,000	2.1
Condensory Road	Safety improvement to widen the shoulder for pedestrian and cyclists to connect the One Spot Regional Trail to	Courtenay	\$750,000	6.3

	the Condensory Bridge			
Southern Interior Region Active Transportation program	Pathways, sidewalks, pedestrian\cycling signage improvements, enhanced pavement markings, shoulder widening in high pedestrian\cyclist use areas, intersection and highway crossing improvements	Various communities in Okanagan/ Kootenays	\$1,500,000	12.6
West Fernie Sidewalk	Installation of 500m of sidewalk to connect existing facilities Fernie		\$100,000	0.8
Athalmer Bridge Walkway	Maintenance project to enhance safety of non-standard restrictive approaches allowing for multi-modal access on/off the bridge	Invermere	\$900,000	7.6
BNSF Recreational Trail improvements	Improvements for walking, cycling and other modes of active transportation.	East Kootenay Regional District	\$300,000	2.5
Kootenay Lake Bridge ITS Cyclist Notification	Signage to enhance safety to notification to drivers when cyclists are on bridge due to narrow shoulders		\$250,000	2.1
Saultea Walking Paths	Construction of walking paths on reserve from Crowfeathers Store to Fire Lake Campsite, and from Boucher Lake Road to Crowfeathers Store to improve pedestrian safety	Saultea First Nations	\$45,000	0.4
Doig walking paths	On Doig reserve from top of hill to community centre to improve pedestrian safety	Doig River First Nation	\$25,000	0.2
Park n Rides	Improve/expand multiple park n rides for transit at Playmor, Balfour, Nelson and Taghum. This includes clearing, grubbing and spot paving.	Kootenay	\$320,000	2.7
Transit Pullouts	Selected widening of highway shoulders in the area to accommodate transit buses and remove mobility issues from highway system	Kootenay	\$280,000	2.4
Great Blue Heron Way	Improvements on an 27B Avenue to connect existing trail on Tsawwassen First Nation to provide safe alternative to crossing the rail tracks and Deltaport Way	Tsawwassen	\$250,000	2.1
Rail Trails	Repairs to trails and trestles (trail	Okanagan/		

	remediation, handrail and decking replacement and assessment) to allow safe access for walking and biking	Cowichan	\$1,625,000	13.65
Cycle 16 Trail	Detailed design, signage, clearing, grubbing and drainage work, cattle underpass extension, barriers and produce materials	and drainage work, cattle Smithers- ss extension, barriers and Telkwa \$600,000		5.0
Krumm Shoulder Widening	Intermittent shoulder widening to fill in gaps on Krumm Rd between Krumm Bridge and Highway 37S	Terrace	\$800,000	6.7
BSN Active Transportation	Materials to support incremental shoulder widening on side roads to improve safety of people walking and cycling	Bulkley Stikine	\$500,000	4.2
Chief Lake Road	Prioritization of shoulder widening locations to support cycling	Prince George	\$250,000	2.1
Alex Fraser Bridge Cycling Connection	Re-profile and re-pave multi-use path	Delta	\$80,000	0.7
		Total	\$16,675,000	140.1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

Economic Recovery Program: Improved Air Access in Remote Communities

Background:

- The COVID-19 pandemic has had a profound, negative effect on the aviation industry. Some B.C. airports lost 100 percent of their revenue, making it difficult to stay open or invest in the future.
- Rural, remote and Indigenous communities across B.C. depend on their airports for access, supplies, economic sustainability, medevac, wildfire suppression and more.
- Many small airports require much-needed infrastructure improvements.
- \$15.75M was approved (of a \$20M request) for Improved Air Access in Remote Communities within BC's Economic Recovery Plan on September 17, 2020 with \$6.75M to be administered by MOTI and \$9M by Energy, Mines and Petroleum Resources.
- Advice/Recommentations

- Ministry staff have engaged the 20 communities noted under the Community Focus and are currently finalizing grant agreements – funding on these grants should flow in October and November.
- Projects will be expected to be delivered between October 2020 and March 2022
- . Government Financial Information

Issue/Opportunity:

None.

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Withheld pursuant to/removed as

Advice/Recommentations; Government Financial Information

CROWN AGENCIES

Name: BC Ferry Authority Board (non-Crown Board)

Legislative Authority: Coastal Ferry Act

Mandate:

The BC Ferry Authority is an independent, no-share capital corporation created under the *Coastal Ferry Act*. The 9-member board holds the single issued voting share in British Columbia Ferry Services Inc. (BCFS). The Authority appoints Directors to the Board of BCFS. The Act provides that BCFS is responsible for paying any expenses incurred by the Authority.

Current Appointees:

Lecia Stewart, Chair

Jessica Bowering, Director

Shelley L. Chrest, Director

Marlene G. Kowalski, Director

- Andrew Ross, Director
 - J. Wayne Rowe, Director
 - David R. Levi, Director
 - G. Wynne Powell, Director

Appointments required:

No provincial appointments to be made (the Authority includes 4 provincial appointments and these
positions are filled). The Northern Coastal and North Island regional district has a vacancy to be filled
by the existing Authority Board members.

Issue(s):

N/A

- Kirk Handrahan
- Executive Director
- 778 974-5301

CROWN AGENCIES

Name: British Columbia Ferry Commission Legislative Authority: *Coastal Ferry Act*

Mandate:

The Commission regulates British Columbia Ferry Services Inc (BC Ferries), the independent company that provides ferry services on 25 routes through the Coastal Ferry Services Contract with the Province. The Commission ensures that the average level of ferry fares charged by the company does not rise above a ceiling or "price cap" set by the Commission and monitors the adherence of BC Ferries to the terms of its service contract with the Province of B.C. While the Commissioner and Deputy Commissioner(s) are appointed by the Lieutenant Governor in Council, they operate independent of government.

Current Appointees:

- Sheldon T. Stoilen, Commissioner
- Eva Hage, Deputy Commissioner

Appointments required:

 None – Commissioner's term expires March 1, 2024 and Deputy Commissioner's term expires May 21, 2025.

Issue(s):

N/A

- Kirk Handrahan
- Executive Director
- 778 974-5301

CROWN AGENCIES

Name: BC Ferry Services Inc. – Board of Directors (non-Crown Board)

Legislative Authority: Coastal Ferry Act

Mandate:

The Board has responsibility for the stewardship of British Columbia Ferry Services Inc. by overseeing the conduct of the business and supervising the corporation's management, who are responsible for the day-to-day conduct and operations of the business. The independent BC Ferry Authority appoints Directors to the Board of BCFS. Government does not appoint any members to the BC Ferry Services Board.

Current Appointees:

•	John A.	Horning,	Chair
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• Jan K. Grude, Vice Chair

Bruce A. Chan, Director

• Eric A. Denhoff, Director

Brenda J. Eaton, Director

• Michael W. Pucci, Director

Gordon M. Kukec, Director

Shona A. Moore, Director

Sarah A. Morgan-Silvester, Director

Janine M. North, Director

David R. Podmore, Director

Judith F. Sayers, Director

Appointments required:

• As this is not a Crown Board, there are no provincial appointments

Issue(s):

N/A

- Kirk Handrahan
- Executive Director
- 778 974-5301

CROWN AGENCIES

Name: Prince George Airport Authority

Legislative Authority: Canada Not-for-profit Corporations Act (S.C. 2009, c. 23)

Mandate:

To manage, operate, and develop the airport.

Current Appointees:

- Dean Mason, Chair
- Don Zurowski, Vice Chair
- Emily Cheung, Director
- Blair Mayes, Director
- Frank Robertson, Director
- Shauna Harper, Director
- Terry Kuzma, Director
- Regina Toth, Director
- Sandra-Lee Rossi, Director

Appointments required:

• The Province nominates one Director.

Issue(s):

- The provincial nominee on this Board, Bill McGill, Personal Information
- This Director position is open and the Province can nominate a new Board member at any time.

- Reg Faubert
- Manager, Air Policy, BC Ministry of Transportation and Infrastructure
- 778 974-4977

CROWN AGENCIES

Name: BC Transit

Legislative Authority: BC Transit Act

Mandate:

BC Transit is the provincial crown agency charged with coordinating public transit in communities outside Metro Vancouver. BC Transit provides over 80 conventional (scheduled, fixed-route), custom (on-demand, door-to-door for people with disabilities unable to use conventional transit), and paratransit systems (a blend of conventional and custom transit often used in smaller communities), serving more than 130 communities and a total population of 1.98 million people. In 2019/20, BC Transit systems carried nearly 59 million passengers.

BC Transit provides transit services through a partnership with local governments and operating contractors (which can be private companies, non-profit organizations, or in a few cases, local governments). In the case of Victoria, local governments are represented by the Victoria Regional Transit Commission.

The Province has also partnered with the Federal government to fund BC Bus North (annual net cost is approximately \$1.3M per year). The current contract for BC Bus North expires March 31, 2021, Advice/Recommentations Advice/Recommentations

BC Transit's total expenses were \$344.2M in 2019/20, with the Province providing \$108.1M in operating funding and \$31.6M in capital funding.

Advice/Recommentations: Government Financial Information

Current Appointees:

- Catherine Holt, Board Chair
- Karen Elliott, Director
- Lisa Helps, Director
- Blair Redlin, Director
- · Susan Brice, Director
- Lyn Hall, Director
- Wendal Milne, Director

Appointments required:

None

Issue(s):

30 days – BC Transit will need to enter into agreements with each local government partner
outlining terms and conditions for the Safe Restart Funding (x-Ref Safe Restart Issue Note).

- Andrea Mercer
- Executive Director
- Government

CROWN AGENCIES

Name: Victoria Airport Authority

Legislative Authority: Canada Not-for-profit Corporations Act (S.C. 2009, c. 23)

Mandate:

To manage, operate, and develop the airport.

Current Appointees:

•	Gordon Safarik, Chair	•	Eric Donald, Director
•	Marilyn Loveless, Vice Chair	•	Carol Brown, Director
•	Brenda Nunns Shoemaker, Director	•	Wendy Everson, Director
•	Cathie Ounsted, Director	•	Paul Gerrard, Director
•	Rod Dewar, Director	•	Allan Haynes, Director
•	Frank Leonard, Director	•	Charles Lovallo, Director
		•	Geoff Dickson, President and CEO

Appointments required:

• Province nominates one Board member.

Issue(s):

The current provincial nominee is Wendy Zink, whose two-year term will not expire until December 31, 2021.

- Reg Faubert
- Manager, Air Policy, BC Ministry of Transportation and Infrastructure 778 974-4977

CROWN AGENCIES

Name: Victoria Regional Transit Commission (VRTC)

Legislative Authority: None (Regulatory)

Mandate:

Many of the decisions regarding transit services and funding in the Victoria region are made by the Victoria Regional Transit Commission; which is appointed by the Lieutenant Governor in Council from persons holding elected office, chosen from municipalities specified in the BC Transit Act.

The regional commission in Victoria consists of at least seven members. The current Commission is comprised of eight appointees in order to provide additional representation for the Western Communities. Two members of the Commission are appointed as directors of BC Transit under the provisions of the BC Transit Act. In the Victoria Regional transit service area, the Commission is responsible for: determining route configurations and transit service levels; setting fares; reviewing and making recommendations for the annual operating budget and capital spending and raising the local share of the annual cost of transit service in the region.

The table below compares the Provincial share of transit funding for the Victoria Regional Transit System (VRTS) and all other Regional Transit Systems in BC. Note that as VRTS is the only BC Transit system that has the authority to collect a regional motor fuel tax (which was increased to 5.5c/L on April 1, 2018), it receives a reduced provincial contribution.

	Victoria Regional Transit System		Regional Tran	sit Systems
	Provincial Share	Municipal Share	Provincial Share	Municipal Share
Conventional transit	31.70%	68.30%	53.31%	46.69%
Custom transit	63.00%	37.00%	33.31%	66.69%

Current Appointees:

- Councilor Susan Brice, Chair (District of Saanich)
- Councilor Sharmarke Dubow (City of Victoria)
- Mayor Fred Haynes (District of Saanich)
- Mayor Lisa Helps (City of Victoria)

- Mayor Rob Martin (City of Colwood)
- Mayor Kevin Murdoch (District of Oak Bay)
- Mayor Geoff Orr (District of North Saanich)
- Mayor Maja Tait (District of Sooke)

Appointments required:

None

Issue(s):

There are no immediate 30-60-90 issues at this time.

- Andrea Mercer
- Executive Director
- Government

Ministry of Transportation and Infrastructure 2020 Transition Binder

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Stakeholders - Contact Information and Biographies

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Highway Services

Carmela Allevato (Passenger Transportation Board)

Caroline Andrewes (Association of Consulting Engineering Companies)

Dave Earle (BC Trucking Association)

Kelly Scott (BC Road Builders)

John Wilson (Wilson's Transportation)

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MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
HWYS	Association of Consulting Engineering Companies of BC	Caroline Andrewes President & CEO 604 687-2811 Caroline@acec- bc.ca	ACEC-BC is British Columbia's provincial association of engineering consulting firms. ACEC-BC represents 90 of BC's consulting engineering companies that provide engineering and other technology-based intellectual services to the public and private sectors.	 Continued Investment in Infrastructure – both new and rehabilitation Efficiency of Regulatory Approvals – ACEC members have stated that their experiences in getting approvals are inconsistent across the Province in general (not specific to MoTI) Maintaining a healthy consulting industry – ACEC has concerns about maintaining a healthy supply of BC engineers coming into the field.
HWYS	BC Road Builders and Heavy Construction Association	Kelly Scott President 604 436-0220 Kelly@roadbuilders .bcca	The BC Road Builders and Heavy Construction Association is a non- profit organization that represents firms in the BC road building and maintenance industry. They have 250 member companies represent privatized highway maintenance contractors, construction contractors, underground/utility contractors, paving contractors and the various service and supply companies in the industry.	 Additional work for their members particularly for paving contractors. Additional compensation for COVID-19 related costs Implementation of 9 principles for successful relationships (e.g. to be reasonable and fair, to be innovative, to be a good community partner, to have access to mediation assistance, etc)

Branch	Organization	Contact	Description	Key Issues
HWYS	BC Taxi Association	Mohan Singh Kang President 250 727-2580 mohankang@shaw .ca	 The B.C. Taxi Association is a non-profit organisation representing the majority of taxi companies throughout British Columbia. It exists to promote & safeguard the interest of the taxi industry in British Columbia. The B.C. Taxi Association is: Continuously seeking to improve safety standards as well as ensuring a healthy and viable taxi industry 	 BC's COVID-19 plan includes a \$1,000 tax-free benefit for people unable to work, tax credits and deferral options for individuals and businesses, etc. COVID-19 resources (e.g. best practices) on Passenger Transportation Branch website. PT Branch collecting trip data – PT Board will look at congestion, livelihoods of drivers, Transportation Network Services operational policies (rates, fleet size, regions). Advice/Recommentations Criminal record checks – compliance issues due to COVID (third party application process)

Branch	Organization	Contact	Description	Key Issues
HWYS	Lyft	Aaron Lyle Zifkin 415-475-8459 marketcompliance @lyft.com	 Lyft, Inc. develops, markets, and operates a mobile app, offering vehicles for hire, motorized scooters, a bicycle-sharing system, and food delivery. The company is based in San Francisco, California and operates in 644 cities in the United States and 12 cities in Canada Lyft is the 2nd largest ride hail provider in BC as well as North America. Lyft currently only offers its ride hailing services in the Lower Mainland, and has yet to branch towards food delivery or scooters 	 BC's COVID-19 plan includes a \$1,000 tax-free benefit for people unable to work, tax credits and deferral options for individuals and businesses, etc. COVID-19 resources (e.g. best practices) on PT Branch website. Requested that Province ease Class 4 requirements – response: framework in place puts passenger safety first. Criminal record checks – compliance issues due to COVID (third party application process)
HWYS	Passenger Transportation Board	Carmela Allevato Chair Personal ptboard@gov.bc.ca or carmela.allevato@ ptboard.bc.ca Heather Ann Stewart Executive Director 250-356-1512 Heather.Ann.Stewa rt@gov.bc.ca	 The Passenger Transportation Board is an independent tribunal in British Columbia established under the Passenger Transportation Act. Their primary responsibility is to make decisions on applications relating to passenger directed vehicle authorizations (e.g. taxis, limousines, shuttle vans); inter-city bus authorizations; and transportation network service authorizations in British Columbia. 	 Ride hail and taxi stakeholder policy concerns. Impact of their decisions on the congestion and the environment PT Branch updates on progress made from taxi and ride hail licensees' trip data submissions (stored in Data Warehouse).

Branch	Organization	Contact	Description	Key Issues
HWYS	Uber Canada	Adam Blinick Personal canadacompliance @uber.com	 Uber Technologies, Inc., commonly known as Uber, offers vehicles for hire, food delivery (Uber Eats), package delivery, couriers, freight transportation, and, through a partnership with Lime, electric bicycle and motorized scooter rental. The company is based in San Francisco and has operations in over 900 metropolitan areas worldwide. In BC, Uber currently operates in the Lower Mainland, but has made application to the PT Board to operate in other areas of the province. Uber is the largest ride hail provider in BC as well as North America. Uber Eats food delivery service is also operational in the Lower Mainland 	 BC's COVID-19 plan includes a \$1,000 tax-free benefit for people unable to work, tax credits and deferral options for individuals and businesses, etc. COVID-19 resources (e.g. best practices) on PT Branch website. Requested that Province ease Class 4 requirements – response: framework in place puts passenger safety first. Criminal record checks – compliance issues due to COVID (third party application process)

Branch	Organization	Contact	Description	Key Issues
HWYS	Vancouver Taxi Association	Gurpal Nagra President 604-731-4999 Personal Information Carolyn Bauer Spokesperson 604-619-8428 carolyn@yellow- cab.ca	 The association represents 10 taxi companies in the Vancouver, North Vancouver, Richmond, New Westminster, and Burnaby areas The association looks to further the interests of its members, including high safety standards for its passengers and ensuring a thriving taxi industry in the Vancouver area 	 BC's COVID-19 plan includes a \$1,000 tax-free benefit for people unable to work, tax credits and deferral options for individuals and businesses, etc. COVID-19 resources (e.g. best practices) on PT Branch website. PT Branch collecting trip data – PT Board will look at congestion, livelihoods of drivers, TNS operational policies (rates, fleet size, regions). Advice/Recommentations Criminal record checks – compliance issues due to COVID (third party application process)
TPP	BC Ferry Services Inc (BCFSI)	Mark Collins President and CEO 250 978-1360 Cell: Personal Mark.Collins@bcfe rries.com	BCFSI is independent of the provincial government. The company provides marine transportation service to coastal communities under contract to the Province.	Matters relating to the delivery of coastal ferry services including issues relating to the Coastal Ferry Services Contract (CFSC) that defines ferry routes to be operated, the minimum service levels to be provided and the fees to be paid by the Province.

Branch	Organization	Contact	Description	Key Issues
TPP	BC Ferry Authority	Lecia Stewart, Chair 250 381-1401 Direct email: lecia@thestewartgr oup.ca	9 member board – 4 government appointments. Owner of BCFSI - holds only voting share. Appoints the Board of Directors for BCFSI, establishes Compensation Plans for BC Ferries' Board and Executives, and oversees strategic direction of BCFSI in support of the public interest, including the public's interest in safe, reliable and affordable coastal ferry services in B.C.	Same as above - Matters relating to the delivery of coastal ferry services including issues relating to the Coastal Ferry Services Contract (CFSC) that defines ferry routes to be operated, the minimum service levels to be provided and the fees to be paid by the Province.
TPP	BC Ferry Services Inc. Board Chair	John A. Horning Chair, BC Ferry Services Inc. 250 381-1401 Contact through Jason Barabash 250-978-1280	BCFSI Board has responsibility for the stewardship of BCFSI by overseeing the conduct of the business, supervising management, which is responsible for the day-to- day conduct of the business, and endeavoring to ensure that all major issues affecting the business and affairs of the company are given proper consideration.	Same as above - Matters relating to the delivery of coastal ferry services including issues relating to the Coastal Ferry Services Contract (CFSC) that defines ferry routes to be operated, the minimum service levels to be provided and the fees to be paid by the Province.
TPP	British Columbia Aviation Council	Dave Frank Executive Director 604 278-9330 dfrank@bcaviation council.org	Represents a range of members within the aviation industry	Has, and continues to communicate the concerns related to the financial impacts resulting from Covid-19 on its member organizations

Branch	Organization	Contact	Description	Key Issues
TPP	BC Transit	Erinn Pinkerton President and CEO Personal Erinn_Pinkerton@B CTransit.com	BC Transit is a provincial crown corporation responsible for coordinating the delivery of public transportation within British Columbia, outside Greater Vancouver.	Matters relating to the delivery of BC Transit services in communities outside of Metro Vancouver
TPP	BC Transit (Board of Directors)	Catherine Holt Board Chair 250-385-2551 Catherine_Holt@B CTransit.com	BC Transit is governed by a seven- member Board of Directors appointed by the Province according to criteria specified in the British Columbia Transit Act. The Board of Directors, through the Chair, reports to the Minister of Transportation and Infrastructure.	Matters relating to the delivery of BC Transit services in communities outside of Metro Vancouver.
MPIP	Port of Vancouver	Robin Silvester President and CEO Personal robin.silvester@po rtvancouver.com	The Port of Vancouver responsible for the stewardship of federal port lands in and around Vancouver. It is governed by a board of eleven members who are appointed for terms of up to three years. The Province appoints one board member.	 Industrial Land Terminal 2 New Cruise ship terminal on Fraser River / GMC Stability of drayage sector / short sea shipping (barging cargo)
MPIP	Prince Rupert Port Authority	Shaun Stevenson President and CEO Personal sstevenson@rupert port.com	The Port of Prince Rupert is responsible for the stewardship of federal port lands in and around Prince Rupert. It is governed by a board of seven members who are appointed for terms of up to three years. The Province appoints one board member.	Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
ITDP	BC Container Trucking Commissioner	Michael Crawford Commissioner 604 660-6051 Michael.Crawford @obcctc.ca	OBCCTC enforces compliance with the Container Trucking Act, issues Container Trucking Services licences within the Truck Licencing System and facilitates ongoing policy and regulatory review.	 Off dock report Fall 2020 Rate Review Term of current commissioner ends November 30
ITDP	BC Trucking Association	Dave Earl President and CEO 604 888-5319 davee@bctrucking. com	 BCTA is a member-based, province-wide, non-partisan, non-profit motor carrier association formed solely to advance the interests of British Columbia motor carriers. BCTA includes among its members for-hire and private carriers hauling every conceivable type of freight including manufactured goods, heavy specialised commodities, bulk products, household goods and general freight. BCTA also represents motor coach, courier, and waste management companies and suppliers to the industry. 	 Highway 1 expansion and other infrastructure priorities such as George Massey Tunnel Mandatory Entry Level Driver Training Electronic Logging Devices and Speed Limiters



Carmela Allevato Passenger Transportation Board Board Chair

Carmela Allevato practices labour and employment law at Allevato Quail & Roy and is a part-time instructor in the BCIT School of Business. Previously, she worked as a Lawyer for the British Columbia Teachers' Federation and the Canadian Union of Public Employees. She was the Secretary Business Manager of the Hospital Employees Union and has worked as in-house counsel for other public sector unions. Active in her community, she is an Executive Board Member of the BC Industrial Relations Association. She has served as a Member of the BC Labour Relations Board, a Trustee on the Vancouver School Board and a Vice-President of the BC Federation of Labour. Ms. Allevato received a Bachelor of Arts from the University of Toronto and a Bachelor of Laws from the University of British Columbia.



Caroline Andrewes
Association of Consulting Engineer Companies
President and Chief Executive Officer December 2018 to Present

Caroline is an accomplished professional engineer with 20-years of experience in multi-national, high-tech companies. Most recently, Caroline served as President for Engineers & Geoscientists BC, and is up to speed on many of the issues ACEC-BC is facing across the province of British Columbia.

In addition to being a Professional Engineer, Caroline is also a Chartered Professional Accountant (CPA) so brings a business acumen to the position of CEO of ACEC-BC. An effective communicator, Caroline will build strong relationships with member companies, peer organizations, and government stakeholders in her position. Her experience leading teams, formulating strategic plans and developing business processes are valuable skills she brings to the work of the Association. Caroline assumes the role from Keith Sashaw Personal Information to ACEC-BC.



Dave Earle
BC Trucking Association
President and CEO, 2018 to present

Dave Earle is the President and CEO of the BC Trucking Association, a member-based, province-wide, non-partisan, non-profit motor carrier association representing all elements of the road-based transportation industry in British Columbia.

Among his Board and Committee duties, Dave is the Past President of the Employers Forum and the Employer Caucus Chair for WorkSafe BC's Policy and Practice Consultation Committee.

As the previous employer co-chair of the Program Administration Committee for the BC Construction Industry Substance Abuse, Testing and Treatment Program, and previous Co-Chair of the Board of Trustees for the Construction Industry Rehabilitation Program, Dave has an intimate knowledge of substance use, testing and treatment in an employment setting.



Kelly Scott BC Road Builders and Heavy Construction Association President, 2017 to present

Kelly is well known to the industry in Western Canada. He has held senior leadership positions in the heavy equipment industry throughout Western Canada and the U.K. over the past 35 years.

The BC Road Builders and Heavy Construction Association was formed in 1966 and advocates for the development of a balanced, safe transportation system and highways infrastructure that sustains and promotes provincial economic growth. The association represents 250 firms and more than 10,000 workers involved in grading, asphalt and concrete manufacturing, paving, utility construction, road and bridge building/maintenance, blasting,

as well as related goods and services suppliers.

The association proudly works with its members to give back to the community having raised over \$400,000 in the past 15 years for BC Children's Hospital and awards its Betty Spalton Scholarships annually

to individuals obtaining educations in fields associated with the road building and heavy construction industries.



John Wilson Wilson Transportation President and CEO, 2017 – present

With over 35 years in the Motor Coach, School Bus and Sightseeing industry I have experience in both a unionized and non-unionized work environments. I have worked in all aspects of our business.

Wilson's now operates the largest fleet of Buses on Vancouver Island with over 150 vehicles situated from Victoria to Campbell River as well as Vancouver.

We own and operate the Grayline Sightseeing franchise for Vancouver Island as well as the YYJ Airport Shuttle for Victoria, The Mount Washington Ski Bus Service, and the B.C Ferry Connector Service that runs between Victoria, YVR, Canada Place Pier and our Downtown Vancouver Depot. We also own and operate Capital City Station & Café. Victoria's ground transportation hub in the Downtown Victoria core.

My father "Kello" and I started & owned the business together up until March 2017 when I completed the purchase from my Dad and I now own the company 100% on my own.

Personal Information believe in our company giving back to the community. We do this through supporting as many Non-Profit groups as we can.



Adam Blinick Uber Canada

Adam Blinick is the Director of Public Policy and Communications for Uber Canada. Prior to joining Uber, Adam held many senior roles in the Canadian government, including Deputy Chief of Staff to the Minister of Public Safety, Director of Policy to the Minister of Transport, and Special Advisor to the Prime Minister.



Mohan Singh Kang President, BC Taxi Association

Mohan Kang is the President of the BC Taxi Association (BCTA). The BCTA is a non-profit organization representing the majority of taxi companies throughout British Columbia. Its stated mission is to "promote and safeguard the interest of the taxi industry in British Columbia".



Carolyn Bauer Vancouver Taxi Association Spokesperson

Over 30 years' experience in the transportation industry, the main industry spokesperson for the VTA . Initiated and helped developed protocols and procedures to overcome transportation problems in the City of Vancouver. Initiated and helped develop a disability training manual for taxi drivers in the City of Vancouver, the first of its kind in British Columbia, to overcome the issues and concerns associated with persons with Disabilities when using public transportation.



Aaron Lyle Zifkin Lyft Managing Director, Jan 2018 - present

Aaron Zifkin is the Managing Director of Canada at Lyft where he oversees all business operations, including growth of emerging markets, driver and passenger acquisition, customer and community outreach, strategic partnerships, sales and marketing.

Lyft was founded in 2012 by Logan Green and John Zimmer to improve people's lives with the world's best transportation and is available to approximately 95 percent of the United States population as well as select cities in Canada. Lyft is committed to effecting positive change for our cities by offsetting carbon emissions from all rides, and by promoting transportation equity through shared rides, bikeshare systems, electric scooters, and public transit partnerships.



Keith Creel CP Rail President and Chief Executive Officer, 2017 – Present

On January 31, 2017, Mr. Creel assumed his new role as President and Chief Executive Officer, becoming the 17th person to lead the company since 1881.

Mr. Creel was appointed President and Chief Operating Officer in February 2013 and joined the CP Board of Directors in May of 2015.

Under Mr. Creel's leadership, CP is finding safer, more efficient ways to connect customers to domestic and global markets, and will continue to play a prominent role in connecting communities in both Canada and the U.S.

Prior to joining CP, Mr. Creel was Executive Vice-President and Chief Operating Officer at Canadian National (CN). He held various positions at CN including Executive Vice-President Operations, Senior Vice-President Eastern Region, Senior Vice-President Western Region, and Vice-President of the Prairie Division.

Mr. Creel began his railroad career at Burlington Northern Railway in 1992 as an intermodal ramp manager in Birmingham, Alabama. He also spent part of his career at Grand Trunk Western Railroad as a superintendent and general manager and at Illinois Central Railroad as a trainmaster and director of corridor operations, prior to its merger with CN in 1999.

Mr. Creel holds a Bachelor of Science in Marketing from Jacksonville State University. He also completed the Advanced Management Program at the Harvard Business School. Mr. Creel has a military background as a commissioned officer in the U.S. Army, during which time he served in the Persian Gulf War in Saudi Arabia. Recognized for his leadership at CP, he was named by Progressive Railroading as "Railroad Innovator" for 2014.



Kevin Desmond TransLink Chief Executive Officer, 2016 – Present

Kevin is an experienced executive with a career built in the public transportation industry. As Chief Executive Officer of TransLink, Metro Vancouver's transportation authority that provides 1.4 million trips every day, he oversees planning, financing, and management of a region-wide multimodal transit network that includes bus, SkyTrain, SeaBus, HandyDART and West Coast Express, with nearly 7,800 employees.

Kevin has pioneered an array of operational, fleet, technology, and market development initiatives over the years and has a long-standing commitment to progressive environmental policies and investments.

These initiatives were recognized this year when TransLink was awarded the American Public Transit Association's (APTA) Transit System of the Year Award for its 2016 to 2018 systemwide achievements.

Prior to joining TransLink, Kevin was General Manager of King County Metro Transit serving the Seattle metropolitan region. Prior to Metro Transit, Kevin was Vice-President of Operations and Development at Pierce Transit in Tacoma, Washington. Before relocating to the West Coast, Kevin acted as Chief of Operations Planning for New York City Transit.

Kevin has a master's degree in Public Administration from New York University. He is an executive committee member for the Canadian Urban Transit Association and board director for the Greater Vancouver Board of Trade.



Amanda Farrell TI Corp President and CEO, 2018 – Present

Amanda Farrell is the President and Chief Executive Officer at Transportation Investment Corporation (TI Corp). Amanda took on this role in December 2018 to lead the management and delivery of major transportation projects, including the new Pattullo Bridge, the Kicking Horse Canyon Project – Phase 4 and the Broadway Subway.

Prior to TI Corp, Amanda served as the President and CEO of Partnerships BC for five years. Amanda focused the organization's culture on client responsiveness and strengthening relationships with current and future clients in the development of major public infrastructure projects from hospitals to courthouses to transit lines. Amanda also served as Chief Project Officer on the now completed Evergreen SkyTrain Line in Vancouver during that time.

Earlier in her career, Amanda gained extensive public policy and operational experience in the UK before moving to British Columbia. Amanda was honoured by her peers as the recipient of the 2018 Women's Infrastructure Network Outstanding Leader award.



Sean Finn CN Rail

Executive Vice-President, Corporate Services and Chief Legal Officer, 2008 - Present

Sean Finn was appointed Executive Vice-President, Corporate Services and Chief Legal Officer in December 2008. He is responsible for a wide array of legal, government, regulatory, public affairs, risk mitigation and security matters.

Mr. Finn joined CN in January 1994 and led the Company's corporate tax function while being involved extensively in CN's privatization in November 1995. He was appointed Treasurer and Principal Tax Counsel in August 1996, Vice-President, Treasurer and Principal Tax Counsel in January 2000, Senior Vice-President, Chief Legal Officer and Corporate Secretary in December 2000, and Senior Vice-President, Public Affairs, Chief Legal Officer and Corporate Secretary in February 2003. As Corporate Secretary, he is actively involved and responsible for CN's Corporate Governance Practices and the implementation of the CN Business Code of Conduct.

Prior to joining CN, Mr. Finn was the managing tax partner with the Montreal law firm Lavery, de Billy, where he was involved in domestic and international tax planning, cross-border financing, and corporate financing and reorganizations.

Mr. Finn graduated from the faculty of law of the University of Montreal in 1981 and completed a Masters degree in tax law at the University of Toronto in 1983. He was admitted to the Quebec Bar in 1983.

Mr. Finn was named Tax Lawyer of the Year 2000 by his peers. He is former Chairman of the Canadian Chamber of Commerce (2006-2007) and of the Quebec Chamber of Commerce (2002-2003). He was also the mayor of the City of Saint-Lambert, Quebec from 2005 to 2009. Mr. Finn was a lecturer for 20 years in tax legislation and policy for the masters in taxation at Université de Sherbrooke and for the graduate diploma in taxation at McGill University. He is currently a board member of the YMCA Foundation of Greater Montreal (since 2000), the Montreal Children's Hospital Foundation and Chairman of the Corporate Campaign (since 2005), as well as Swimming Canada (since October 2008).



Robin Silvester Vancouver Fraser Port Authority President and Chief Executive Officer, 2009-Present

Mr. Silvester was appointed president and chief executive officer of the Vancouver Fraser Port Authority in 2009, bringing to the position extensive international experience in both the port and property sectors. Prior to joining the port authority, Mr. Silvester served as chief executive for the property and facilities management business, United Group Services ANZ in Australia.

Mr. Silvester spent a significant portion of his career serving in senior roles internationally with P&O Ports. As chief development officer, Mr. Silvester led the company's strategy and global acquisition program, including the businesses that became P&O Ports Canada. Having completed that acquisition, in 2003 Mr. Silvester was appointed the first president and chief executive officer of P&O Ports Canada, based in Vancouver.

In 2004, Mr. Silvester relocated from Vancouver to London, United Kingdom, and later to Sydney, Australia, as a member of the P&O Ports global executive team. Following the acquisition of P&O, then the world's fourth largest container terminal operator, by Dubai Ports World in 2006, Mr. Silvester remained in Sydney and joined United Group Limited, an ASX 100 listed Engineering and Property Services firm, as chief development officer. He led the \$500 million acquisition of U.S. facilities management business Unicco. He was later appointed chief executive of United Group Services ANZ, responsible for leading the company's property and facilities management business in Australia and New Zealand.

Mr. Silvester began his career in the chemicals industry in the United Kingdom. He also worked in business management and strategy roles in the steel industry and was involved in British Steel's acquisition program.

Mr. Silvester is a Chartered Engineer, Institute of Corporate Directors, ICD.D, and a graduate of Cambridge University. He completed a corporate finance program at the London Business School. Mr. Silvester is a board member and former chair of the Association of Canadian Port Authorities, a vice president representing North America at the International Association of Ports and Harbors, an executive member and chair of the Greater Vancouver Gateway Council, past chair of the Greater Vancouver Board of Trade and past chair of its Policy Council, a director of the Western Transportation Advisory Council, a board member of the Canada West Foundation, a member of the executive committee of the British Columbia Business Council and a past board member of the British Columbia Maritime Employers' Association. Mr. Silvester is also a member of the Presidents Group, a network of business leaders in B.C. focused on helping increase employment opportunities for people with disabilities.



Shaun Stevenson
Prince Rupert Port Authority
President and CEO, 2018-Present

Shaun was appointed President and CEO in August 2018. Shaun joined PRPA in 1997 and assumed progressive roles, namely as Vice President, Trade Development and Public Affairs, to help lead the Port of Prince Rupert in its transformation and growth as a global trade gateway.

Gordon Westlake
British Columbia Railway Company
President & Chief Executive Officer, 2013 – Present

Gordon Westlake is the President & CEO of the British Columbia Railway Company and its subsidiary company, BCR Properties Ltd.

Gord is a Professional Engineer with 40 years of engineering, operations, project management and executive experience in the transportation sector. He spent five years in the early 1980's in consulting engineering, including on-site project management work on the construction of BC Rail's Tumbler Ridge Branch Line. Gord then joined BC Rail in 1985, where he progressed through a variety of positions for the next 15 years, including the positions of Chief Engineer and Director of Operations.

Between 2000 and 2006 he transferred over to the BCR Marine subsidiary, where he was Project Manager on the Centerm container terminal expansion project, followed by the position of Director of Engineering at the Vancouver Wharves bulk marine terminal.

Gord returned back to BC Railway in 2007 as Vice President Operations and was appointed as President & CEO in 2013.

He holds a Bachelor of Science Degree in Civil Engineering from the University of Saskatchewan and is a registered Professional Engineer in the Province of B.C.



Michael Crawford BC Container Trucking Commissioner, 2017-Present

Michael Crawford has over 15 years of policy and transportation policy development experience in BC and internationally. Since the last work stoppage at the Port of Vancouver by container truckers in 2014, he has focused on Lower Mainland container trucking issues by assisting in drafting the Container Trucking Act and in establishing the Office of the Container Trucking Commissioner. Michael Crawford has served one term as Deputy Container Trucking Commissioner and is currently in his third year as Commissioner.



Susan M. Brice BC Transit: Victoria Regional Transit Commission Chair

Susan Brice has served as the elected Councillor of Saanich since 2005. Previously, she was elected the Trustee and Chair for the Greater Victoria School Board, the Councillor and Mayor of Oak Bay and a MLA for Saanich South. She has also served as the BC Minister of Mental Health and Minister of Human Resources, Deputy Chair of BC Police Commission, Director of the Victoria Airport Authority, Chair of the Camosun College Foundation and as a Board Member of the Pacific Sport Institute. Susan Brice is currently Chair of Victoria Regional Transit Commission.

Currently, Councillor Brice serves as Chair of Healthy Saanich Advisory Committee and a member of the Finance and Personnel Standing Committee. Active in the community, she volunteers her time with BC Transplant Society, Cridge Centre for the Family and the Eldercare Foundation.



Mark Collins
BC Ferries
President and Chief Executive Officer

Born in an island community, and with 35 years' of marine experience, Mark understands the importance of a reliable ferry service to people's lives and the local economy. Before becoming President & CEO, Mark held leadership positions with BC Ferries for 11 years and also served as President of both Rolls Royce Marine Brazil and Italy. He has an MBA in Transport and Logistics from UBC, a certificate in Strategic Leadership from Oxford, a BA in Marine Geography from Saint Mary's, and a Diploma of Mechanical (Marine) Engineering from Memorial University. In addition to several past directorships, he presently serves on the boards of Interferry and Green Marine.



Catherine Holt BC Transit Chair

Catherine Holt is Chief Executive Officer of the Greater Victoria Chamber of Commerce.

Prior to her role with The Chamber, Catherine was President and Principal Consultant, Sage Group Management Consultants for 17 years. She worked at the executive level with private sector clients providing strategic advice on public policy and government decision-making processes. She worked with not-for-profits improving stakeholder relations, designing and recruiting boards of directors, strategic planning, evaluating new lines of business and organizational design. She has worked on many transformational projects in the public sector and has a long-standing involvement in public transit and transportation issues.

As a management consultant, she conducted a review in 2012 of the relationship between local governments, the Province and BC Transit for the Minister of Transportation and Infrastructure. She led strategic planning sessions for the Board of BC Transit and a review of the governance and funding of the organization. In 2015, she conducted a core review and the development of a strategic plan for the CEO of TransLink.

Catherine taught Advanced Strategy for the MBA program at Royal Roads. She was an Assistant Deputy Minister in the BC Government, Cabinet Communications Advisor for the Yukon Government and a Producer for CBC National Radio and TV Current Affairs. She has been a board member for the Victoria Police Board and BC Gaming Commission, the Vancouver Island School of Art and Child and Nature Alliance of Canada.

She has a Master of Arts, UWO, Bachelor of Arts (honours), UBC, and was a Certified Management Consultant.



John A. Horning BC Ferry Services Inc Board Chair

John Horning offers an extensive business background as Executive Vice President and Chief Financial Officer of Interfor Corporation, President and CEO of Seaboard International Shipping Ltd. and President and CEO of Interfor Insurance Corporation. John previously held the position of President and CEO of Pacific Coach Lines Ltd. He holds an Honours Bachelor of Commerce and Business Administration degree from the University of British Columbia and is a Chartered Accountant. He also serves on the Boards of the B.C. Pavilion Corporation and is Chair of the David Spencer Endowment Encouragement Foundation.



Erinn Pinkerton
BC Transit
President and Chief Executive Officer

Erinn Pinkerton is the President and CEO. Prior to her appointment she was the Vice President of Business Development and Chief Transformation Officer (CTO) and led Corporate Planning, Sales, Marketing and Communications, Information Technology and the Transit Planning and Scheduling teams for BC Transit.

Since 2008, Ms. Pinkerton has been instrumental in delivering improved transit service to over 130 communities across B.C. She has led the development and public consultation efforts for numerous multi-million dollar capital projects and transportation plans, including Transit Future Plans, Victoria Regional Rapid Transit project, Highway 16 service introduction and Kelowna Rapid Bus. In addition, Ms. Pinkerton led the overall development of the strategic plan and implementation of all corporate planning activities including strategic analysis, enterprise resource planning, business intelligence and revenue generation.

Ms. Pinkerton is committed to making transit services more responsive, convenient and accessible to all customers and has been leading many initiatives, including the smart bus technology project which introduces real-time bus information, automated stop announcements and closed circuit TV cameras onboard each bus.

Ms. Pinkerton has over 17 years of experience in the transportation industry and holds a Bachelor of Commerce degree and a Masters of Business Administration.



Catherine Roome Technical Safety BC President

Catherine is a courageous, visionary leader who is relentlessly driven to change the world and believes that people have an extraordinary ability to bring a shared vision into reality. Her passion and commitment to growing the next generation of leaders inspires the modern, diverse people practices at Technical Safety BC.

One of BC's senior leaders in the engineering and technology sector, Catherine has consistently delivered game-changing strategies that use technology innovation for public good. A "futurist," she is building Technical Safety BC's place in the algorithmic economy using predictive insights to create long-term, sustainable social and financial value, as she steers the organization towards its vision of *Safe technical systems*. Everywhere.



Lecia Stewart BC Ferry Authority Chair

Lecia Stewart is a recognized industry leader with more than 25 years of experience advising on start-up, procurement, governance, and delivery strategies for large and complex infrastructure projects. She served as President and Project Director for two major Canadian transit projects - the \$1.2 billion SkyTrain Millennium Line and Metro Vancouver's West Coast Express commuter rail - both of which were delivered on time and under budget. She was also Vice President at Bombardier Transportation. In 2005, she founded the Stewart Group, a consulting firm offering strategic advisory services for major infrastructure projects.



Sheldon Stoilen BC Ferry Commission Commissioner

The British Columbia Ferries Commissioner is Sheldon T. Stoilen, BSc, CA. He was appointed March 1, 2018 for a six year term ending March 1, 2024.

Mr. Stoilen holds a Bachelor of Science Degree (Mathematics) from the University of British Columbia and is qualified as a Chartered Accountant in British Columbia. He is a member of the Canadian and BC Institute of Chartered Accountants and the Institute of Corporate Directors of Canada.

He has operated his own management consulting practice since 2000 specializing in organizational development, marketing planning and brand management. Prior to his consulting career he held several senior executive positions in the forest products and aviation industries with Canfor Corporation and Canadian Airlines International respectively.

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Ministry of Transportation and Infrastructure

2020/21 – 2022/23 SERVICE PLAN

February 2020



Minister Accountability Statement



The *Ministry of Transportation and Infrastructure 2020/21 - 2022/23 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Claire Trevena

Minister of Transportation and Infrastructure

February 10, 2020

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Purpose of the Ministry

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

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

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

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

Strategic Direction

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

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

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

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

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

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

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

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

Performance Planning

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

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

Key Strategies:

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

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

¹ Data Source: Ministry of Transportation and Infrastructure.

Linking Performance Measure to Objective:

1.1 This performance measure reflects the goal of being cost conscious and evaluates all Ministry capital construction and rehabilitation projects, within the overall Transportation Investment Plan, completed each year. This performance measure allows the Ministry to assess how efficiently and effectively it delivers this large suite of projects, and the consistent target represents the ability to maintain a high level of achievement despite challenges and the broad range of projects included in the target. This enables continued investment in projects that benefit rural and urban British Columbians, including those listed in the Major Capital Projects section.

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

Objective 2.1: Improve highway safety and reliability

Key Strategies:

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

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

¹ Data Source: The RCMP and ICBC.

Linking Performance Measure to Objective:

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

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

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

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

Key Strategies:

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

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

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

Linking Performance Measure to Objective:

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

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

Climate Change Adaptation

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

² From April 1 2019 to September 30, 2019.

^{3.} New targets will be established in 2020/21

Objective 2.3: Provide excellent service to all British Columbians

Key Strategies:

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

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

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

Linking Performance Measure to Objective:

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

Coastal Ferry Services

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

App-based Ride-Hailing in B.C.

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

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

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

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

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

Objective 3.1: Reduce greenhouse gas emissions from the transportation sector Key Strategies:

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

	Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3	3.1 Annual public transit ridership in B.C. ¹	335 million	345 million	347 million	353 million

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

Linking Performance Measure to Objective:

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

Working Towards a Cleaner Transportation Network

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

These are just a few of the ways the Ministry is ensuring clean transportation options are available to British Columbians. This work supports <u>CleanBC</u>, the Province's strategy to put B.C. on the path to a cleaner future.

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

Key Strategies:

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

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

¹ Data Source: Ministry of Transportation and Infrastructure.

Linking Performance Measure to Objective:

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

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

Active Transportation

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

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

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

Resource Summary

Resource Summary							
Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates ²	2021/22 Plan	2022/23 Plan			
	Operating Expe	enses (\$000) ³					
Transportation and Infrastructure Improvements	16 097	16 627	10.061	10.061			
mirastracture improvements	16,987	16,637	10,961	10,961			
Public Transportation ⁴	348,321	350,248	357,385	357,385			
Highway Operations	544,168	545,541	546,951	546,951			
Commercial Transportation Regulation	3,208	3,274	3,343	3,343			
Executive and Support Services	12,932	13,220	13,500	13,500			
Total	925,616	928,920	932,140	932,140			
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)							
Highway Operations	2,885	5,383	4,135	4,060			
Total	2,885	5,383	4,135	4,060			

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

² Further information on program funding and vote recoveries is available in the <u>Estimates and Supplement to the Estimates.</u>

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

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

Transportation Investments

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

¹Includes funding for George Massey Crossing (planning, interim works and procurement). ²Total investments include operating and capital spending.

BC Transportation Financing Authority Statement of Operations

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

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

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

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

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

Major Capital Projects

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
Highway 1 Widening and 216 Street Interchange	2020	50	12	62

Objective: Widening the Trans-Canada Highway to six lanes between 202nd Street and 216th Street and construction of a diamond interchange at 216th Street to improve traffic flow, reliability and congestion on a core National Highway System route used extensively for moving people and goods.

Costs: The estimated project cost is \$62 million, inclusive of property acquisition costs and contingencies. The Government of Canada is contributing half of eligible costs up to a maximum of \$22.3 million under the Provincial Territorial Infrastructure Component of the new Building Canada Fund. The Township of Langley is contributing \$12 million toward the cost of the interchange.

Benefits:

- Improve safety for all road users.
- Reduce congestion and improve travel times through a key corridor.
- Support transit use, cycling and other alternatives to single occupant vehicles.
- Keep regional traffic off local streets.

Risks:

Night work is required as no lane closures during the day will be permitted. Night work includes building an
earth berm in proximity to residents.

Highway 1 – Admirals Road/McKenzie Avenue	2020	85	11	96
<u>Interchange</u>				

Objective: Construction of an interchange on the Trans-Canada Highway at the intersection with Admirals Road and McKenzie Avenue to improve traffic flow and reliability and reduce congestion on a core National Highway System route. The project includes construction of shoulder bus lanes, extension of the merge lanes, and construction of a grade-separated structure for the Galloping Goose Regional Trail.

Costs: The estimated cost is \$96 million, inclusive of property acquisition costs and contingencies. The Government of Canada is contributing half of eligible costs up to a maximum of \$32.6 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund.

Benefits:

- Improve safety for all road users.
- Reduce congestion and improve travel times through a key corridor.
- Support transit use, cycling and other alternatives to single occupant vehicles.

Risks:

- Geotechnical conditions.
- Archeological impacts.
- Relocation of a large Capital Regional District waterline.
- Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans.

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
Highway 7 Corridor Improvements	2020	48	22	70

Objective: Improve safety, capacity and mobility on Highway 7 between the City of Pitt Meadows and the District of Mission including: a right turn extension at Harris Road (Pitt Meadows); safety improvements from 222nd Street to Kanaka Way (Haney Bypass-Maple Ridge); and four-laning from Silverdale Avenue to Nelson Street (Mission).

Costs: Total project cost is estimated at \$70 million including a \$22 million contribution under the Provincial-Territorial Component of the new Building Canada Fund.

Benefits:

- Address key safety issues along Highway 7.
- Improve capacity constraints between the District of Mission and the City of Pitt Meadows.
- Support the Province's commitment to provide a continuous divided four-lane corridor from Mission to Pitt Meadows.

Risks:

- Environmental impacts to fish bearing stream and ditches.
- · Traffic management during construction.

Objective: Long-term stabilization of the Ten Mile Slide, approximately 17 kilometres northeast of Lillooet and located within Xaxli'p's Fountain Reserve 1A.

Costs: The estimated cost is \$60 million, which includes planning, engineering, construction, mitigation, site supervision, First Nations accommodation and contingency. Phase 2, the main stabilization contract, commenced construction in September 2019 and is on schedule for completion by May 2020.

Benefits:

- Improve safety and reliability.
- Maintain direct connection between Lillooet and Kamloops.
- Maintain community connectivity and cohesiveness for the Xaxli'p community.
- Respond to requests for a long-term solution dating back to the mid-1990s.
- Limit future costs associated with extra-ordinary maintenance and stabilization measures.

Risks:

- Geotechnical conditions (ongoing slide movement).
- Managing traffic during construction.
- Impacts to the Xaxli'p Fountain Reserve 1A.
- Archaeological finds.

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
Highway 1 – Lower Lynn Corridor Improvements	2021	157	41	198

Objective: Construction of replacement structures over Highway 1 at Mountain Highway and Keith Road/Dollarton Highway as well as municipal improvements on Keith Road. The project also includes the construction of westbound collector-distributor lanes and the construction of two new structures on either side of the existing Highway 1 Lynn Creek Bridge.

Costs: The estimated cost is \$198 million, inclusive of property acquisition costs and contingencies. The Government of Canada is contributing \$66.6 million under the Provincial-Territorial Component of the new Building Canada Fund and the Major Infrastructure Component of the old Building Canada Fund, and the District of North Vancouver is contributing \$54.7 million.

Benefits:

- Improve safety for all road users.
- Reduce congestion and improve travel times through a key corridor.
- Support community connectivity.

Risks:

- Geotechnical conditions.
- Archeological impacts.
- Utility relocations.
- · Managing traffic during construction.

Illecillewaet Four-Laning and Brake Check	2022	18	67	85
Improvement Project				

Objective: The Illecillewaet Four-Laning and Brake Check Improvement Project is part of the Trans-Canada Highway program that supports the provincial commitment to accelerate upgrades to the Alberta border. The project scope includes providing approximately 2 kilometres of four-lane highway to increase vehicle storage during winter closures and to improve passing opportunities, expanding the existing brake check area to accommodate 15 trucks and accommodation of eastbound traffic turn-around to enable trucks and cars in the event of a road closure.

Costs: The estimated project cost is \$85.2 million and is cost shared with the federal government, which is contributing \$15.5 million. The estimated total project cost includes engineering, construction, First Nations consultation, archaeology, and project management.

Benefits:

- Improve safety, mobility and reliability.
- Improve travel speeds and relieved congestion, which will reduce driver frustration and improve safety.
- Improve capacity and safety for queued vehicles and reduced traveller delay due to highway closures during winter storm and avalanche control events.
- Improve brake check safety and capacity.
- Provide an opportunity for vehicles to safely turn around in the event of extended highway closures.

Risks:

- · Geotechnical conditions.
- Environmental impacts.

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
Highway 14 Corridor Improvements	2022	6	80	86

Objective: To enhance safety, introduce opportunities for travel time savings and promote mobility options and transit use to help build a stronger local and regional economy. These objectives will be met by resurfacing and shoulder widening 10 kilometres of Highway 14 between Otter Point Road (west) and Woodhaven Road, and by realigning and four-laning with median division over 1.5 kilometres of the highway generally between Connie Road and Glinz Lake Road, including an underpass sideroad connection to Gillespie Road that includes a new Park and Ride transit facility.

Costs: \$85.7 million total Capital cost made up of \$30.2 million in funding from the Government of Canada, and \$55.5 million in Provincial funding.

Benefits:

- Mobility improvements via the introduction of wider paved shoulders for cyclists and improved sideroad connections and the new Park and Ride transit facility.
- Safety improvements via wider paved shoulders, better surface conditions, straighter alignments, intersection upgrades, median barrier division, channelization and lighting.
- Reliability improvements as a result of the safety benefits associated with reduced collisions and associated highway closures, as well as new passing opportunities.

Risks:

- Environmental and geotechnical.
- Properties.
- Construction and Traffic Management.

West Fraser Road Realignment	2023	2	101	103
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Objective: Reconstruct 5 km of West Fraser Road on a new alignment that by-passes a closed section that was washed out in 2018 and is located in an active landslide area. This project will improve the connectivity of local indigenous and non-indigenous communities in the area by eliminating the need take a substantial detour which has been in place since the closure.

Costs: The estimated cost is \$103.4 million, and the project is eligible for reimbursements from the Government of Canada through the Disaster Financial Assistance Agreement.

Benefits:

- Improves travel time and reliability for residents affected by the detour.
- Better connects Indigenous communities that are separated by the closure.
- Improves the ability for local industries to get their goods and resources to their destination.
- Improves safety of all road users through lower collision risk.

Risks:

Geotechnical conditions.

- Archeological finds.
- Potential for changed conditions during construction.

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
Highway 91/17 and Deltaport Way Upgrade Project	2023	37	223	260

Objective: A combination of improvements to the existing Highway 91, Highway 17, Highway 91 Connector and Deltaport Way to improve travel safety and efficiency. These upgrades will improve local and commercial travel in the area and reduce conflicts between commercial vehicles and other traffic. They also complement the Alex Fraser Bridge improvements and 72nd Avenue Interchange projects.

Costs: The estimated cost is \$260 million, with the Government of Canada contributing \$81.7 million, the Port of Vancouver \$87.5 million, the Province of B.C. \$87.5 million, and the Tsawwassen First Nation \$3.5 million.

Benefits:

- Reduce congestion to improve travel time and reliability through Delta.
- Improve traffic safety for goods movers and the travelling public, with lowered collision risk and better operating hours at the Nordel commercial inspection facility.
- Support community and economic development, with better access to employment areas, faster access between South Delta and North Delta/Surrey, improved cycling connections, and improved permitting and inspection service for commercial vehicle operators.

Risks:

- Geotechnical conditions.
- Traffic management during construction.
- Archeological finds.
- Utility relocations.

Pattullo Bridge Replacement Project	2023	51	1,326	1,377
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Objective: A new four-lane bridge that meets current seismic and road design standards and provides a safe and reliable crossing for vehicles, pedestrians and cyclists and network connections in Surrey and New Westminster.

Costs: The estimated cost is \$1.377 billion which includes planning, engineering, construction, site supervision, property acquisition, regulatory approvals, removal of the existing Pattullo Bridge and contingency. The estimated cost includes both capitalized and expensed costs. The new bridge is expected to open in 2023. The removal of the existing bridge will occur after the new bridge is in service.

Benefits:

- Improve safety for drivers.
- Improve seismic resiliency and emergency response capability.
- Improve regional connectivity.
- Improve the movement of goods.
- Provide safer corridors for pedestrians and cyclists.

- Managing traffic during construction.
- Archeological impacts.
- Permitting/regulatory requirements.
- · Utility relocations.
- Third party agreements.
- Geotechnical conditions.

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
Highway 1 Quartz Creek Bridge	2023	7	114	121

Objective: Upgrading approximately 4.4 kilometres of the Trans Canada Highway to four lanes, including a replacement new bridge structure on a new alignment of to replace the existing Quartz Creek bridge on a new alignment, a new bridge structure to replace Wiseman Stream Culvert (culvert buried under 30 metres of highway fill), access improvements to forest service roads, wildlife fencing, ungulate guards and large mammal crossings under both Wiseman Bridge and Quartz Bridge structures.

Costs: Estimated project cost is \$121.4 million, with the Government of Canada contributing \$49.9 million under the Provincial-Territorial Component of the new Building Canada Fund. The project is to be tender ready for spring 2020.

Benefits:

- Improve safety, mobility, and reliability for all users on this section of the Trans Canada Highway.
- Increase capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial and national economic growth.
- Reduce conflicts with wildlife due to wildlife fencing and large mammal crossings.
- Improve safety for accessing forest service roads.

Risks:

· Third party agreements.

Kootenay Lake Ferry Service Upgrade	2023	2	53	55
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Objective: To replace the aging MV Balfour with a new, larger electric-ready ferry; as well as improve safety and accessibility at both ferry terminals (Balfour and Kootenay Bay).

Costs: The approved project budget is \$54.7 million. The project is cost shared between the provincial and federal governments with a federal contribution of \$17.2 million and a provincial contribution of \$37.5 million. Federal funding is being provided through the National Building Canada Fund – Provincial-Territorial Infrastructure Component.

Benefits:

- Provide service continuity after the retirement of MV Balfour.
- Improve capacity to meet demand during summer peaks.
- · Reduce GHG emissions.
- Improve traffic flow in/out of both ferry terminals (Balfour and Kootenay Bay).
- Improve safety and accessibility for motorists and pedestrians using the terminal.

- Project delays may impact ferry service.
- Vessel assembly in a remote location.
- · Archaeological and geotechnical conditions.

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
R.W. Bruhn Bridge and Approaches Project	2023	14	211	225

Objective: The R.W. Bruhn Bridge and Approaches Project supports the provincial commitment to accelerate Highway 1 upgrades to the Alberta border, and addresses the immediate needs of the aging bridge infrastructure and associated safety, mobility and reliability issues. The project scope includes four-laning approximately 1.9 kilometres of Highway 1 and replacing the R.W. Bruhn Bridge. The Project extends approximately 2.5 kilometres and includes at-grade intersection improvements at Old Sicamous Road, Old Spallumcheen Road, Gill Avenue and Silver Sands Road. The scope also includes a new multi-use path to increase safety for pedestrians and cyclists.

Costs: The estimated project cost is \$224.5 million. The project is cost shared between the provincial and federal governments with a federal contribution of \$91.1 million and a provincial contribution of \$133.4 million. Federal funding is being provided through the new Building Canada Fund. The estimated total project cost includes engineering, construction, land acquisition, First Nations consultation, archaeology, and project management.

Benefits:

- Improve safety and traffic flow along the Trans-Canada Highway corridor.
- Replace aging R.W. Bruhn Bridge.
- Improve safety of local road connections at the Trans-Canada Highway.
- Enhance safety for pedestrians and cyclists along the Trans-Canada Highway corridor.
- Continue collaboration with Indigenous people and government on project opportunities and accommodation.

Risks:

- Archeological finds.
- Potential costs and schedule delay with property acquisition completion.
- Geotechnical conditions.

Highway 1 Hoffman's Bluff to Jade Mountain	2023	27	172	199	
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Objective: Upgrading approximately 11.9 kilometres of the Trans-Canada Highway to four-lanes, including highway realignment, highway access improvements, frontage road construction and Chase Creek Bridge replacement. The project will also provide greater pedestrian/cycling connectivity between the Village of Chase and Neskonlith Indian Reserve.

Costs: Estimated project cost is \$199.2 million, with the Government of Canada contributing \$55.1 million under the Provincial-Territorial Component of the new Building Canada Fund. The Hoffman's Bluff to Jade Mountain project is composed of the following phases:

- Phase one, Chase Creek Road to Chase West, will be completed in fall 2022
- Phase two, Chase West to Jade Mountain, will be ready for tender in mid-2020 and completed in fall 2023

Benefits:

- Improve safety, mobility and reliability of this section of Highway 1 for all road users.
- Increase capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial and national economic growth.
- · Improve intersections and accesses for local residents of the Village of Chase and Indigenous communities.
- Improve pedestrian and cyclist accommodation for the communities.

- Potential additional costs related to completing property acquisition.
- Potential cost increase and delays related to evaluation of scope change requests following stakeholder input.

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
Highway 1 – Salmon Arm West	2023	42	121	163

Objective: Upgrade six kilometres of the Trans-Canada Highway to four lanes to improve safety, mobility and reliability on this key section of the corridor. The project includes up to seven intersections, a new bridge across the Salmon River, a new interchange, and approximately four kilometres of frontage roads.

Costs: The current estimate is \$162.7 million including a \$48.5 million Government of Canada contribution under the Provincial-Territorial Component of the new Building Canada Fund. The project is composed of three segments and will be delivered in three phases. The first phase, from 1st Avenue SW to 10th Avenue SW, will be ready for tender in spring 2020.

Benefits:

- Improve the safety, mobility and reliability of the Trans-Canada Highway corridor.
- Improve safety for the City of Salmon Arm, local Indigenous community members and the surrounding area with improvements to intersections and accesses.
- Improve pedestrian and cyclist accommodation with construction of a multi-use pathway that will integrate with the community trail networks.
- Mitigate impacts of projects on Indigenous interests including archaeological, environmental and cultural interests.

Risks:

- Archaeological impacts.
- Potential additional costs or delays related to completing property acquisition.
- Disposition of the existing Salmon River Bridge to the City of Salmon Arm.

Highway 1 216 th to 264 th Street Widening	2024	4	231	235	
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Objective: Construction of 10 kilometres of High Occupancy Vehicle (HOV) lanes in both directions of the Trans-Canada Highway between 216th and 264th streets in Langley. The project will include a new interchange at 232nd Street; the replacement of Glover Road Underpass and the CP Rail Underpass and a west bound truck climbing lane between 232nd and 216th streets and a parking lot for up to 150 commercial vehicles and 45 passenger vehicles.

Costs: Estimated cost is \$235.5 million, inclusive of property acquisition costs and contingencies. The Government of Canada is contributing half of eligible costs up to a maximum of \$109 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund. The Township of Langley is contributing up to \$27.1 million for the 232nd interchange component.

Benefits:

- Improve safety for all road users.
- Reduce congestion and improve travel times through a key corridor.
- Support HOV use.

- Geotechnical conditions.
- Archeological impacts.
- Replacement of the Canadian Pacific Railway crossing of Highway 1 while keeping container traffic moving along the Roberts Banks Rail Corridor.
- Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans.

Major Capital Projects (over \$50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2019 (\$ millions)	Estimated Cost to Complete (\$ millions)	Approved Anticipated Total Capital Cost of Project (\$ millions)
Highway 1 – Phase Four of the Kicking Horse Canyon Project	2024	14	587	601

Objective: Upgrade the final 4.8 kilometres of the Kicking Horse Canyon section of the Trans-Canada Highway to a modern, four-lane standard, completing the corridor improvements from the junction of Highway 95 at Golden to the western boundary of Yoho National Park. This portion of the Trans-Canada Highway serves as a gateway between British Columbia and the rest of North America and is a key part of the province's inter-provincial trade, tourism and resource economies. The first three phases of the project have been completed and are now in operation.

Costs: The current estimate for Phase 4 is \$601 million. The Government of Canada is contributing \$215.2 million under the National Infrastructure Component of the new Building Canada Fund.

Benefits:

- Increase the safety, reliability and capacity on a critical provincial and national gateway.
- Strengthen economic development through increased tourism and efficient movement of goods and services.

Risks:

- Challenging climatic and geographic conditions.
- Traffic management during construction.

Broadway Subway Project 2025 44 2,783 2,827
--

Objective: The proposed project is a 5.7 kilometre extension of the existing Millennium Line along Broadway from VCC-Clark station, entering a 5 kilometre tunnel at the Great Northern Way campus and continuing as a subway to Arbutus Street. Six underground stations will be built: one at the Great Northern Way campus, and five along Broadway Avenue (Main Street, Cambie Street, Oak Street, Granville Street and Arbutus Street). Upon completion, it will be fully integrated into the regional transportation network and operated by TransLink.

Costs: The Broadway Subway Project will cost \$2,827 million, and will be funded through contributions of \$1,830 million from the Government of British Columbia, \$897 million from the Federal Government and \$100 million from the City of Vancouver. The Project is a key part of the rapid transit program in Metro Vancouver's Mayors' Council 10-Year Vision, Phase 2. The Vision is funded by the governments of B.C. and Canada, TransLink, and local municipalities.

Benefits:

- · Provide faster, convenient and more reliable transit service.
- Improve transportation options and economic development potential.
- Connect communities and regional destinations and fill the gap in the regional transit network.
- Help meet future needs by keeping people and goods moving and supporting a growing economy.
- Support environmentally friendly transportation options.
- Improve regional affordability and access to the Broadway Corridor.

- Traffic management during construction.
- Geotechnical Conditions.
- Third Party Agreements.
- Future expandability.
- Utility relocations.

Appendix A: Agencies, Boards, Commissions and Tribunals

BC Transit

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

BC Container Trucking Commissioner

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

Passenger Transportation Board

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

Transportation Investment Corporation (TI Corp)

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

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

Appendix B: Non-Reporting Crowns

BC Transportation Financing Authority (BCTFA)

Organizational Overview:

The BC Transportation Financing Authority (BCTFA) was established in 1993 as a Crown corporation operating under the *Transportation Act* with a mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure throughout B.C. The BCTFA owns all provincial highways and land held for construction of future transportation infrastructure. However, administration, regulatory responsibility and operational authority for management of highways, as set out in the *Transportation Act*, are the responsibility of the Minister and the Ministry of Transportation and Infrastructure. The BCTFA has no dedicated staff. Management is provided by staff at the Ministry of Transportation and Infrastructure.

Corporate Governance:

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

The BCTFA has two subsidiaries: Transportation Investment Corporation (<u>TI Corp</u>); and the <u>British Columbia Railway Company (BCRC)</u>.

Financial Statements

BCTFA Audited Financial Statements

BCTFA Statement of Operations

BCTFA Performance Plan 2019/20-2021/22

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

Strategies:

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

BC Railway Company (BCRC)

Organizational Overview:

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

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

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

Corporate Governance:

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

The Deputy Minister of the Ministry of Transportation and Infrastructure is the sole member and Chair of the Board of Directors

Goals and Strategies:

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

Key Strategies:

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

Goal 2: Participate in joint planning and development initiatives related to western trade corridor strategies

Key Strategies:

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

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

Key Strategies:

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

BC Transit

2020/21 – 2022/23 SERVICE PLAN

February 2020





For more information on BC Transit contact:

520 Gorge Road East PO Box 9861 Victoria, BC V8W 9T5

250-385-2551

Or visit our website at bctransit.com

Board Chair Accountability Statement



The 2020/21 – 2022/23 BC Transit Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 4, 2020 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Transit's mandate and goals, and

focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Transit's operating environment, forecast conditions, risk assessment and past performance.

Catherine Holt Board Chair

Catherine Holt

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Strategic Direction and Alignment with Government Priorities

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy. Crowns are essential to achieving these priorities by providing quality, cost-effective services to British Columbia families and businesses.

Additionally, where appropriate, the operations of Crowns will contribute to:

- The objectives outlined in the government's newly released A Framework for Improving British Columbians' Standard of Living,
- Implementation of the Declaration on the Rights of Indigenous Peoples Act and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- Putting B.C. on the path to a cleaner, better future with a low carbon economy that creates opportunities while protecting our clean air, land and water as described in the CleanBC plan.

By adopting the Gender-Based Analysis Plus (GBA+) lens to budgeting and policy development, Crowns will ensure that equity is reflected in their budgets, policies and programs.

BC Transit's strategic direction, as defined in its Mandate Letter, is to coordinate the provision of transit services to over 130 communities in British Columbia (outside of Metro Vancouver) in support of the government's commitment to make life more affordable, deliver services that people rely on and build a strong, sustainable, innovative economy that works for all. In keeping with the government's commitment to fully implement the *Declaration on the Rights of Indigenous Peoples Act*, BC Transit will support the Ministry of Transportation & Infrastructure's continued efforts to respectfully consult and collaborate with First Nations in British Columbia to develop and deliver transportation projects, policies and services. In alignment with provincial goals and objectives, BC Transit will continue to work with local governments to improve transit across the province, including improving equity between custom and conventional transit services. It is also implementing a Low Carbon Fleet Strategy to transition to a fully electric fleet by 2040 in support of CleanBC's provincial targets to reduce greenhouse gas (GHG) emissions.

BC Transit is aligned with the Government's key priorities:

Government Priorities	BC Transit Aligns with These Priorities By:
Making life more affordable	Objective 5.1 Financial Management and Efficiency
	Objective 1.1 Safety
	Objective 3.1 Ridership
Delivering the services people rely on	Objective 3.2 Customer Satisfaction
	Objective 3.3 Service Delivery
	Objective 4.1 Proximity to Transit
	Objective 2.1 Employee Engagement
A strong, sustainable economy	Objective 4.2 Partnerships
	Objective 5.2 Greenhouse Gas Emissions

Operating Environment

The communities served by BC Transit are varied, with municipalities of all sizes, First Nations and Regional Districts. Yet most are facing the same challenges, including climate change, growing populations, traffic congestion, regionalization of services and affordability. Public transit services offer benefits that help individuals and society meet these challenges. BC Transit has launched a new strategic plan, *Transforming Your Journey*, which sets out how it will work with these communities as they address these important issues. The plan was developed in close partnership with employees, local government partners, the Province, operating companies and customers. It will guide the organization's strategic objectives for the next five years and position BC Transit to be the best transportation solution.

Over the next five years, BC Transit will continue to promote the shift towards public transit by making mobility accessible, safe and enjoyable. Demand for all transit services continues to increase across the province, with ridership increasing by 13 per cent over the past five years. Public transit is the mode of choice for an increasing number of individuals as it provides a lower cost and convenient alternative to private cars.

BC Transit remains committed to reducing GHG emissions and taking action on climate change. It approved its Low Carbon Fleet Program in November 2018 to support provincial targets for GHG emissions and to align with the provincial CleanBC plan. Central to this program is a proposed 10-year fleet strategy to replace over 1,200 existing diesel and gasoline buses and expand the fleet by 350 buses.

The first 10 battery-electric buses are expected to go into service in Victoria in 2021/22, paving the way for the full electrification of the provincial fleet by 2040. A transition pathway has been designed for each bus type and by 2027/28 all buses purchased by BC Transit are expected to be fully electric. Until their eventual transition to electric, heavy duty and medium duty buses will only be replaced with Compressed Natural Gas (CNG) vehicles. BC Transit currently has a fleet of 128 CNG-powered

vehicles to which it will add 34 medium-duty and 68 heavy-duty vehicles starting in 2020. These buses will be introduced in Victoria and the Central Fraser Valley.

Medium-duty, heavy-duty and high-capacity buses are also being retrofitted with full driver doors designed to increase the safety of operators. Approximately 650 buses in the provincial fleet will have doors installed by the end of 2020/21. All new buses procured will have driver doors installed at the factory.

BC Transit will continue to be a responsible steward for the resources and funding with which it is entrusted. Rising operating costs, increasing customer expectations and new services, such as ridehailing, are challenging transit agencies across North America to deliver their services in more efficient and innovative ways. BC Transit will continue to have strategies to contain costs associated with fuel, labour and maintenance to keep the cost of delivering public transit down and make life more affordable for British Columbians.

BC Transit will work with its local government partners to improve livability and affordability in their communities. Thriving communities need reliable access to public transit to grow sustainably. Over the past few years, there has been significant investments made in transit and BC Transit will continue to build on this positive momentum. In 2019/20, BC Transit expanded services in 15 transit systems with plans to further increase services in 20 transit systems in 2020/21. These service improvements include expanding service to new areas, increasing frequency, improving regional and interregional connections, increasing accessibility and ensuring resources are optimized.

A growing number of British Columbia seniors and persons with disabilities need accessible transit options to help them remain active and able to live independently. In order to meet this growing demand, BC Transit is planning to expand custom transit services in four communities in 2020/21. In addition, it is managing changing needs through its custom registration program, which matches individuals with the most appropriate form of transit available. All conventional buses are low-floor to make boarding as easy as possible for all users. As well as expanding custom services, BC Transit will continue to promote its services towards groups that can use conventional transit but do not feel confident doing so by extending its Travel Training program. BC Transit is also reviewing many aspects of custom transit by progressing recommendations made by BC Transit to the Ministry of Transportation and Infrastructure in 2018. Examples include establishing equitable service standards and documenting a consistent provincial travel training program.

Federal, provincial and local government investment drives benefits in transit systems across the province. The Public Transit Infrastructure Fund (PTIF) has supported the construction of operating and maintenance facilities in Cowichan Valley, Campbell River, Central Fraser Valley and Victoria. The additional space and maintenance support will allow for any future expansion of services in these communities.

BC Transit communities will also benefit from new federal, provincial and local funding contributions through the Investing in Canada Infrastructure Program (ICIP). Over the service plan period, ICIP funding will benefit a range of projects including the building of approximately 100 new transit shelters across the province, a new handyDART operating and maintenance facility in Victoria, the installation of enhanced onboard fare payment technology, the expansion of NextRide technology to more communities, and the purchase of backup generators for transit facilities in Kamloops, Nanaimo and Whistler.

BC Transit has an ambitious program to implement new technologies to improve customers' experience. The NextRide project, a real-time bus information platform, will deliver real-time transit information to 29 communities when completed in 2020/21. BC Transit will also modernize the way it collects fares by implementing a new electronic fare collection system. This transformational project will give customers more convenient and efficient options to pay for their journeys and replace existing systems and technologies that have become obsolete. Customers who need or choose to pay by cash will continue to be able to do so.

Over the life of this service plan, BC Transit will continue to work with the Ministry and local government partners to ensure that public transit continues to be part of the solution to reducing congestion in Southern Vancouver Island. This will be accomplished by designing, implementing and supporting transit services and infrastructure in the Victoria Regional Transit System, including the opening of bus lanes in the new McKenzie Interchange in 2020/21.

As a public sector organization, BC Transit recognizes and respects the value people's financial contributions provide in delivering transit services across the province and will continue to ensure that public transit remains an affordable, sustainable service that British Columbians can rely on.

Performance Plan

In recognition of BC Transit's new strategic plan, the performance plan section in this service plan has been updated in order to maintain cohesion between the documents. Some performance measures have been revised or replaced and details of these changes are noted alongside the respective objectives.

Goal 1: Always Safe: BC Transit will put safety first in everything it does.

Objective 1.1: Safety: Maintain high levels of passenger and employee safety. Key Strategies:

- Ensure passenger safety by continuously improving the development of on-road safety programs, such as enhanced preventative driver training and other similar measures.
- Promote a culture of employee safety through the continuous development of workplace safety and awareness programs, training, policies and procedures.
- Continue to deliver programs that aim to reduce the frequency of conflict between operators and passengers (e.g. installation of full bus driver doors).

Perfo	rmance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.1a	Passenger injury claims per million passenger trips ¹	1.6	1.9	1.5	1.3	1.1
1.1b	Operator assaults per million passenger trips ²	0.6	1.0	0.3	0.2	0.1
1.1c	BC Transit employees lost time injury rate ³	9.5	8.0	6.0	5.0	4.0

¹ Data Source: Passenger injury claims as reported by ICBC and BC Transit internal tracking data

Linking Performance Measures to Objectives:

- 1.1a The number of passenger injury claims per million passenger trips measures passenger safety with respect to all injuries associated with BC Transit and reported to ICBC. The way in which this measure is calculated reflects passenger injury claims through ICBC and is consistent with industry standard.
- 1.1b The total number of assaults on operators (as defined by the criminal code) per million passenger trips is an overall safety measure for operators.
- 1.1c Measure of lost productivity determined from the number of lost time injuries multiplied by 200,000, divided by the total number of hours worked.

Discussion:

The passenger injury claims per million passenger trips measure is influenced by increased traffic under conditions of greater and more variable congestion, and a trending increase in bodily injury claims. Performance is expected to improve each year as the implementation of closed-circuit television (CCTV) continues to have an impact on reducing the claims going to ICBC and the

² Data Source: BC Transit internal tracking data and reports from BC Transit operating partners

³ Data Source: BC Transit internal tracking data; BC Transit employees only

delivery of new buses through the fleet renewal program mitigates the risk of passenger falls through improved stanchion locations and lighting. In addition, ongoing defensive driving training and the Ride Check program will continue to improve driving standards for operators and ensure corrective action is taken where needed.

The measure of workplace injuries per 100 employees contained in previous service plans has been replaced with operator assaults and BC Transit employee lost time injury rate, both of which are better suited to monitoring the impact of programs being implemented to improve employee safety overall.

The operator assaults metric measures the effectiveness of programs that intend to improve operator safety. This includes the installation of full driver doors, which will assist in decreasing the frequency of assaults on operators. CCTV and radios will simultaneously continue to reinforce a safe work environment for operators.

The lost time injury rate measure better reflects actual impacts of injuries sustained at work. This measure is also expected to improve over time as strategies to promote mental wellness and safe working practices to promote a healthy workplace are embedded in BC Transit's business culture. Ongoing training for supervisors and workers continues to raise awareness of risks in the workplace.

Goal 2: Engaged People: BC Transit will support its people to achieve success.

Objective 2.1: Employee Engagement: Improve employee engagement.

Employee engagement is essential to nurturing an innovative workforce that allows BC Transit to do its part to build a strong, sustainable economy in British Columbia.

Key Strategies:

- Continue to focus on growing employee engagement through the work of its Engagement and Culture Group (ECG) who liaise with senior leaders to turn employee feedback into actionable recommendations in all areas of the organization.
- Continued implementation of its people priorities, including the launch of a People and Culture Plan in spring 2020. The plan will aim to grow employee engagement and communication, elevate Human Resources technology and support employee growth and development over the next five years.

Perfe	ormance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.1	Employee engagement ^{1,2}	N/A	N/A	68	69	70

¹ Data Source: Annual Work Environment Survey

Linking Performance Measures to Objectives:

2.1 Employee engagement measures an employee's involvement, commitment to, and satisfaction with work. Engagement is assessed through a survey that models what aspects of the workplace influence employee engagement characteristics.

² The employee survey was conducted every two years until 2019/20 so there is no data available for 2018/19. It will be conducted annually moving forward.

Discussion:

Targets reflect an expectation that employee engagement will continue to grow as a result of the work of BC Transit's ECG, the goals set out in the 2020-2025 People and Culture Plan and the new BC Transit Strategic Plan.

Goal 3: Satisfied Customers: Develop, deliver and continuously improve the transit services which customers and partners can rely on.

Objective 3.1: Ridership: Optimize the effectiveness of provincial transit service to serve more passenger trips.

In 2018/19, BC Transit ridership was just over 57.4 million passenger trips and it is forecasted to reach 60.8 million passenger trips by 2020/21.

Key Strategies:

- For conventional transit (which serves the general population in more urban settings and offers scheduled service that operates on fixed routes), BC Transit will continue to explore ways to make the service more efficient and effective to respond to changes in community growth patterns and customer demand.
- For paratransit (which serves small towns, rural and First Nations communities and some suburban areas using small and medium sized buses and supplemental taxis using flexible routing and schedules), BC Transit will continue to explore ways to ensure that the service continues to support accessibility and reliability.
- For custom transit (handyDART), which offers door-to-door service for passengers who are unable to use the conventional transit system, BC Transit will continue to monitor demand for services and ensure services are appropriately matched to customers' needs.

Perfo	rmance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1a	Total ridership (passenger trips, millions), including taxi ¹	57.4	59.1	60.8	58.1	56.9
3.1b	Total conventional ridership (passenger trips, millions) ¹	55.1	56.8	58.4	55.8	54.7
3.1c	Total paratransit ridership (passenger trips, millions), including taxis ¹	1.2	1.2	1.3	1.2	1.2
3.1d	Total custom ridership (passenger trips, millions), including taxis ¹	1.1	1.1	1.2	1.1	1.1
3.1e	Conventional passenger trips per service hour ^{1,2}	28.9	29.0	29.1	29.9	30.4
3.1f	Paratransit passenger trips per service hour, excluding taxis ^{1,2}	6.4	6.4	6.3	6.3	6.7
3.1g	Custom passenger trips per service hour, excluding taxis ^{1,2}	2.7	2.7	2.6	2.7	2.7

¹ Data Source: BC Transit internal tracking data

Linking Performance Measures to Objectives:

- 3.1a-d Measuring the number of passenger trips provides an indication of how development, delivery and improvement of transit service is contributing to ridership.
- 3.1e-g Measuring the number of passenger trips per service hour provides an indication of the effectiveness of and demand for transit service.

Discussion:

BC Transit will optimize existing services to improve efficiency, which is designed to maximize trips per service hour in the long-term. In particular, for custom transit, this will be supported by continued implementation of the enhanced custom registration program and expanded customer travel training. Access to more robust data to refine routing and scheduling, advanced scheduling software, and the implementation of improvement opportunities identified in the 2018 custom service review will also assist in achieving these targets. As such, conventional, paratransit and custom passenger trips per service hour are forecast to increase over the three year period.

Objective 3.2: Customer Satisfaction: Provide a customer-oriented service.

Customer satisfaction builds the foundation for strong transit use. BC Transit will continue to improve service delivery in order to retain existing customers and attract new ones.

Key Strategies:

 Improve customers' perceptions of public transit through improvements to services delivered, including a continued emphasis on quality customer service, the implementation of improved technology and service reliability.

Perfoi	rmance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.2a	Customer Satisfaction ^{1,2}	3.57	3.60	3.73	3.73	3.73
3.2b	Customer Satisfaction – Custom Transit ^{1,2,3}	N/A	N/A	3.55	3.55	3.55

¹ Data Source: Annual customer survey, conducted by a third party research firm

Linking Performance Measures to Objectives:

- 3.2a Customer satisfaction measures BC Transit's effectiveness in meeting customers' overall expectations and perceptions of their transit experience. Improvements in customer satisfaction indicate a positive transit experience which is a contributing factor to sustaining and increasing ridership. Improved customer services, such as the investment in real-time service information and enhanced fare technologies, will be a key priority in the next three years.
- 3.2b This new performance measure summarizes the customer satisfaction for custom transit. It measures BC Transit's effectiveness in meeting customers' expectations and perceptions of the

² Data Source: Passenger trips per service hour measures the effectiveness of, and the demand for, transit services as provided and is determined by dividing passenger trips by service hours

³ Total ridership (3.1a) may not be exactly equal to the sum of 3.1b, 3.1c and 3.1d due to the rounding of numbers

² Customer Satisfaction is determined by the average rating of customer tracking survey respondents when asked to rate their overall transit experience from one ("very poor") to five ("excellent"). It currently does not distinguish between conventional and custom

³ This performance measure was introduced in 2018/19; the first set of results will be available in Q1 2020/21

custom transit experience. Improvements in customer satisfaction for custom transit indicate an improved transit experience. The implementation of proposed enhancements to custom transit services in British Columbia identified in the 2018 custom service review will be a key priority in the next three years.

Discussion:

Targets reflect an expectation that customer satisfaction will improve in 2021/22 and then stabilize as efforts to enhance customer perceptions of transit service continue. Factors that are expected to positively impact overall scores include service expansions and the continued roll-out of NextRide to a further 26 communities in 2020/21, advanced fare technologies, improved bus stop amenities, service frequency, ease of connections, service timeliness and safety. The introduction of a satisfaction measure for custom transit customers will also allow BC Transit to measure the impacts on customers' experience of proposed future enhancements to efficiency and effectiveness.

The Online Communication Strategy Effectiveness performance measure contained in previous service plans has been removed. Instead, BC Transit will focus on overall customer satisfaction, regardless of the channel used by customers to reach information or seek resolution when an issue arises. The measure did not reflect the number of different ways that BC Transit information reaches its intended audience, beyond online channels. A combination of performance indicators are being used to monitor specific information channels internally.

Objective 3.3: Service Delivery: Maintain a high quality of service. Key Strategies:

 Maintain the quality of conventional transit service by continuing to deliver consistent and reliable transit services that customers expect and rely upon.

Performance Measure(s)	2018/19	2019/20	2020/21	2021/22	2022/23
	Actuals	Forecast	Target	Target	Target
3.3 Planned service delivered in conventional transit systems ¹	99.9%	99.9%	99.9%	99.9%	99.9%

¹ Data Source: BC Transit internal tracking data and reports from BC Transit operating partners

Linking Performance Measures to Objectives:

3.3 The percentage of planned service hours delivered in conventional transit systems measures the quality of transit service and is based upon the percentage of trips that are delivered as planned. The reliability of providing scheduled trips has an effect on the customer experience and the overall perception of transit and reflects BC Transit's ability to respond to emerging operational challenges while delivering transit services that are expected, and relied upon, by transit customers.

Discussion:

The projected targets for this measure represent a baseline of a very high level of delivered service, reflecting BC Transit's continued operational efficiency. Performance is expected to remain stable at high levels over the period of the service plan, and BC Transit will strive to maintain these levels. Efforts will persist in managing preventative issues and responding to emerging challenges on the roads.

Goal 4: Thriving Communities: Work with local governments to improve livability and to provide transit service when and where people want it.

Objective 4.1: Proximity to Transit: Deliver operational excellence by expanding conventional, paratransit, and custom services in transit systems in communities across the province.

Key Strategies:

- Continue to work with local government partners to identify service enhancements to improve
 access to conventional and paratransit service. This includes frequency improvements,
 expanded routing to new neighbourhoods or the optimization of existing service.
- Continue to improve access to custom transit service by expanding custom transit service in 2020/21 as well as implementing recommendations from the custom transit review.

Perfoi	rmance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
4.1a	Conventional service hours per capita ^{1,2}	1.50	1.38	1.40	1.27	1.16
4.1b	Paratransit service hours per capita ^{1,3}	0.37	0.36	0.37	0.34	0.31
4.1c	Custom service hours per capita ^{1,4}	0.23	0.22	0.22	0.20	0.19

¹ Data Source: BC Transit internal tracking data

Linking Performance Measures to Objectives:

4.1a-c Measuring service hours per capita provides an indication of how easily and conveniently customers can access transit services and is based on the level of investment and provision of transit service relative to the population that lives within a reasonable proximity of service routes.

Discussion:

For the first year of the service plan, the targets reflect that the rate of service expansions for conventional and paratransit services are slightly higher than population growth. Custom service expansions are in line with population growth. In years two and three the targets reflect that population is anticipated to increase faster than service hours.

² Conventional service hours per capita is determined by the number of conventional service hours delivered divided by the population that lives within 400m of fixed route bus service

³ Paratransit service hours per capita is determined by the number of paratransit service hours delivered divided by the population that lives within 1,000m of fixed route bus service (includes taxi trips)

⁴ Custom service hours per capita is determined by the number of custom service hours delivered divided by the population that lives within 1,500m of fixed route bus service (includes taxi trips)

Objective 4.2: Partnerships: Strengthen partnerships by improving partner satisfaction and increasing engagement with Indigenous communities.

Key Strategies:

- Increase partner satisfaction by cultivating strong relationships with local governments, including efforts to improve service delivery and engaging more extensively with partners in identifying and developing solutions to local transit needs.
- Work with First Nations, the Province, and local government partners to explore opportunities to extend or expand transit service to a greater number of Indigenous communities.

Performance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
4.2 Partner Satisfaction 1, 2	4.08	4.10	4.10	4.10	4.10

¹ Data Source: Annual partner survey, conducted by a third party research organization.

Linking Performance Measures to Objectives:

4.2 Partnership satisfaction measures local government partners' perception of BC Transit's customer service.

Discussion:

BC Transit will continue to prioritize collaboration with its partners when planning and implementing transit services across the province. As a result, partnership satisfaction scores are expected to remain stable during the service planning period.

The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action are driving efforts to expand BC Transit's engagement with Indigenous communities.

Goal 5: Responsible Stewards: Act as a responsible steward for the financial resources that it has been entrusted with.

Objective 5.1: Financial Management and Efficiency: Practice sound corporate financial management by focusing on corporate and administrative cost efficiencies.

Key Strategies:

- Seek to increase the operating cost efficiency of conventional and paratransit services by implementing initiatives that encourage ridership growth while also employing strategies to contain costs associated with fuel, labour, and parts and maintenance.
- Given custom services are typically fully subscribed, BC Transit seeks to increase the
 operating cost efficiency of custom transit services by focusing on the containment of costs
 associated with fuel, labour, and parts and maintenance.

² Partnership satisfaction is determined by the average rating of local government transit partner respondents when asked to rate their customer service received from BC Transit from one ("very poor") to five ("excellent").

Perfo	rmance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
5.1a	Conventional operating cost per passenger trip ^{1,2}	\$3.81	\$3.98	\$4.15	\$4.28	\$4.42
5.1b	Paratransit operating cost per passenger trip ^{1,2}	\$12.77	\$13.19	\$13.87	\$14.93	\$14.42
5.1c	Custom operating cost per passenger trip ^{1,2}	\$29.49	\$27.32	\$28.02	\$29.01	\$29.30
5.1d	Conventional operating cost per hour ^{1,3}	\$110.30	\$115.58	\$120.58	\$128.15	\$134.20
5.1e	Paratransit operating cost per hour, excluding taxis ^{1,3}	\$81.10	\$88.34	\$91.74	\$98.41	\$101.84
5.1f	Custom operating cost per hour, excluding taxis	\$79.30	\$89.11	\$92.84	\$99.21	\$102.30

¹ Data Source: BC Transit financial system and audited financial statements

Linking Performance Measures to Objectives:

- 5.1a-c Measuring operating costs per passenger trip provides an indication of the efficiency of providing transit service. Increasing cost per passenger trip indicates that costs are growing at a faster rate than ridership.
- 5.1d-f Cost per service hour is the average operating cost for each hour of service. It allows BC Transit to compare performance to other transit agencies. Increasing operating cost per hour indicates that costs are growing at a faster rate than service.

Discussion:

Operating cost per passenger trip targets have been set to drive the corporation to sustain efforts to maximise ridership while containing associated operating costs. Operating cost per passenger trip is expected to increase as the combination of inflationary input costs (e.g. fuel, labour, maintenance and technology costs) and costs of planned service expansion are expected to increase at a higher rate than ridership. In addition, three new facilities will come into service in 2020/21 and a number of operating contracts will be retendered over the period of the service plan, increasing both conventional and paratransit operating costs.

Operating cost per hour replaces the operating cost recovery measure used in previous service plans for two reasons. First, cost recovery is determined in part by transit fares, which are set by local government partners and vary by transit system. This lessens the degree of influence that BC Transit has over this metric. Secondly, cost per hour allows a consistent year over year comparison and is more easily benchmarked against other Canadian transit agencies. These operating cost per hour targets reflect inflationary factors impacting operating costs and associated costs for service investments. The forecasted increases over the three year period are due to the expectation that inflationary input costs (e.g., fuel, labour, maintenance and technology costs) and new facility costs in 2020/21 will increase at a higher rate than operating revenue.

² Operating cost per passenger trip reflects annual operating cost divided by passengers carried. Note: paratransit and custom operating cost per passenger trip includes taxi trip costs and passengers

³ Operating cost per service hour is determined by dividing the total direct operating expenses by total vehicle hours.

Objective 5.2: Greenhouse Gas Emissions: Be accountable for its environmental impact by reducing operational carbon emissions.

Key Strategies:

- Deliver its low carbon fleet replacement strategy to support an overall reduction of GHG
 emissions, in line with provincial CleanBC targets. By 2027/28, all new vehicles purchased by
 BC Transit are expected to be electric.
- Continue to assess operational energy consumption and reduce, where possible, through replacement of equipment, changing operational processes and building to lower energy standards (LEED Gold and StepCode).

Performance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
5.2a Total GHG emissions ^{1,3}	60,650	65,100	64,400	60,000	57,500
5.2b Carbon (GHG) intensity per service hour ^{2,3}	27.50	27.50	27.30	27.15	26.80

¹ Data Source: BC Transit fuel, energy and paper consumption data as defined in scope by provincial regulation.

Linking Performance Measures to Objectives:

- 5.2a Measures the overall GHG emissions produced by providing BC Transit services.
- 5.2b Measures BC Transit's GHG emissions rate.

Discussion:

Reducing the reliance on diesel fueled vehicles is a key objective for BC Transit. The performance measures in this objective illustrate BC Transit's commitment to CleanBC targets for reducing GHG emissions.

The measure in previous service plans related to lower-emission vehicles in the fleet has been replaced by an overall GHG emissions target, which is a better representation of BC Transit's commitment to meeting provincial GHG reduction targets.

GHG emissions are expected to decrease over the next three years. This reflects in part the expected decline in carbon intensity of diesel fuel supplied in B.C., as a result of the Renewable and Low Carbon Fuel Requirements Regulation. Other factors include the introduction and expansion of BC Transit clean energy vehicles through the implementation of the Low Carbon Fleet Strategy. The first 10 battery-electric buses will go in service in Victoria in 2021/22 and new CNG buses will be introduced over the next three years. They also include the energy analysis and resultant changes to our operating locations.

² Data Source: BC Government SMARTTool data and BC Transit internal tracking data.

³ Unit of measure for GHG emissions is tonnes of carbon dioxide equivalent.

Financial Plan

Summary Financial Outlook

(\$000)	2019/20 Forecast	2020/21 Projection	2021/22 Projection	2022/23 Projection					
Total Revenue									
Operations	83,753	85,245	81,398	79,591					
Provincial operating	108,111	115,816	122,953	122,953					
Local government operating & capital	111,715	117,160	116,612	119,325					
Deferred capital contributions ¹	35,991	43,850	51,422	55,560					
Investment and other income	4,645	6,057	5,156	4,280					
Total Revenue	344,215	368,128	377,541	381,709					
	Total Exp	enses							
Operations	183,939	192,741	189,893	189,486					
Maintenance	58,629	67,845	66,259	66,582					
Administration	31,879	34,677	35,228	35,332					
Use of asset	69,768	75,699	86,161	90,309					
Total Expenses	344,215	370,962	377,541	381,709					
Annual Operating Surplus (Deficit) ²	-	(2,834)	-	-					
Other non-operational gain (loss) ³	1,451	-	-	-					
Total Annual Surplus (Deficit)	1,451	(2,834)	-	-					
Total Liabilities ⁴	478,390	591,333	690,874	859,300					
Accumulated Surplus	27,760	24,926	24,926	24,926					
Capital Expenditures	87,447	183,836	166,202	251,897					

¹ BC Transit receives capital funding for the construction or acquisition of assets and their use in program/service delivery. Capital contributions are deferred and recognized in revenue over the useful life of the asset, as program/services are delivered, as directed by the Province.

² The Operating Deficit is funded by contributions received and recognized in 2018/19.

³ Non-operational gains largely due to grant recognition in year of purchase of land for future transit facilities.

⁴ Net of sinking funds, consistent with prior years' service plans.

Key Forecast Assumptions, Risks and Sensitivities

Forecasts reflect changes in costs associated with planned levels of service for 2020/21 – 2022/23, estimated labour increases, inflationary pressures related to maintenance, competitive contract negotiations with operating companies, operating costs associated with new facility builds resulting from federal funding programs, new customer focused fleet technology (NextRide) and the price of diesel fuel.

Management's Perspective on the Financial Outlook

The price of diesel fuel remains a large financial risk to BC Transit services. While the cost of diesel remained slightly below budget in 2019/20, diesel pricing increased on average 3.5 per cent over the last year. BC Transit continues to realize savings from its fuel management supply contracts yet there remains a great deal of uncertainty over the longer term price of oil and the subsequent effect on fuel costs. This risk should decrease in future years as BC Transit has less reliance on diesel vehicles. The Canadian exchange rate also poses risk to the budget as a significant portion of bus parts are manufactured in the USA and Europe.

BC Transit Regulation 30/91 was amended in 2015, establishing the legislated authority of BC Transit to carry an operating reserve. This amendment facilitates BC Transit's ability to better manage budget pressures throughout the service planning period.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

More information about BC Transit's Senior Leadership Team can be found at:

https://www.bctransit.com/about/executive

More information about BC Transit's governance and funding model can be found at:

https://www.bctransit.com/about/funding-and-governance

Organizational Overview

More information about BC Transit's vision, mission and values can be found at:

https://www.bctransit.com/about

More information about BC Transit's program scope can be found at:

https://www.bctransit.com/about/facts

A list of transit systems can be found at:

https://www.bctransit.com/choose-transit-system

BC Transit's corporate reports, including Service Plans and Annual Reports, can be found at:

https://www.bctransit.com/corporate-reports

Appendix B: Subsidiaries and Operating Segments

Active Subsidiaries

Incorporated in 2011, BC Transit had four wholly owned subsidiaries that held properties intended for future transit development. In the interim period, they operate as rental properties with net revenues attributed back to the Province. The subsidiaries are:

- 0928624 BC Ltd.
- 0925406 BC Ltd.
- 0922667 BC Ltd.
- 0915866 BC Ltd.

Inactive Subsidiaries

Subsidiary	Incorporated	Date became dormant	Activity
TBC Properties Inc.	16-Nov-10	Incorporation	N/A
TBC Operations Inc.	16-Nov-10	Incorporation	N/A
TBC Vehicle Management Inc.	16-Nov-10	Incorporation	N/A

Operating Segments

BC Transit has no operating segments.

Transportation Investment Corporation

2020/21 – 2022/23 SERVICE PLAN

February 2020



For more information on Transportation Investment Corporation contact:

Transportation Investment Corporation Suite 1750 – 401 West Georgia Street Vancouver, British Columbia V6B 5A1

Or visit our website at ticorp.ca

Board Chair Accountability Statement



The 2020/21 – 2022/23 Transportation Investment Corporation (TI Corp) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 28, 2020 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget*

Transparency and Accountability Act, Transportation Investment Corporation's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of TI Corp's operating environment, forecast conditions and risk assessment.

Sabine Feulgen

Chair, Board of Directors

Saline Feulen

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Strategic Direction and Alignment with Government Priorities

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy. Crowns are essential to achieving these priorities by providing quality, cost-effective services to British Columbia families and businesses.

Additionally, where appropriate, the operations of Crowns will contribute to:

- The objectives outlined in the government's newly released A Framework for Improving British Columbians' Standard of Living,
- Implementation of the *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- Putting B.C. on the path to a cleaner, better future with a low carbon economy that creates opportunities while protecting our clean air, land and water as described in the CleanBC plan.

By adopting the Gender-Based Analysis Plus (GBA+) lens to budgeting and policy development, Crowns will ensure that equity is reflected in their budgets, policies and programs.

TI Corp has been established pursuant to the *Transportation Investment Act* and is a wholly-owned subsidiary of the BC Transportation Financing Authority (BCTFA).

TI Corp's strategic direction and mandate have been set by the Minister Responsible, the Minister of Transportation and Infrastructure, as per the 2020/21 Letter of Direction. The current corporate goals reflect TI Corp's focus on the priorities set for the organization and the mandate as outlined below:

- provide cost effective and flexible delivery, including procurement and commercial oversight, of selected major projects assigned to it by the Province and be accountable and report to BCTFA as the owner of the assigned projects through the Minister Responsible;
- apply effective and consistent risk management, project and financial processes and controls to all assigned projects; and,
- build capacity within TI Corp, and by extension the public service, for delivery of major capital projects.

TI Corp's goals are aligned with the Government's key priorities:

Government Priorities	TI Corp Aligns with These Priorities By:
Making life more affordable	Effectively deliver major transportation projects. (Goal 1) Effective management and financial control across all assigned major projects. (Goal 2)
Delivering the services people count on	 Effectively deliver major transportation projects. (Goal 1) Effective management and financial control across all assigned major projects. (Goal 2) Build capacity within the public service for delivery of major capital projects. (Goal 3)
A strong, sustainable economy	 Effectively deliver major transportation projects. (Goal 1) Effective management and financial control across all assigned major projects. (Goal 2) Build capacity within the public service for delivery of major capital projects. (Goal 3)

Operating Environment

TI Corp's priorities over fiscal year 2020/21 include corporate and project-specific goals.

Investing in transportation infrastructure is essential to meeting Government's strategic priorities. Infrastructure development supports a strong sustainable economy. It improves the movement of goods and people by enhancing the ability to move around the province in a safer, faster and cleaner way. Transit, highways and the transportation network are all part of delivering the services that people and their families count on in B.C. every day.

TI Corp is currently responsible for the delivery of three major infrastructure projects. The Pattullo Bridge Replacement Project will provide important improvements for everyone using the new bridge, including people who are driving, cycling or walking, as well as the communities of Surrey and New Westminster. The Broadway Subway Project is a 5.7 km extension of the Millennium Line SkyTrain in Vancouver, saving transit time for commuters and relieving congestion along Broadway. The fourth and final phase of the Highway 1 Kicking Horse Canyon Project includes safety improvements and realigning and widening 4.8 kilometres through the canyon from West Portal to Yoho Bridge to four lanes. Refer to Appendix B for a overview of the governance structure for TI Corp's assigned major projects.

All three projects are in procurement with construction expected to start in 2020. TI Corp is building internal capacity with expertise in various fields to deliver these projects efficiently and effectively for British Columbians. Hiring and retaining the right staff in a competitive job market is expected to be an ongoing challenge.

A significant component of these projects is working with BCIB to apply the Community Benefits Agreement (CBA). The CBA is designed to support the development of a sustainable skilled construction workforce in British Columbia, with a focus on increasing opportunities for local communities, Indigenous Peoples and equity-seeking groups. Government is committed to providing training and apprenticeship opportunities that will help address current and projected skills shortages in the workforce. TI Corp is taking an integrated approach to the planning and delivery of these projects with BC Infrastructure Benefits Inc. (BCIB) and the Ministry of Transportation and Infrastructure (MOTI) to maximize the benefits of the CBA.

At the corporate level, in the first year of its new mandate, TI Corp will continue to focus on building the organization and developing policies that provide a framework for the consistent and effective delivery of transportation projects. This is the first Service Plan for the organization with its new mandate. Goals, objectives and strategies will be refined in future years as the organization solidifies its structure and policies.

Performance Plan

Goal 1: Effectively deliver major transportation projects.

Objective 1.1: Deliver each assigned major project within the approved parameters.

The approved parameters (scope, schedule and budget) for each assigned major project are defined by the Province.

Key Strategies:

- Engaging Partnerships BC and working with the Ministry of Attorney General to ensure consistency of approach and documentation of procurement activities.
- Maintaining a strong working relationship with BCIB to support the implementation of the CBA.
- Adopting a proactive approach to risk management, which incorporates the guidelines of the Risk Management Branch, and allows for the early identification and effective management of risks through all phases of project delivery.
- Applying best practices to project management, with particular emphasis on cost and schedule management.
- Implementing a governance structure that supports informed decision making and clear delegation of authority.

Performance Measure(s)		2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.1a	Executed Project Agreement ¹	1	2	TBD ²	TBD^2
1.1b	Percentage of preferred proponent proposals within affordability requirement ¹	100%	100%	TBD ²	TBD^2
1.1c	Percentage of projects within budget	100%	100%	100%	100%
1.1d	Percentage of projects within schedule	100%	100%	100%	100%

¹ Targets reflects the major projects currently assigned to TI Corp: Pattullo Bridge Replacement Project (PBR) (2019/20 Forecast), Broadway Subway Project (BSP) (2020/21 Target) and Kicking Horse Canyon Project – Phase 4 (KHCP4) (2020/21 Target).

Linking Performance Measures to Objectives:

- 1.1a Achieving an executed Project Agreement for an assigned major project represents a significant milestone in the project life cycle. This agreement provides greater confidence in the total project cost and schedule, including the efficient allocation of risks to the parties best able to manage them.
- 1.1b Delivering projects on or under the affordability requirements contributes to Government's ability to effectively make planned investments in other critical public infrastructure. The affordability requirements for financial proposals are set as part of the request for proposals stage of the procurement process for the primary contracts for each assigned major project.
- 1.1c/d Continuous management, monitoring, and forecasting of the total project cost and completion date for each assigned major project is required to achieve the approved parameters for each project.

Goal 2: Effective management and and financial control across all assigned major projects.

Objective 2.1: Ensure project management plans, systems, and reporting procedures are in place.

Key Strategies:

- Continue to develop and maintain a corporate organizational and governance structure that supports effective management and oversight of major capital projects.
- Work collaboratively with MOTI to develop and implement a framework for independent third-party performance management assurance that includes ongoing assessment and mitigation of risks, particularly in the areas of cost and schedule management.

² Future targets will be included as projects are assigned to TI Corp.

- Focus on developing best practices project control processes and tools that take into consideration the applicable recommendations of the Office of the Auditor General of British Columbia (OAG) review of the Evergreen Line Rapid Transit System¹ and the Port Mann Highway 1 review².
- Regular progress reporting to TI Corp Board, Government and the public.

	ormance ure(s)	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.1a	Percentage of project management plans and processes fully developed and operational	100%	100%	100%	100%
2.1b	Number of progress reports ¹	N/A	36	36	36

¹ Targets reflects monthly reporting to the public for the major projects currently assigned to TI Corp: PBR, BSP and KHCP4.

Linking Performance Measures to Objectives:

- 2.1a Effective project management plans and process support the application of best practices and consistency across the portfolio of assigned major projects.
- 2.1b Regular reporting supports oversight and transparency on key areas such as cost and schedule performance, and risk management.

Goal 3: Build capacity within the public service for delivery of major capital projects.

Objective 3.1: Continue developing TI Corp's organization, its capabilities and competencies for the effective delivery of major capital projects.

Key Strategies:

- Identify and define major capital project delivery competencies and qualifications, and the associated key roles at both the corporate and project team level.
- Align project team roles to the level of project complexity.
- Establish technical and project leadership career paths for promoting the development of the key project delivery roles.
- Effective use of contract resources to support to the projects, training and development.

-

¹ Office of the Auditor General of British Columbia, Audit of the Evergreen Line Rapid Transit Project, Report 15, March 2013.

² Perrin, Thorau & Associates Ltd., Port Mann Bridge / Highway 1 Construction Review, February 2018.

Performance Measure(s)		2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1a	Employee Training	N/A	TBD ¹	TBD ¹	TBD ¹
3.1b	Employee Retention	N/A	TBD ¹	TBD ¹	TBD ¹

¹ Performance measures to be developed.

Linking Performance Measures to Objectives:

- 3.1a A training target recognizes the importance of investing in employee development to build organizational capacity and to allow new and existing staff the ability to excel in their roles.
- 3.1b An employee retention target reflects the value to the public sector in retaining major project delivery expertise, which provides for knowledge transfer to new employees and continuity in major project delivery practices.

Financial Plan

Summary Financial Outlook

(\$000)	2019/20 Forecast	2020/21 Budget	2021/22 Plan	2022/23 Plan
	Total Re	venue		
Provincial grants	9,807	9,887	10,045	10,190
Other revenues	799	50	50	50
Total Revenue	10,606	9,937	10,095	10,240
	Total Exp	penses		
Highway and Bridge Operations	35,473	0	0	0
Salaries and benefits	4,378	8,777	8,933	9,052
Other operating costs	2,074	1,160	1,162	1,188
Total Expenses	41,925	9,937	10,095	10,240
Other items: Government Restructuring Expense ¹	3,002,678	0	0	0
Net Income/Excess of Revenue over Expenses/Annual Surplus (Deficit)	(3,033,997)	0	0	0
Total Debt	0	0	0	0
Accumulated Surplus	5,000	5,000	5,000	5,000

¹ Government restructuring involving the transfer of legacy assets including the Port Mann Bridge / Highway 1 and George Massey Tunnel replacement assets from TI Corp to the parent company BCTFA is completed in fiscal 2019/20. The transaction results in a expense for TI Corp and an offsetting gain for the BCTFA.

Key Forecast Assumptions

The forecasts include the following key assumptions:

- The forecast reflects management and oversight expenses to deliver currently assigned major projects, which include the Pattullo Bridge Replacement, Broadway Subway and the Kicking Horse Canyon – Phase 4. The forecast would change if additional major projects are assigned to be delivered by TI Corp.
- Forecasts assume all management and oversight expenses are fully recovered from BCTFA.
- Forecasts include estimated wage increases and other contractual increases such as office rent.

Major Capital Projects

TI Corp is a subsidiary of <u>BCTFA</u>, with a mandate to provide procurement, delivery and commercial oversight of three major capital transportation projects: the Pattullo Bridge Replacement Project, the Broadway Subway Project and the Kicking Horse Canyon Project – Phase 4.

These capital projects are owned and funded by the BCTFA and are reported on through MOTI's Service Plan. Refer to Appendix A for hyperlinks to additional information.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

TI Corp Board of Directors

Letter of Direction

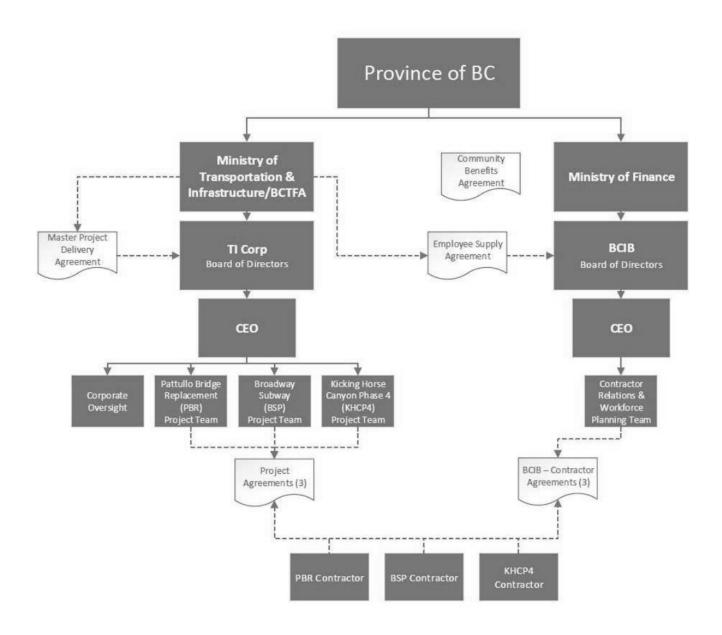
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Appendix B: Project Governance



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Platform Commitment Analysis

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MOTI Platform Commitment Analysis Summary

The following is a high level summary of each platform commitment noting the Ministry currently responsible, the level of policy development required and fiscal and legislative implications. Significant and material issues have also been noted. Ministry executives are available for briefings on any of the commitments. Financial implications for commitments are available from the Ministry of Finance. Financial implications noted below have been provided by the ministry currently responsible for the commitment's implementation. In the majority of instances, these numbers will need to be validated through the Treasury Board process. Commentary in this table is based on the current structure of government. Cost estimates are rounded to the nearest million.

	Commitment	Min	Implementation information
	Moving you around faster & more afford	dably	
1.	Make BC Ferries work better - peak time service Page: 26 Improve service at peak time A Estimated Operating: TBC Estimated Capital: TBC	TRAN	Advice/Recommentations; Government Financial Information
2.	Make BC Ferries work better - more space to reservations Page: 26 Allocate more space to reservations and allow walk-on reservations A Estimated Operating: TBC Estimated Capital: TBC	TRAN	
3.	Make BC Ferries work better - accountability Page: 26 Make BC Ferries more accountable to the people it serves and reset its priorities around you. Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN/FIN	
4.	Make BC Ferries work better - Coordinate with BC Transit and Translink Page: 26 Coordinate with BC Transit and Translink to align scheduling and provide a more seamless passenger experience. Estimated Operating: TBC Estimated Capital: TBC	TRAN	

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5.	Free transit up to and including age 12 Page: 27 Make transit (Translink and BC Transit) throughout the province free for kids up to and including age 12. A Estimated Operating:Advice/R Estimated Capital: TBC	TRAN	Advice/Recommentations; Government Financial Information
6.	Expand transit options - Fraser Valley and the Sea-to-Sky region Page: 27 Increase connections within the Translink network for people living in the Fraser Valley and the Sea-to-Sky region.Ad Estimated Operating:Advice/Re Estimated Capital: Perso	TRAN	
7.	Expand Transit Options - West Coast Express Page: 27 Expand West Coast Express service Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN	
8.	Expand Transit Options - BC Bus North program Page: 27 Expand service for the BC Bus North program for rural communities. A Estimated Operating: TBC Estimated Capital: TBC	TRAN	

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9.	Widen the Fraser Highway to ease congestion Page: 27 Modernize and widen it with a completion date of 2026 Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN	Advice/Recommentations; Government Financial Information
10.	Improve connections to Surrey and Langley - Skytrain Page: 27 Work with communities to complete the Skytrain expansion project Adv Estimated Operating: TBC Estimated Capital: TBC	TRAN	
11.	Improve connections to Surrey and Langley - rail and rapid bus Page: 27 Add new rail and rapid bus lines. Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN	
12.	Better transit for the South Island - South Island Transportation Strategy Page: 27 Implement the South Island Transportation Strategy Estimated Operating: TBC Estimated Capital: TBC	TRAN	

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13. Better transit for the South Island - active	TRAN	Cabinet Confidences; Advice/Recommentations; Government Financial Information
transportation infrastructure Page: 27		
Provide more active transportation		
infrastructure Ad		
Estimated Operating: TBC		
Estimated Capital: TBC		
14. Better transit for the South Island - rapid bus	TRAN	+
service to the West Shore	III	
Page: 27		
Provide rapid bus service to the West Shore		
Estimated Operating: Advice/R		
Estimated Capital: TBC		
25th facea capital 150		
15. Better Transit for the South Island - Malahat	TRAN	†
Highway		
Page: 27		
Provide safety upgrades to the Malahat		
highway. A		
Estimated Operating: TBC		
Estimated Capital: Advice		
16. Plan for future clean transit projects with long-	TRAN	
lasting economic benefits		
Page: 27		
Work with communities and regions to support		
planning and development of key projects A		
Estimated Operating: TBC		
Estimated Capital: TBC		
17. Plan for future clean transit projects - High-	TRAN	
speed transit links for the North Shore		
Page: 27		
High-speed transit links for the North Shore		
Estimated Operating: TBC		
Estimated Capital: TBC		

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Plan for future clean transit projects -	TRAN
Expansion of rail up the Fraser Valley	
Page: 27	
Expansion of rail up the Fraser Valley Adv	
Estimated Operating: TBC	
Estimated Capital: TBC	
Promoting cleaner communities and better	TRAN
health through active transportation	
Page: 27	
Work with communities to expand their	
networks of active transportation as we move	
towards our CleanBC goal of doubling trips	
taken via walking, biking and other kinds of	
active networks by the year 2030. A	
Estimated Operating: TBC	
Estimated Capital Advice/Re	
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	Expansion of rail up the Fraser Valley Page: 27 Expansion of rail up the Fraser Valley Adv Estimated Operating: TBC Estimated Capital: TBC Promoting cleaner communities and better health through active transportation Page: 27 Work with communities to expand their networks of active transportation as we move towards our CleanBC goal of doubling trips taken via walking, biking and other kinds of active networks by the year 2030. A Estimated Operating: TBC

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Government Communications and Public Engagement

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Government Communications and Public Engagement Overview

Government Communications and Public Engagement

Government Communications and Public Engagement (GCPE) is the centralized division responsible for all government communications. The division currently falls under the Ministry of Finance.

- Deputy Minister: Donna Evans
- Assistant Deputy Minister Strategic Communications: Nammi Poorooshasb
- Assistant Deputy Minister Communications & Media Relations: Don Zadravec
- Executive Director Corporate Services: Raman Dale

Each ministry is assigned a communications office by GCPE that provides support and services such as strategic communications advice and planning, media relations, issues management, media monitoring, event planning, news releases and speeches.

GCPE Transportation and Infrastructure

GCPE MOTI supports both the Minister and Ministry of Transportation and Infrastructure. This includes preparing all communication materials related to the Minister's file such as communications plans, speeches, news releases, issue notes, key messages, QAs, event planning and media relations.

GCPE Transportation and Infrastructure staff				
Name	Position	Primary Responsibilities		
Dave Crebo	Communications Director	Overall strategic leadership; GCPE rep on MOTI Executive; primary communications liaison with the Minister's Office.		
Lisanne Bowness	Communications Manager	Staff management, product review, communications director backup		
Craig Chambers	Senior Public Affairs Officer	South Coast Highway Operations, Broadway Subway Project and Surrey Rapid Transit (working with MAH), George Massey Tunnel Replacement Project.		
Suhki Tomana	Senior Public Affairs Officer	Pattullo Bridge Replacement Project, Federal Infrastructure partnerships, Active Transportation, Container Trucking, western Trade Corridors		
Vacant	Senior Public Affairs Officer	Ferries, Passenger Transportation, Integrated Transportation and Land Use Plan		
Peggy Kulmala	Public Affairs Officer	Norther region Highway Operations, Highway 16 transportation, BC Bus North, BC Transit.		
Danielle Suter	Public Affairs Officer	Southern Interior Highway Operations, Highway 1, 4-laning, Properties and Land Management		

Lenore Kennedy	Public Affairs Officer	South Coast Highway Operations, South Island Transportation Strategy, Commercial Vehicle Safety Enforcement (CVSE),
Danielle Pope	Public Affairs Officer	Media Relations and daily reports, Airport Grant Program, E-Mobility, Wildlife Safety.

Other divisions within the broader, centralized GCPE operations include:

- <u>Digital Communications</u>: The digital communications team manages and promotes the provincial government's social media channels and helps maintain the <u>BC Gov News site</u>. This includes establishing and maintaining all non-gov.bc.ca websites that promote high-priority government programs [i.e. <u>CleanBC</u>]
- Marketing Services: The unit develops and helps manage government's information campaigns.
 It also set policies and procedures relating to government's communications services, marketing materials, and paid advertising. This includes ensuring all information campaigns meet the non-partisan advertising criteria.
- <u>Graphic Design Services</u>: The graphics design team creates print and online publications, event displays, visual presentations, web graphics, and photography for government. They are also the source of graphic standards in the B.C. government <u>and authorize use of the provincial identity</u> (B.C. logo/BCID).
- Emergency Communications: GCPE works with Emergency Management BC (EMBC) and local
 authorities during disasters such as floods, wildfires, earthquakes, and avalanches. This includes
 GCPE staff working as communications leads with regional deployment to operation centres and
 at EMBC operations in greater Victoria.
- Media Relations: Provides support for government events, announcements, and activities.
- <u>Writing & Content Strategy</u>: Centralized writing services for major government and cabinet priorities that are often cross-ministry in scope, including the Premier's Office.
- <u>Editorial Services</u>: Provides speechwriting, research, editing services, and government-wide news release distribution.
- <u>Event Planning</u>: Organizes provincial government media events to promote awareness of programs, policies and services.
- Media Monitoring: <u>Today's News Online</u> monitors all major news stories in British Columbia, Canada, and globally that affect the province, including an expanding number of languagespecific media outlets.

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Cabinet and Committee Decision-Making Processes

Advice to Ministers on Responsibilities and Conduct

Statutory Officers of the Legislature

Statutory Decision-Makers

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CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

A. Introduction

Orientation for Ministers 2020

INTRODUCTION

The Orientation for Ministers briefing materials represent advice from the Public Service that provides an overview for ministers respecting their roles and accountabilities as members of the Executive Council.

The materials provide information about key entities and processes of government, including how Cabinet and its committees function; standards of conduct for ministers and other officials; financial management; information management and FOI; and the roles of statutory officers of the Legislature and statutory decision-makers.

Note that the information in these materials does **not** constitute legal advice.

For more information about the Cabinet and Committee process, see the Cabinet Operations intranet site at http://gww.cabops.gov.bc.ca/.

For more information respecting a minister's role as Member of the Legislative Assembly, including Assembly procedures and services; managing a constituency office; and remuneration and benefits, see the "Member's Guide to Policy and Resources" on the Legislative Assembly's website at https://members.leg.bc.ca/.

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C. Cabinet Processes

- 1. Cabinet and Committee Decision-Making Processes
- 2. Legislative Process
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1. CABINET AND COMMITTEE DECISION-MAKING **PROCESSES**

Cabinet

Cabinet, or Executive Council, is established under section 9 of the Constitution Act. It is the ultimate decision-making body for government.

Functionally, Cabinet is a collective body of Ministers deciding significant government issues. Deliberations and decisions are focused on strategic priorities and substantive issues, as well as accepting or rejecting recommendations in relation to such matters. The legal powers of the executive are exercised by those with statutory authority to act (for example the Lieutenant Governor in Council or individual Ministers).

As a matter of course, significant decision or actions are first discussed and collectively agreed on by Cabinet. Cabinet determines and regulates its own procedures. Final decisions on Cabinet procedures rest with the Premier, as chair of Cabinet.

The frequency of meetings of Cabinet is determined according to the wishes of the Premier and according to the volume of material proposed for review. Cabinet's meeting schedule has been both weekly and bi-weekly.

Cabinet Committees

Cabinet could not operate effectively if all proposals were brought directly to the Cabinet table. Accordingly, Cabinet normally establishes committees to discuss and analyze proposals specific to certain sectors. Cabinet committees provide recommendations to Cabinet for review and approval. This helps focus recommendations to Cabinet on a narrower set of policy options and save time at the Cabinet table, while still allowing for a detailed discussion of the matter at the committee.

The Cabinet committee process is designed to move items efficiently and effectively and promote shared decision-making. Membership of all Cabinet committees is determined by the Premier. The Chair of Treasury Board is the Minister of Finance, as per section 3 (1)(a) of the Financial Administration Act. Minutes of all Cabinet committees are recommendations to Cabinet and are not final until approved by Cabinet.

Two committees, Treasury Board and the Environment and Land Use Committee (ELUC) are established in legislation and must be properly appointed if authorities under sections 3 and 4 of the Financial Administration Act and sections 2, 3 and 4 of the Environment and Land Use Act, respectively, are to be exercised. Additional committees may be established to meet general or specific needs.

Prior to the swearing-in of the new cabinet following the October 2020 election, there were 10 Cabinet committees supporting the Executive Council in its decision-making:

Priorities and Accountability

Ensures items moving through Cabinet and committees are government priorities and consistent with government's strategic plan and priorities. This committee considers items and issues that are potentially controversial and divisive; then discusses and determines how to best shape and present items for Cabinet's consideration. It also sets priorities for legislative drafting and assists Government Communications and Public Engagement in establishing key communication objectives for the year.

Treasury Board

Treasury Board is mandated by the Financial Administration Act as a committee of the Executive Council in matters relating to government's accounting policies and practices, management practices and systems and financial management and control. Treasury Board also evaluates the economy, efficiency and effectiveness of government programs and examines matters of government personnel management or other matters referred to it by the Executive Council. The majority of members of the Treasury Board must be members of the Executive Council. Treasury Board has prescribed powers under the Act to make regulations or issue directives.

Environment and Land Use Committee

The Environment and Land Use Committee is mandated by the Environment and Land Use Act to establish and recommend programs to foster increased public concern and awareness of the environment. It also considers the preservation and maintenance of the natural environment in the administration of land use and resource development and can make recommendations to the Lieutenant Governor in Council on matters relating to the environment and the development and use of land and other natural resources. The Committee may study any matter related to the environment or land use, prepare reports, and, if advisable, make recommendations to the Lieutenant Governor in Council. It has the power to hold a public inquiry, appoint technical committees and make regulations. The majority of members of the Environment and Land Use Committee must be members of the Executive Council.

Legislative Review Committee

Reviews draft legislation clause by clause to ensure it meets the policy intent and direction approved by Cabinet or one of its Committees. Items are scheduled for the Legislative Review Committee agenda once a Certificate of Readiness of the draft legislation has been signed by the responsible Minister or the Minister's designate. It is the final cabinet-level review of draft legislation before introduction in the House.

Cabinet Committee on Sustainable Shared Prosperity

Reviews proposals that contribute to the creation of a vibrant and environmentally sustainable economy in British Columbia.

Cabinet Committee on Social Initiatives

Reviews proposals for making life more affordable and tackling poverty and inequality.

Cabinet Committee on Reconciliation

Reviews proposals for advancing reconciliation with Indigenous peoples in BC such as the new fiscal relationship and the Declaration on the Rights of Indigenous Peoples Act.

Cabinet Working Group on Child Care

Reviews proposals related to development and implementation of a universal child care system.

Cabinet Working Group on Mental Health and Addictions

Reviews proposals responding to the opioid crisis and delivering BC's Mental Health and Addictions Strategy.

Cabinet Working Group on Housing

Reviews proposals to develop cross-government solutions and strategies to meet government's objectives for affordable housing.

Annual Planning Cycles

The annual planning cycle of government is comprised of three distinct planning cycles: the Strategic Planning Process, the Budget Planning Process, and the Legislative Planning Process.

Strategic and Performance Planning

Historically, the Strategic Planning cycle begins in preparation for Cabinet's planning session. An analysis of the prior year's public accounts and annual reports is conducted to inform discussions. It is at this session that Cabinet determines the broad objectives and key deliverables for the upcoming year and direction for subsequent years. Decisions and direction are then used by ministries and Crown agencies on the development and annual updating of their individual threeyear service plans. Once ministry service plans have been prepared, they are reviewed to ensure they are consistent with the strategic priorities of government as outlined in its strategic plan and to ensure corporate delivery of priorities. Crown agency service plans are reviewed by Crown agency boards. Both are approved by the minister responsible.

The strategic plan and the ministry service plans are tabled in February, as required under sections 12 and 13 of the Budget Transparency and Accountability Act and released simultaneously with the budget. The strategic plan provides guidance and direction to the development of ministry plans and corporate initiatives and is directly linked to the budget. The plan is monitored and reported on annually to ensure accountability for delivery and in preparation for the next planning session.

Budget Cycle

Typically, the budget review process begins in the Fall, and involves Treasury Board reviewing ministry requests for additional resources, for new initiatives or to manage funding pressures. Instructions to ministries on government priorities for the coming years and how ministry requests are to be presented (e.g. whether there are any identified thematic envelopes) are normally issued in the summer months. Treasury Board decisions are made in December using the latest economic and fiscal forecasts. In January, there may be minor adjustments made as budget economic and revenue forecasts are finalized. As a matter of budget confidentiality, there are no Cabinet minutes pertaining to budgetary decisions.

It is important to note that, as per section 6(1)(c) of the Financial Administration Act, tax policy decisions are the purview of the Minister of Finance and held in strict confidence. As far as implementing tax policy decisions is concerned, that often requires legislation or regulations and the ultimate decision-maker would then be the Legislature or whoever was empowered to make the regulations (generally Cabinet and the Lieutenant Governor in Council). The Minister of Finance, as Chair of Treasury Board, remains in regular communication with the Premier throughout the budget process to ensure decisions are consistent with government priorities.

Legislation Cycle

Each year, Cabinet reviews and approves a list of legislative proposals. Policy changes must be considered by Cabinet before any legislative drafting begins.

If a legislative proposal is approved, the ministry will be asked to develop a formal "Request for Legislation" (RFL). The policy proposed by the RFL will be reviewed by an appropriate Cabinet committee, which will make recommendations to Cabinet. If approved, the ministry will receive written notice confirming they should begin working with legislative counsel to draft legislation. The material should be provided to the drafters as soon as possible, ideally several months before the legislation is scheduled to be introduced. The ministry should ensure that it provides full policy support to legislative drafters. Ministers are responsible for monitoring and ensuring progress in the development of their legislation.

Draft legislation is submitted for review to the Legislative Review Committee to ensure the draft is in accordance with approved policy and priorities. Approved drafts are finalized and prepared for introduction into the House. The timing of introduction is managed by the House Leader.

Orders in Council (OICs) and Regulations

Cabinet also reviews and approves other statutory instruments, such as Orders in Council and regulations, which are made under the authority of a particular Act. An Order in Council may be used to:

- Bring legislation into effect;
- Create or make changes to a regulation; or
- Make or rescind an appointment to a senior position in the public service (e.g. Deputy Minister) and to various agencies, boards and commissions.

The Minister and the ministry are responsible for ensuring that Orders in Council are brought forward well in advance of critical expiry dates and other time pressures.

The Crown Agencies and Board Resourcing Office (CABRO) presents recommendations to Cabinet concerning appointments of heads/ chairs or members of various agencies, boards and commissions. The Minister and the ministry are responsible for ensuring that Orders in Council are brought forward well in advance of critical expiry dates and other time pressures.

For further reference

The following hyperlink is to the government's Strategic Plan for 2020 (pre-COVID): https://www.bcbudget.gov.bc.ca/2020/pdf/2020 Strategic Plan.pdf

TREASURY BOARD

Treasury Board is a committee of the Executive Council whose powers, functions and duties are established in section 4 of the Financial Administration Act (FAA), which authorizes Treasury Board to make decisions regarding:

- government accounting policies and practices;
- management practices and systems;
- financial management and control;
- evaluation of government programs as to economy, efficiency and effectiveness;
- government personnel management; and
- other matters referred to it by the Executive Council.

Treasury Board may also make regulations or issue directives to control or limit expenditures or set conditions for any expenditures.

Treasury Board Staff works on behalf of Treasury Board to coordinate with ministries, Crown corporations and agencies to prepare the Province's three-year fiscal plan, and to monitor the management practices and risks and opportunities affecting the operating and debt targets set out in the budget and three-year fiscal plan.

Although Treasury Board is assigned responsibilities under the FAA, it is the primary responsibility of each minister under the general direction of Treasury Board and the Minister of Finance to ensure that the financial affairs of the ministry are properly administered. In addition, ministers may be designated as being responsible for one or more Crown corporations and agencies (including the school districts, universities, colleges, and health organizations, or SUCH sector) whose financial affairs may be subject to Treasury Board regulations, directives and policies, and whose Boards are accountable for ensuring that appropriate financial administration is in place.

The Chair of Treasury Board is the Minister of Finance. The balance of the Treasury Board has been comprised of both Cabinet ministers and Members of the Legislative Assembly. A Cabinet Minister is appointed as Vice-Chair.

TREASURY BOARD STAFF

Treasury Board Staff (TBS) supports the Board and the Minister of Finance by:

- acting as a secretariat for Treasury Board including coordinating and managing Treasury Board meetings throughout the year;
- reviewing and analysing ministry proposals and providing recommendations to Treasury Board which includes assessment of:

- the cost effectiveness and use of financial resources;
- alignment with government priorities and policy approvals;
- the feasibility of implementation plans and use of key performance indicators;
- o the legal and accounting treatment and risks and other applicable policies (e.g. procurement policies);
- previous decisions and precedence that could be set; and,
- other relevant factors including confirming that Gender Based Analysis+ (GBA+), the B.C. Declaration on the Rights of Indigenous Peoples Act, and consultations with appropriate stakeholders have been considered as part of the proposal.
- preparing the government's annual Budget and Three-Year Fiscal Plan, Estimates, economic forecasts, Quarterly Reports/forecasts and the Financial and Economic Review;
- managing the budget development process and monitoring, forecasting and recommending corrective action related to government revenue, expenditures, capital and debt, and risks and opportunities related to the three-year fiscal plan;
- evaluating and reviewing commercial Crown corporation initiatives, performance measures, investments, budgets, performance management and related financial issues; and
- supporting the development, implementation and management of government's ten-year capital plan consistent with the corporate strategic priorities of government.

Cabinet Confidences

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Cabinet Confidences

2. LEGISLATIVE PROCESS

Cabinet Operations, Legislative Counsel and ministry staff support the development of government's legislative agenda aligned with the priorities set by government.

This document describes the process used to set priorities in developing the legislative agenda. It is provided for information purposes only.

Often the demand for legislation outstrips the capacity for development and debate. Tight coordination of the approval and development process ensures that the finite resources are directed to government's highest legislative priorities.

Under the direction of the Cabinet Secretary, and according to the priorities determined by Cabinet and the House Leader, Cabinet Operations coordinates the legislative processes as described below. Tax related budget legislation follows a different process and is described in the Budget Legislation section below.

Setting the Legislative Agenda

Legislative Proposals

Cabinet Operations tracks legislative proposals for upcoming and future legislative sessions. A legislative proposal consists of a short, plain-language description of what the proposed legislation or amendment to existing legislation would do. An estimate of the magnitude of the legislative drafting effort (major/minor/moderate) associated with each proposal is also made. Legislative proposals are used to set priorities for legislative development and allow an early check-in with Cabinet and its advisors before ministries or Legislative Counsel invest in the development of Requests for Legislation.

Benefits of development of legislative proposals include:

- Allowing early notice to prepare legislative agenda items (especially important for major initiatives that may require multi-year development);
- Allowing more optimal timelines for required policy work, consultations and Cabinet and Treasury Board approvals;
- Optimizing planning and resource allocation of finite policy and legislative drafting resources; and
- Providing increased opportunities for strategic coordination and scheduling of Bill Introduction and announcement.

Cabinet Approval of Legislative Plans

Cabinet Operations consults the Cabinet Secretary, Chief of Staff's Office and House Leader's Office to prioritize legislative priorities for upcoming legislative sessions and tracks proposals identified for future

consideration. Priorities are established according to key policy goals of Cabinet, legal and fiscal imperatives. Deputy Ministers are asked to confirm that the legislative proposals associated with their ministry represent the key items required to meet government's priorities. Cabinet is then presented with a proposed corporate priority list for its next legislative session. Legislative Counsel's drafting capacity and available House time are taken into consideration by Cabinet when determining approval of the priority list.

Cabinet's decisions respecting the Legislative Agenda are communicated to Ministers by way of a Cabinet Record of Decision (ROD). Together these decisions comprise Government's Legislative Agenda.

In practical terms, the ROD indicates which items proposed by a ministry are approved to move towards the development of a Request for Legislation (RFL). The ROD may also explicitly indicate which items are not approved or are deferred to a future year.

Cabinet Operations facilitates the preparation of legislative priorities for review by Cabinet, tracks Cabinet's decisions and the assignment of relative priorities. Following the distribution of RODs, approved items are monitored closely, and progress reports are provided to Cabinet.

Development of Legislation

Policy Review and Approval

Policy options should be fully considered and clear policy direction obtained through the regular Cabinet decision-making process before an RFL is submitted for approval. The onus is on the sponsoring Minister to ensure appropriate and timely review (including cross-ministry and Treasury Board approvals) to resolve policy and fiscal issues at the earliest opportunity and ensure progress of the legislative agenda is not delayed. The Ministry is also responsible for addressing any unanticipated policy issues that may emerge during the drafting process.

Cabinet Operations provides information and support to ministries throughout this process and, along with other agencies, coordinates required approvals. Ministries are responsible for ensuring the proposed legislation complies with relevant statutes and agreements. Depending on the purpose and scope of the legislation, examples may include:

- the Community Charter, Local Government Act or Local Government Grants Act;
- the Declaration on the Rights of Indigenous Peoples Act;
- First Nations with treaties;
- the Freedom of Information and Protection of Privacy Act;
- the Canada-United States-Mexico Agreement (CUSMA);
- Canadian Free Trade Agreement;
- the Trade, Investment and Labour Mobility Agreement (TILMA);

- the New West Partnership Trade Agreement; and
- the Public Service Agency, Public Sector Employers' Council Secretariat.

Request for Legislation (RFL)

Ministers are responsible for the timely development and submission of RFLs for all items approved to proceed as communicated in Cabinet's decision respecting the upcoming legislative agenda. The purpose of the RFL is to describe the proposed legislation in sufficient detail for full understanding of the context of the proposal, the problem the legislation is intended to address, and how the legislation is expected to resolve the problem. The RFL also provides detailed drafting instructions to Legislative Counsel.

Ministry staff consult with their solicitor in advance of submitting the RFL to ensure any potential legal issues or conflict of interest that could directly or indirectly affect the initiative are identified.

The RFL is comprised of the following parts:

- Main Body provides the overview and context, presenting the case for legislation, relevant background details, policy choices and articulates how the proposed legislation will achieve policy objectives;
- Appendix A Legislative Counsel Comments: legal advice to Cabinet respecting the proposed legislation;
- Appendix B Treasury Board Staff Comments: assessment of the financial implications, including total cost or benefit to government for implementation of the proposed legislation;
- Appendix C 3 Column Document: detailed item-by-item breakdown defining the problem, describing the proposed changes and why the proposed approach was chosen; and
- Appendix D Drafting Instructions: specific details for Legislative Counsel respecting the drafting of the legislative provisions.

Committee Review of RFLs

Cabinet Committees are charged with reviewing the majority of RFLs and making recommendations to Cabinet respecting approvals. Only RFLs most salient to government's key priorities are reviewed by Cabinet or the Priorities and Accountability Committee directly. Approvals are communicated to ministers by way of a Cabinet ROD. This ROD constitutes "approval to draft" legislation and engage Legislative Counsel and other resources as necessary.

Drafting Legislation

Ministers are responsible for monitoring and ensuring progress of their approved legislative items. Ministries are expected to provide full policy support to the drafting process and should be proactive in confirming policy direction or approvals or, where warranted, seek further direction in a timely manner. Legislation drafting teams are led by a ministry Instructing Officer who is responsible for delivery of the

ministry's legislation. Ideally, Instructing Officers should have ready access to ministry decision-makers and keep them well informed respecting development status of the legislative initiative.

Other members of the drafting team include additional policy staff, the ministry's advising solicitor and Legislative Counsel drafters.

Cabinet Operations monitors and tracks the progress of legislation and schedules draft legislation for presentation to the Legislative Review Committee.

Legislative Review Committee Approval

The Legislative Review Committee (LRC) reviews final draft legislation on a clause-by-clause basis to ensure the draft legislation reflects Cabinet's policy intent. All consultations, including Treasury Board review, need to be completed prior to LRC review. LRC is the last Cabinet-level review of legislation before it is introduced in the House.

Once approved by LRC, Legislative Counsel packages the draft legislation for Introduction. The packaging of Bills is directed by the House Leader.

Introduction of Legislation in the House

The timing of Introduction of legislation is directed by the House Leader. Close communication between the House Leader's Office, Cabinet Operations and the Chief of Legislative Counsel is essential to ensuring Bills are ready in accordance with House Leader's schedule for Introduction. Ministries receive information about the timing of introduction from their Minister's Office, who receives the information from the House Leader's Office. Timely communication with the relevant Minister is important to ensure that the Minister's House briefing materials can be prepared by Ministry staff to meet the scheduled introduction date.

Budget Legislation

The Budget legislation (traditionally the *Budget Measures Implementation Act* (BMIA)) is a key part of the provincial government's annual budget package and is a collection of legislative initiatives necessary to implement the budget. This legislation – which may contain both tax and non-tax measures – is part of the Ministry of Finance's budget process and does not follow the regular legislative review process.

What is the Budget Measures Implementation Act?

The Budget Measures Implementation Act (BMIA) is traditionally tabled on budget day by the Minister of Finance. The bill is composed of initiatives that are necessary to implement the budget or that affect the presentation of the Estimates. The BMIA is typically made up of two parts: tax measures and non-tax measures.

Tax initiatives in the BMIA generally include measures that:

change tax policy (e.g. changes in tax rates or changes to the tax base including expansions or

contractions such as tax credits, exemptions or refunds);

- change fundamental aspects of a tax scheme; and
- respond to time sensitive or critical issues (e.g. adverse court decisions).

Note: A budget measure to create a new tax would normally be contained in a stand-alone Act separate from the BMIA, but would generally follow the same process as that described below for tax measures contained in the BMIA.

Non-tax initiatives in the BMIA generally include measures that:

- create or eliminate a Special Fund / Special Account / Financing Transaction;
- convert a Vote or a Special Account to a Crown corporation;
- convert a Crown corporation to a new Vote or to be a part of an existing vote;
- provide legislative support required for introduction of a new program that is included in the budget;
 and
- anything else that affects the Estimates presentation or other aspects of the budget.

Budget Measure Requests

Ministry non-tax budget submissions are submitted by ministries via a Budget Measure Request (modeled after the Request for Legislation). They are reviewed by the Fiscal Planning and Estimates Branch (FPE) of Treasury Board Staff, Ministry of Finance, before being submitted to and vetted by the Deputy Minister of Finance. Ordinarily, only those initiatives considered necessary to the implementation of the budget move beyond this stage. Final approval of budget legislation rests with the Minister of Finance.

Tax-related budget issues are handled internally in the Tax Policy Branch in the Ministry of Finance and do not require a formal budget measure request. These issues are presented by the Branch to the Deputy Minister of Finance and Minister of Finance. The Minister of Finance makes final tax decisions and determines with the Premier how and when to consult Cabinet and others, as part of the decision-making process. The benefits of this inclusive approach have to be weighed against the risks associated with the sensitivity of tax policy information.

All proposals accepted for the budget bill are then forwarded to Legislative Counsel for drafting of legislation. Legislative drafting teams made up of Ministry of Finance staff, sponsoring ministry officials (where applicable), legal counsel and legislative counsel are created to transform the budget measure request into legal text.

Neither tax nor non-tax budget amendments are normally reviewed by the Legislative Review Committee. However, the Premier or Minister of Finance may request that the committee review pieces of significance.

Further details of the Budget legislative process, based on the annual budget cycle for a February Budget, are below.

Stages in the Budget Legislative Process

The following stages of the Budget legislative process are based on the annual budget cycle for a February Budget.

Initiative Identification / Policy Development / Decisions

Tax Measures: August/September to December/January

Issue Identification

Tax policy issues are identified in a variety of ways, including direction from the Minister to examine particular issues; requests from stakeholders; and issues flagged by provincial tax administrators/tax appeals and/or tax policy experts.

The analysis of some tax issues will involve knowledge of highly confidential taxpayer information (for example, knowledge of tax liabilities of particular corporations). The use and disclosure of this information is the subject of taxpayer confidentiality provisions in tax acts. In other cases, advance knowledge of proposed or final tax policy decisions may confer unfair benefits to individuals and businesses able to take advantage of the knowledge. In either situation, if information is handled incorrectly there will be calls for the Minister of Finance to resign.

As a result, and as is the case in other provinces, the approval process for tax decisions is somewhat different than the process used for approval of other policy decisions.

Minister of Finance Briefings for Decision

An extensive series of staff briefings to review and consider Revenue Binder Notes for decision generally occurs between October and December.

To facilitate legislative drafting prior to Budget Day, most final decisions are made by mid-December (and earlier, if possible). The Minister of Finance makes final tax decisions and determines with the Premier if, how and when to consult Cabinet and others.

Non-Tax Measures: October - December

- Potential issues that may require legislation / regulation changes are identified throughout the
 fall. As with tax measures, issues may be identified in a number of ways, including internal
 Ministry of Finance analysis, requests from other ministries, or as a result of the annual Budget
 Consultation.
- A Budget Measure Request (BMR) package is completed for each measure put forward. This
 package includes a briefing note signed by the minister responsible and drafting instructions.
- Final submissions are compiled for review by the Deputy Minister of Finance and the Minister of

Finance for decision. Ministry contacts will be informed of decisions on which proposals have been tentatively accepted into the budget process, and therefore will be moving on to the drafting stage.

Drafting Stage / Signoff / Tabling

Tax Measures: October-February

- Immediately following final decisions being made, a legislation drafting team is assigned to each tax-related budget measure. Drafting teams are responsible for ensuring that the government's policy objectives are accurately and fully reflected in the draft legislation.
- The final tax legislation is reviewed by the Deputy Minister of Finance and the Minister of Finance and a signed Certificate of Readiness is prepared.
- Tax-related budget measures are not reviewed by the Legislative Review Committee.

Non-Tax Measures: January - February

- In early January, a legislation drafting team is assigned to each budget measure selected for
 inclusion in the bill. Drafting teams are responsible for ensuring that the government's policy
 objectives are accurately and fully reflected in the draft legislation.
- Measures may be reviewed by the Legislative Review Committee. The sponsoring Minister would ordinarily attend the Legislative Review Committee for this review (ministry staff may attend to deal with technical questions).

Debate of Budget Legislation

Tax Measures: Post Budget

- Budget legislation goes through the same stages of debate as regular legislation.
- The Tax Policy Branch prepares speaking notes and briefing materials regarding the tax measures for each stage of the budget bill's debate (first reading, second reading, committee (section notes), and third reading).
- Staff from the Tax Policy Branch provide support for the Minister of Finance during the committee debates of the tax aspects of the budget bill.

Non-Tax Measures: Post Budget

- Budget legislation goes through the same stages of debate as regular legislation.
- The Fiscal Planning and Estimates Branch (FPE) coordinates the preparation of speaking notes and briefing material for each stage of the budget bill's debate (first reading, second reading,

committee, third reading). These will be based on the information provided in the Budget Measure Request.

- Ministries will be expected to prepare section notes for the committee stage of debates. A
 template will be provided to ministries to ensure the consistency of section notes.
- A ministry representative may be called upon to provide support during the committee debates of the budget bill.
- The Minister of Finance may also request that the sponsoring Minister respond to questions regarding the sections of the budget bill corresponding to their requested budget measure.

3. ORDERS IN COUNCIL

Orders in Council (OICs) are instruments by which the Province implements a variety of staffing, administrative and regulatory changes. They require approval by Cabinet before being advanced to the Lieutenant Governor for signature and enactment. There is a corporate, cross-government process for developing and scheduling OIC materials for review by Cabinet.

Current Process

Working with ministries, Cabinet Operations schedules OICs for Cabinet review and reviews each OIC for completeness. Ministries submit an information package and "tagged" OIC (see next section on Legal Advice on OICs) to Cabinet Operations. The information package describes why the OIC is needed, timing considerations, engagement with Indigenous Nations, stakeholder feedback and fiscal matters. Cabinet Operations then prepares an OIC summary document for each Cabinet meeting of the OICs scheduled for review and distributes this summary with other Cabinet meeting materials. Deputy Ministers are responsible to ensure their minister is briefed and prepared to speak to their respective OICs at Cabinet.

If approved by Cabinet, each OIC is provided by Cabinet Operations to the Presiding Member of the Executive Council for signature, and then in turn to the Order in Council Office, which obtains the signature of the Lieutenant Governor (LG), or in the LG's absence, the Administrator (Chief Justice of the B.C. Court of Appeal). The moment the LG's signature is affixed, the OIC becomes law. The OIC is then posted on Queen's Printer's BC Laws website.

Cabinet may also defer or decide not to approve an OIC and in some cases Ministers may decide to withdraw an OIC prior to a Cabinet meeting. OICs that are withdrawn or deferred can be rescheduled once any follow-up is completed. OICs that are not approved by Cabinet do not advance further.

Legal Advice on OICs

Legislative Counsel in the Ministry of Attorney General draft OICs on instructions from policy and legal staff in the sponsoring ministry and review background materials and authorizing statutes. Legislative Counsel also prepare a brief legal opinion of the content and statutory authority of each OIC and append the legal opinion to the OIC as a "tag". There are three colours of tags:

- Green no identified legal risks or issues.
- Yellow timing sensitivities, or some legal risks or issues exist if the OIC is approved.
- Red represents a strong legal caution as the risks or legalities are significant to the point that Legislative Counsel does not recommend the OIC proceed. If a "red-tagged" OIC proceeds to Cabinet for consideration, the sponsoring ministry may be asked to provide a Cabinet submission explaining the issue and decision in detail.

Corridor Orders

Corridor Orders are OICs that are processed and approved without going to Cabinet for deliberation. Approval is provided by the Premier on behalf of Cabinet. Corridor orders are only used in exceptional circumstances where there would be significant consequences from waiting until the next Cabinet meeting. All corridor orders are reported for information to Cabinet at its next meeting.

Premier's Prerogative

There are certain OICs that are based solely on the Premier's prerogative and are processed as corridor orders. Traditionally, these are *Constitution Act* OICs which involve creating or changing members of Executive Council and the organization of the government, including Cabinet committees and ministry responsibilities. They can also include staffing and appointments to the public service, ministers' offices and the Government Communications and Public Engagement. Approval is provided on behalf of the Premier by either the Chief of Staff, or the Cabinet Secretary, depending on the nature of the appointment.

Proclamations

A proclamation is recognition by the provincial government of events or occasions held by groups on their own behalf or for the general public. During the last few years Cabinet has, by OIC, delegated its approval for proclamations to the Attorney General. Through this delegation the Attorney General has authority to approve and sign provincial proclamations on behalf of Cabinet. Approval of proclamations is required each year or time an event or occasion occurs. Types of events or occasions suitable for proclamations are those that are: apolitical; observe milestones, recognize achievements or direct attention to a worthy cause; and would not be considered offensive or frivolous by the public. Each year, the Order in Council Office receives hundreds of requests from individuals, organizations as well as from within government, requesting a provincial proclamation to mark a special day or event. Individuals or groups can submit requests, including draft wording for the proclamation, to the Order in Council office located in the Ministry of the Attorney General. Such requests should be received at least six weeks before the event or occasion.

OIC Responsibility Table

Participants, and their roles, in the Order in Council development, review and approval process include:

Organization	Role(s)	
Office of the Premier	Approves OICs to be signed outside of the Cabinet process (corridor Orders.)	
Cabinet Operations	 Prepares OIC Summary report for Cabinet binder Supports the Cabinet Secretary to brief the Premier Receives, quality assures and summarizes OICs and associated documents ready for Cabinet review Administers the review and approval processes at Cabinet level (maintains schedules, facilitates review, acquires signatures, maintains files, etc.) Provides Cabinet-approved OICs to Order in Council Office 	
Ministries	 Maintains inventory of required OICs and renewals Issues instructions to Legislative Counsel to create an OIC Obtains DM approval on OIC and associated materials Briefs minister and acquires ministerial sign off Provides final OIC and associated materials to Cabinet Operations 	
Legislative Counsel	 Reviews legal context, drafts and "tags" the OIC, providing legal advice. OICs are "tagged" green, yellow or red. 	
Order in Council Office	 Receives OICs as approved by Cabinet Acquires signature of Lieutenant Governor/ Administrator Uploads completed OICs to BC Laws for publication 	
Crown Agencies and Board Resourcing Office	 Maintains inventory of agency, board and commission appointments, vacancies Maintains a candidate list Assesses candidates and provides recommendations on their suitability Briefs relevant minister, Deputy Minister of Government Communications and Public Engagement Prepares CABRO OIC Summary report for Cabinet binder Provides Cabinet-approved OICs to Order in Council Office 	

Attachment 1 – Example of OIC Summary Document for Cabinet

ORDERS IN COUNCIL

Cabinet Summary

Month XX, 2020

		FOR DECISION	
	MIN	PURPOSE OF ORDER	STATUTE
		Non-CABRO Appointments	
1.	AG O1234	Appoints Jane Doe of Nanaimo as a Justice of the Peace in and for the Province of British Columbia. The Chief Judge of the Provincial Court of BC has requested this appointment.	Provincial Court Act, R.S.B.C. 1996, s. 30 Approval requested at Cabinet's earliest convenience
		FOR DECISION	
	MIN	PURPOSE OF ORDER	STATUTE
2.	FIN O5678	Approves the remission of property transfer taxes paid in the amount of \$10,000 to Jane Doe. Remission of transfer taxes paid is requested on the basis of great injustice. The Ministry of Finance supports this order.	Financial Administration Act, R.S.B.C. 1996, s. 19 Approval requested at Cabinet's earliest convenience
3.	IRR O3456	Approves the transfer of a 10 hectare parcel of land to Canada for the settlement of a specific claim in accordance with the associated First Nations settlement agreement. This order affects the constituency of XYZ.	Land Act, R.S.B.C. 1996, s. 15 (5) and 31 Approval requested at Cabinet's earliest convenience

4.	AG +0 Reg Count R4567	Approves the request by the District of ABC to be added to the Bylaw Notice Enforcement Regulation effective July 30, 2021. This allows them to participate in an efficient system for issuing notices and resolving matters for minor bylaw infractions (e.g. parking tickets or dog licenses). MLAs XXX and XXX support this order.	Local Government Bylaw Notice Enforcement Act, S.B.C. 2003, s. 29 Approval required by July 30, 2021
		FOR INFORMATION ONLY - CORRIDOR ORDERS	
	MIN	PURPOSE OF ORDER	STATUTE
5.	PREM 456	Appoints Jane Doe as Administrative Coordinator in the Office of the Minister of XYZ. - Signed by the Administrator on January 16, 2020	Public Service Act, R.S.B.C. 1996, s. 15
6	PREM 457	Appoints John Doe as Communications Manager with Government Communications and Public Engagement Signed by the Lieutenant Governor on February 1, 2020	Public Service Act, R.S.B.C. 1996, s. 15
		FOR INFORMATION ONLY - PROCLAMATIONS	
	MIN	PURPOSE OF ORDER	STATUTE
7.	AG	Proclaims January 29 to February 4, 2020 as "Proclamation Week" in the Province of British Columbia. - Signed by the Administrator on January 9, 2020	Prerogative

Attachment 2 – OIC Information Template Currently Used by Ministries

Order in Council Cabinet Summary Information

This Template Last Updated: March 6, 2020

Ministry:		
Date Prepared:	Cliff #:	OIC Log #:
timing sensitivities related to th	hifts in policy, risks, e Order in Council a stry is responsible fo	s to have a clear and complete implications, outstanding issues and and that all necessary consultations or ensuring the information below
All sections must be completed u	inless non-CABRO ap	pointment.
1. Type of OIC	Non-CABRO*	appointment – <u>Complete Sections 1 to 5 only</u>
	│ │	ion
	Regulation - p	provide Regulatory Count:
* Crown Agency Board Resourcing	Office	
2. Timing Requirements for		
Cabinet review and approval		

a) Select all that apply. Include rationale.	No Timing Requirements/At Cabinet's earliest convenience
	RUSH - Cabinet approval is requested / required by because:
	(Check all that apply)
	Legal requirement - Per Legislative Counsel's comments, the OIC must be made/deposited by the date specified.
	Advance Notice - In order to give stakeholders sufficient time to adapt to the proposed change, the ministry would like to provide amount of lead time between when the OIC is
	approved and when it takes legal effect.
	Media requirement. A public announcement is planned.
	Other
b) Why is the OIC required now and what are the consequences if not approved now?	•
c) Should this OIC be held after approval?	NO - Process normally
алы арргатан	RUSH - Process byDD/MMM/YYYY. Please explain why.
	YES - Hold untilDD/MMM/YYYY. Please explain why .
3. Communication	
What, (if any), is the current communication plan?	•
	REMINDER: A copy of this OIC Summary Information document signed by the Deputy Minister is to be submitted to Nammi Poorooshasb, ADM, Strategic Communications Division, GCPE.

4. Authorizing Act and section number(s)	
5. Purpose, Content and Context (OIC "Essence")	•
 a) In plain language, please explain what this OIC does? What problem it solves? What is the effect? 	•
 b) Are there gender and diversity implications that should be considered? Guidance for Gender 	NO - If no, please explain why there are no implications YES - If yes, what were the findings?
Based Analysis Plus (GBA+) in Cabinet and Treasury Board Submissions. <u>Click here</u> for more information	
c) Is this OIC in response to direction from Cabinet or one of its Committees or Working Groups?	NO YES - If yes, provide committee & meeting date:
d) Who requested this change? Stakeholder, Cabinet direction, legal requirement, Ministry staff? And why?	•
6. Fiscal Management Considerations	•
a) Is Treasury Board review required?	NO - if no, why not?
	YES - If yes, provide date of approval:

b) Who at Treasury Board Staff reviewed this information and what comments did they provide?	[Name of analyst]
c) Is there a cost to Government to implement this OIC?	☐ NO ☐ YES - If yes, provide amount, percentage increase or decrease, and description of cost: ————————————————————————————————————
d) Is there a Fine, Fee or Administrative Penalty? For more guidance: <u>Click</u> <u>here</u>	NO YES - If yes, provide date of Treasury Board approval
7. Business and Economic Implications	
 a) Has your Ministry submitted/will it be submitting the Business and Economic Implications Form to JEDC? 	YES, submission date: NO - If no, please explain why not
Briefly summarize the findings of the assessment. Guidance for the Business and Economic Implications Framework in Cabinet Submissions. Click here for more information	•
8. Indigenous Peoples	

a) Does this OIC advance Government's commitment to reconciliation? For more guidance: Click here for more information	NO - If no, please explain YES - If yes, please indicate how
b) Have the Indigenous Peoples and Indigenous organizations who may be impacted by this OIC been engaged?	NO - If no, please explain why not YES - If yes, what views were expressed?
c) Does this OIC potentially affect Indigenous Peoples' rights and title?	YES - If this OIC has the potential to adversely affect rights protected under s. 35 of the <i>Constitution Act, 1982</i> (Aboriginal rights and title, treaty rights), attach opinion from the Indigenous Legal Relations, Solicitors Unit , as to the sufficiency of the consultation process undertaken. (Contacts at the ILR: Geraldine Hutchings and Paul Yearwood).
d) Does this OIC potentially affect Indigenous Peoples' treaty rights? If a regulation may/will impact a treaty nation, notification and/or consultation should take place in accordance with the treaty. First Nations with treaties. Click here for more information.	NO YES - If this OIC has the potential to affect treaty rights, indicate whether the advising solicitor from the Indigenous Legal Relations, Solicitors Unit, is satisfied he consultation process undertaken is sufficient. (Contacts at the ILR: Geraldine Hutchings and Paul Yearwood).

9. Stakeholder and Affected Party Consultations Who is impacted and when were they consulted? List stakeholders and indicate consultation dates and support or concerns raised. Stakeholders may include local governments, external stakeholders, and Government ministries, Crowns & agencies.	
government MLA support MLA support is required if the OIC affects specific electoral districts that are represented by a Government MLA. MLA support is not required if the OIC applies province wide, or to an electoral district represented by a non-government MLA. Please complete MLA consultations before submitting the OIC to Cabinet Operations.	This OIC applies to all electoral districts. This OIC applies only to the following electoral districts: If this OIC applies only to specific electoral districts, do you have written confirmation that Government MLAs from affected electoral districts support this OIC YES NO - If no, please explain:
11. Confidence & Supply Agreement (CASA) Is Consultation with the BC Green Party Caucus required? Confidence and Supply Agreement Consultation Guide. Click here for more information.	NO YES - If yes, has the consultation occurred/been scheduled and what was/is the date: If consultation has taken place, what was the outcome?

12. Trade Obligations The Trade Policy and Negotiations Branch at JEDC has been consulted and confirms: [select applicable box]	 ☐ Trade is not affected ☐ The OIC may affect international or domestic trade obligations, and: ☐ Required notifications have been made and any comments received are:
	Required notifications have not been made because:
Additional Details	
	Deputy Minister
	Date Signed

Contact	Name:
Title:	
Phone N	umber:
Alternate	e Contact Name:
Title:	
Phone N	umber:
Prepared	d By:
Phone N	umber:
Attached	Appendices:
	Distribution Form
	Regulatory Impact Checklist Exemption Form
	Regulatory Impact Checklist and Regulatory Count Form
	Map(s)
	Other:

4. BUDGET DEVELOPMENT PROCESS

The *Budget Transparency and Accountability Act* (BTAA) requires government table a budget on or before the fourth Tuesday of February, or in election years, on or before March 23, or within 120 days of a in the appointment of the Premier (whichever date is later).

General Budget Development Timelines

Budgeting is a cyclical process, with management and reporting on the current fiscal year happening concurrently with future year budget planning. Cabinet Confidences

Cabinet Confidences

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Withheld pursuant to/removed as

Cabinet Confidences

Cabinet Confidences

 In 2020/21, supplementary estimates were passed to create two new Contingencies votes (Vote 52 Contingencies for Pandemic Response and Economic Recovery and Vote 53 for Federal and Provincial Pandemic measures) to provide government with additional spending appropriation to respond to COVID-19. Cabinet Confidences
 Cabinet Confidences

5

BUDGET PREPARATION 2021

Cabinet Confidences

CURRENT FISCAL YEAR: BUDGET MANAGEMENT & PRESSURES

Cabinet Confidences

Ministry budgets as per the Budget and Fiscal Plan for 2020/21 – 2022/23 are shown below:

(\$ millions)	Updated Forecast 2019/20 1	Budget Estimate 2020/21	Plan 2021/22	Plan 2022/23
Office of the Premier	11	11	11	11
Advanced Education, Skills and Training	2,330	2,366	2,372	2,374
Agriculture	98	95	96	96
Attorney General	611	652	654	662
Children and Family Development	2,068	2,228	2,255	2,259
Citizens' Services	561	552	554	554
Education	6,577	6,697	6,758	6,765
Energy, Mines and Petroleum Resources	180	114	92	92
Environment and Climate Change Strategy		245	247	246
Finance	1,160	838	883	975
Forests, Lands, Natural Resource Operations and Rural Development	950	844	856	850
Health	20,846	22,190	23,130	23,875
Indigenous Relations and Reconciliation	108	97	108	108
Jobs, Economic Development and Competitiveness	97	93	94	94
Labour	16	17	17	17
Mental Health and Addictions	10	10	10	10
Municipal Affairs and Housing	828	650	842	812
Public Safety and Solicitor General		852	857	863
Social Development and Poverty Reduction		3,683	3,750	3,798
Tourism, Arts and Culture		161	161	161
Transportation and Infrastructure	914	929	932	932
Total ministries and Office of the Premier	42,276	43,324	44,679	45,554

Contingencies

The Minister of Finance is responsible for managing Contingencies vote(s) that support government in managing uncertain or volatile costs within the fiscal plan. Cabinet Confidences Cabinet Confidences

In 2020/21, there are three Contingencies Votes as shown in the following table.

Vote Name and Number	Description	2020/21 Appropriation	Current Forecast/ Allocation
	Cabinet Confidences	'	'
Vote 45 Contingencies (All Ministries) and New Program Vote*			
Vote 52 Contingencies (All Ministries): Pandemic Response and Economic Recovery			
Vote 53 Contingencies (All Ministries): Federal and Provincial Pandemic			

Cabinet Confidences



Statutory Authority Pressures

A statutory appropriation is an authority to spend out of the Consolidated Revenue Fund through legislation and not a *Supply Act* (i.e. voted appropriation). The general rationale for statutory appropriations is to authorize spending for public policy reasons (e.g., required for immediate health and safety or protection of property such as fighting wildfires or the provision of emergency services in response to natural disasters) for situations that are unpredictable or and difficult to budget for. Cabinet Confidences

Cabinet Confidences

Special Accounts also have statutory authority to make expenditures above the amounts published in the Estimates. A special account is an account in the general fund of the consolidated revenue fund where the authority to spend money from the account is located in an Act other than the *Supply Act*. Legislation specifies the dedicated revenue sources and eligible expenditures/specific purposes for each special account. Cabinet Confidences

Cabinet Confidences

5. CENTRAL AGENCIES OF GOVERNMENT

BC Public Service Agency

The BC Public Service Agency (BCPSA) was formed in April 2003 as a central agency to provide a consolidated human resource management service to the BC Public Service. The organization is responsible for leading a strategic government-wide human resource agenda and supporting the operational business needs of government ministries and agencies through providing human resource management policies, frameworks and guidelines, and a variety of human resource services, products, and programs.

The BC Public Service is one of the largest employers in the province, serving all communities across B.C. The BCPSA is mandated to support this workforce by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, learning and development, workforce planning, and employee engagement supports. The BCPSA also leads corporate human resource strategy and the development of a corporate plan for the BC Public Service that supports a "one-employer" approach to ensure government continues to have the skilled professional public service needed to meet the evolving needs of British Columbians.

As a central agency, the BCPSA most recently fell within the responsibility of the Minister of Finance as the minister responsible for the *Public Service Act*. The Deputy Minister (or Head of the BCPSA) reports to the Minister. Like all deputy ministers, the Head of the BCPSA also has a reporting relationship to the Deputy Minister to the Premier, who is the Head of the BC Public Service. The BCPSA is accountable to government ministries and agencies through its relationship with ministry executives.

Crown Agencies and Board Resourcing Office

The Crown Agencies and Board Resourcing Office (CABRO) is responsible for Public Sector Organization (PSOs) governance support. CABRO provides oversight of and support regarding Crown governance and corporate accountability in relation to public sector organizations.

CABRO co-ordinates the legislated performance, planning and reporting annual cycle for Crown Corporations under the *Budget Transparency and Accountability Act*, oversees the recruitment and recommendation of candidates for appointments to Crown corporations, agencies, boards and commissions and provides public sector governance advice and training for appointees. CABRO is the secretariat for the Appointment Orders Cabinet Committee, issues cross government drafting instructions for appointments and coordinates the Order in Council board appointments for Cabinet agendas.

Governance support includes:

overseeing appointments to 264 public sector organizations – which encompasses nearly 2,000 appointees, with a firm commitment to reflecting the Province's diversity in Provincial appointments (see diversity statement below);

- overseeing the delivery of mandate letters, service plans and annual service plan reports for PSOs;
- provision of guidance on the creation and dissolution of public sector organizations;
- conducting analysis, establishing best practices, providing advice and recommendations on governance issues;
- providing training on governance, public sector transparency, strategic Government priorities, performance planning and reporting; and
- maintaining and updating the Government's Crown Agency Registry and Shareholder's Expectations Manual for British Columbia Crown Agencies.

CABRO supports government's commitment to diversity in board appointments by ensuring:

- To support strong boards that reflect the diversity of our province, women, visible minorities, Indigenous Peoples, persons with disabilities, persons of diverse sexual orientation, gender identity or expression (LGBTQ2S+), and others who may contribute to diversity in public sector board appointments are encouraged to put their names forward for appointments.
- Consideration will be given to individuals with a broad range of backgrounds in community, labour and business environments. The selection process will recognize lived experience and volunteer roles as well as paid employment and academic achievements.

CABRO is headed by a Senior Executive Lead and is within the mandate of the Ministry of Finance.

Government Communications and Public Engagement

The primary role of Government Communications and Public Engagement (GCPE) is to inform the public about government programs, services, policies and priorities.

GCPE is staffed by professionals with experience and education in government and/or corporate communications, media relations, public relations, marketing, social media and digital content. Employees provide a variety of services and expertise, and work closely with other provincial, federal and municipal government representatives, media, industries, associations, interest groups, and the general public.

Through traditional communications practices and, increasingly, through direct engagement and online services, we provide:

- Communications Services
- Corporate Online Services
- Social Media
- Citizen Engagement

- Marketing Services
- Graphic Design Services
- Emergency Communications
- Ministry Communications Offices
- Media Relations
- Writing & Editorial Services
- Event Planning
- Media Monitoring

GCPE is headed by a Deputy Minister and is part of the mandate of the Ministry of Finance. Communications Directors are embedded within each of the individual ministries but report centrally through GCPE. The priority for the ministry-based communication teams is proactive strategic planning and delivering quality, services and products.

Intergovernmental Relations Secretariat

The Intergovernmental Relations Secretariat (IGRS) provides strategic advice and support to the Premier for meetings with the Prime Minister, other Premiers, U.S. leaders, heads of states and governments, and foreign dignitaries. IGRS gathers intelligence on pertinent issues and interests, participates in intergovernmental negotiations in advance of meetings, ensures that B.C.'s interests are represented in defining the agendas, and creates strategic alliances, as required, to influence the direction of policies or programs that affect the province.

The Secretariat is also responsible for the Francophone Affairs Program which is governed by a federal-provincial cooperation agreement on services in French. Collaboration between the B.C. government and the federal government supports ministries, Crown corporations and municipalities in their investments and efforts to ensure access and delivery of French language services.

The Office of Protocol is a division within IGRS that leads and coordinates ceremonial, protocol, honours and diplomatic activities, and manages and administers the *Provincial Symbols and Honours Act* which establishes the Order of BC and the Medal of Good Citizenship. It is also responsible for relations with the Consular corps.

IGRS is headed by a Deputy Minister and is within the mandate of the Office of the Premier.

Public Sector Employers' Council Secretariat

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act* and reports directly to the Minister of Finance as the Minister Responsible for the Act.

Secretariat Mandate:

The Public Sector Employers' Council Secretariat is the central agency supporting government on all

issues related to public sector collective bargaining, non-union compensation, appointee remuneration, and pension plans.

Labour Relations — provides strategic advice and the development of bargaining mandates, and implements those mandates and strategies through employers' associations by coordinating employers across the provincial public sector, including health, K-12 public schools, Crown corporations, community social services, post-secondary institutions (colleges, institutes, teaching universities) and research universities, as well as the core Public Service.

Non-Union Compensation — works with public sector employers to establish and implement compensation policies and plans for non-union employees such as managers and executives (including CEOs). PSEC Secretariat is responsible for coordinating the two annual statutory disclosures of executive compensation for 123 public sector employers.

Public Sector Pension Plans — represents government in its role as a partner under the *Public Sector Pension Plans Act* and the joint trust arrangements established for the four major public sector pension plans. This includes working with other partners to the pension plans to achieve the goals of the plans in a sustainable manner, monitoring government's risk exposure and providing policy advice to both government and public sector employers.

Board Appointee Remuneration — supports Treasury Board by chairing and providing secretariat support to the Appointee Remuneration Committee established pursuant to the by Treasury Board Directives that set remuneration guidelines for government appointees to Crown agency boards and administrative tribunals.

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act* and led by a President and CEO who reports directly to the Minister of Finance as the Minister Responsible for the Act.

Legal Services Branch

The Legal Services Branch's mandate is to deliver legal services to the Government of British Columbia in accordance with the *Attorney General Act*. The Branch provides comprehensive legal and legislative services to government including alternate dispute resolution services; acting for government in civil suits and tribunal proceedings; drafting all government bills and regulations; and preparing the Revised Statutes of British Columbia.

The Branch is a centralized government service, consisting of lawyers, paralegals and administrative staff. Lawyers in the Branch provide legal and legislative services to the Provincial government. The Branch was recently reorganized to consist of five legal group practices (Central Services Group, Litigation Group, Natural Resource, Transportation and Indigenous Legal Group, Justice, Health, and Revenue Group and the Vancouver Group), and the Office of Legislative Counsel and Director's Counsel. More information is available at L@w Matters at http://gww.legalservices.gov.bc.ca/.

Central Agencies in Support of Cabinet

Cabinet Operations

Cabinet Operations is a non-partisan office that facilitates government decision-making and is the secretariat for Cabinet and its Committees. To fulfil this role, Cabinet Operations acts as the bridge between elected officials and the Public Service, moving information, material and decisions between the two groups. Specific activities include, but are not limited to:

- Providing independent, strategic advice to the Cabinet Secretary on the development of Cabinet agendas.
- Managing the government's strategic policy and legislative processes, including regulations and Orders in Council.
- Liaising with ministries to schedule submissions for review by Cabinet and its Committees and providing advice on appropriate format and content.
- Preparation, scheduling and logistics around all Cabinet and Cabinet Committee meetings (with the exception of Treasury Board).
- Preparation and distribution of Cabinet and Committee materials to members.
- Preparation and distribution of Cabinet and Committee meeting minutes to members and appropriate ministries.
- Office of record for Cabinet and Cabinet Committee meeting documents and decisions.
- Cabinet Operations is also responsible for providing advice and support to ensure continuity of core government operations related to Cabinet during government transition.

Cabinet Operations is headed by a Deputy Cabinet Secretary who reports directly to the Deputy Premier/Cabinet Secretary in the Office of the Premier.

Treasury Board Staff

Treasury Board Staff (TBS) develops, manages, and produces the Budget and Fiscal Plan, the 10-year Corporate Capital Plan, the Estimates, Quarterly Reports, the Financial and Economic Review, and other related documents.

TBS provides financial management advice to support well-informed decisions by Treasury Board and the Minister of Finance, including advice on economic performance, and management of ministry and agency spending, capital plans and spending, revenue and debt. TBS is responsible for developing the economic forecast as well as the 3-year fiscal plan. TBS also develops revenue and spending forecasts and plans; and makes recommendations to Treasury Board and government on expenditure management and related strategies as needed to keep the fiscal plan on track throughout the year.

TBS supports the operations of Treasury Board meetings throughout the year and advises the Board on budgetary requests and spending management issues brought forward by ministries and other government agencies.

TBS is headed by a Deputy Minister who is also the Secretary to Treasury Board.

CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

D. Advice to Ministers

- 1. Advice to Ministers on Responsibilities and Conduct
 - a. Political Staff Standards of Conduct
 - b. Public Service Standards of Conduct
 - c. Conflict of Interest Disclosure Form
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1. ADVICE TO MINISTERS ON RESPONSIBILITIES AND CONDUCT

Introduction

This section sets out the roles and responsibilities of Ministers and outlines some of the key considerations in standards of conduct for Ministers. It discusses conflict of interest, freedom of information and privacy, lobbying, judiciary matters and legal advice and administrative matters. The information is intended to act as a guide to help ministers in conducting their business and in supporting the Premier in managing the business of government.

Roles and Responsibilities

The Transition Process

Following an election, the Premier will be faced with a significant number of decisions. Some of the more important tasks are:

- determine the size of Cabinet;
- determine the scope of different ministerial portfolios;
- select members of Cabinet;
- prepare mandate letters for each Minister;
- prepare an action plan to implement the policy platform; and
- develop an approach to the public service including key appointments.

In this case, the Premier and their team will have already considered many of these issues during the preparatory process leading up to the election. However, some of the tasks - like selecting Cabinet members - can take place only after the election is over.

Many Ministers will be new to political life. Some of the early tasks they face will include:

- establishing a working relationship with other Cabinet members as well as with the Premier;
- understanding the role and structure of Cabinet and its committees;
- setting up their own office;
- getting to know key public servants, including the Deputy Minister and Assistant Deputy Ministers;
- reviewing the briefing documents prepared by the public service; and
- making an assessment of the status of programs and policies in place.

The accomplishment of these tasks depends on having clear understanding of the roles, powers, and limitations of the various actors in the Westminster political system. The following notes provide a quick overview of some of the crucial "building blocks" of the Westminster system.

The Role of the Premier

The role of the Premier is to provide overall political leadership to the government. As head of government, the Premier has both a political role and an administrative one. Political priorities do not always correspond to administrative resources and constraints. As a result, most governments are organized to provide separate but coordinated streams of advice to the Premier.

The political stream of advice normally comes from the Chief of Staff, Office of the Premier, while the administrative (non-partisan) advice comes from the Deputy Minister to the Premier. Both are deliberately located in the Office of the West Annex in order to keep coordination and cooperation to a maximum.

One way of summarizing the difference is that the Chief of Staff and their team are politically driven and administratively sensitive, while the Deputy Minister to the Premier and their team are administratively driven and politically sensitive.

Below is a general description of each office.

The Office of the Premier: Chief of Staff

- is politically driven;
- is the Premier's personal support or service centre;
- is headed by a close personal and political aide to the Premier;
- assists the Premier in their political roles as the leader of the government and as a member of the legislature;
- plays a lead role in setting the government's agenda;
- determines whether a policy meets the needs and wishes of the government's external constituencies, i.e. its political soundness; and
- develops a strategy and programs to ensure government policy is adequately communicated.

The Office of the Premier: Deputy Minister to the Premier

- is strategically driven, to meet the public policy program set out by Premier and Cabinet;
- is headed by the Deputy Minister to the Premier, who is also the Head of the BC Public Service and the Cabinet Secretary;
- is responsible for managing the decision-making process of Cabinet and ensuring implementation;

- advises on soundness of proposed policy, legislation and expenditures;
- advises the Premier on issues of government organization and structure; and
- advises the Premier on senior full-time appointments to the public service and its agencies.

The Role of the Minister

Cabinet Ministers are accountable to the Premier and to the Legislative Assembly for the exercise of two fundamental responsibilities:

- 1. individual performance related to their portfolio responsibilities within the government; and
- 2. the collective performance of the government.

A useful aid to achieving this is a mandate letter to each Cabinet Minister specific to their portfolio from the Premier outlining the main issues the Premier wants the Minister to focus on.

The mandate letter would normally include:

- the Premier's expectations for Cabinet Ministers' conduct;
- priority areas for the Cabinet Minister's specific portfolios;
- issues to focus on within specific timeframes;
- responsibilities within the portfolios; and
- any immediate action that, in the Premier's view, must be taken in the portfolio.

Individual Responsibility and Accountability

Ministers are:

- sworn to carry out the powers, duties and functions of their portfolios;
- responsible for the policies, programs, and administration of their Ministries;
- a source of policy and program initiatives;
- vested with ministerial powers, duties and functions through various acts (officials have the required knowledge to advise Ministers on the nature and extent of such powers, obligations and constraints);
- individually responsible to the Legislative Assembly for:
 - their own actions;
 - the policies and practices of their Ministry, including the actions of all officials under their management and direction; and
 - o the policies and practices of any non-ministerial bodies, such as agencies, boards and

commissions within the Minister's portfolio.

Collective Responsibility

Ministers are:

- appointed by the Premier and serve at the Premier's pleasure;
- expected to participate fully in Cabinet decision making, including appropriate Cabinet committees;
- · expected to defend the government's actions and policies; and
- solemnly obliged to uphold the rule of Cabinet confidentiality.

Participation in Cabinet Decision Making

The Cabinet is the forum in which Ministers reach a consensus and coordinate their views and decisions on issues. It is chaired by the Premier and supported by the Secretary to the Cabinet and their staff. It provides a strategic direction and sets priorities for the government, in addition to addressing specific program and policy issues.

Cabinet decision making will also involve Cabinet Committees and, if established, Working Groups, as determined by the Premier. Working Groups are typically very focused Committees of Cabinet and have equal decision-making powers as other Committees of Cabinet. Committees and Working Groups receive and evaluate submissions and make recommendations to Cabinet, which makes the final decision on the issue.

Consensus

- Cabinet works through a process of presentation, discussion and consensus in order to reach decisions.
- Through discussion and debate by Cabinet, and following any final thoughts expressed by Ministers, the Premier will sum up the consensus among the Cabinet members.
- The Secretary to the Cabinet Committee, typically the Deputy Cabinet Secretary, then records the decision and communicates it to appropriate Deputy Ministers for implementation.

Consultation

- Policy and legislation proposals are brought to Cabinet through a formal process and set out in documents called Cabinet Submissions. Cabinet Operations establishes a common format for submissions, and routes the submission to the appropriate Cabinet Committee.
- Meetings are not the forum to verbally introduce new policy issues for decision.
- Consultations among relevant Ministers (or among their ministries) often precedes the submission of a proposal to Cabinet.
- Cabinet focuses on the need to resolve differing points of view, or to confirm the course a Minister proposes to follow.

 Officials are expected to ensure that other ministries are informed in advance so that their Ministers can be prepared for Cabinet discussions.

The Public Service

This section discusses the distinct but complementary roles of public servants and exempt staff in supporting Ministers in performing duties related to their portfolio responsibilities.

The BC Public Service is non-political and non-partisan and is expected to serve the politically elected government of the day to the best of its ability. Its three main roles include:

- Providing policy advice and functional expertise to Ministers;
- Implementing government policy and programs; and
- Delivering government services to citizens.

Public Service versus Political Positions/Roles

There is a distinction between public service employees and employees considered to have political affiliation.

BC Public Service employees are appointed under the *Public Service Act* and are governed by its provisions. Public service employees are expected to be non-political and non-partisan.

Staff in Ministers' Offices, including ministerial assistants, executive assistants, administrative coordinators and support staff, are appointed by Order in Council (OIC) under section 15 of the *Public Service Act*, which excludes them as public service employees. Their terms and conditions of employment are established by OIC and they are designated as appointees. As such, application of the merit requirement does not apply in their hiring, nor must they remain non-political/non-partisan in their working roles. However, ministers' office staff must inform themselves about the standards of conduct that apply to them, as well as the standards for public service employees, and their actions must respect the non-partisanship and impartiality of public service employees. (See attached *Standards of Conduct* documents.)

Ministers and Deputy Ministers

For both Ministers and Deputy Ministers to be successful in their respective roles, a good working relationship, based on trust and mutual understanding, is critical. Each Deputy Minister must be well versed in their Minister's priorities and work styles; conversely, in developing a relationship with their Deputy, each new minister should remember that Deputy Ministers are:

- professional, non-partisan public servants who are expected to serve and advise their Ministers with integrity, expertise, and frankness;
- accountable to the Minister, the Premier, and the Cabinet Secretary;
- the official entry point/channel through which the Minister should typically access the public service and its employees; and
- governed by the Standards of Conduct for public service employees.

Ministers are also bound by ethical standards, including those outlined in the *Members' Conflict of Interest Act*; however, there are several differences between the provisions of this Act and the *Standards of Conduct* for public service employees. These differences include scope, the non-partisan emphasis of the latter, and mechanisms for addressing potential conflicts/issues as they arise.

Conflict of Interest

The Members' Conflict of Interest Act ("the Act") prohibits acting in an official capacity if a conflict of interest or an apparent conflict of interest exists. A conflict of interest exists if the Member exercises an official power or performs an official duty or function and at the same time knows that in the performance of the duty or function there is the opportunity to further their private interest. A private interest does not include an interest that applies to the general public or affects a Member as a broad class of people.

The Conflict of Interest Commissioner is an independent, non-partisan Officer of the Legislative Assembly who is responsible for independently and impartially interpreting and administering the Act. Members of the Legislative Assembly are expected to act in the public interest at all times, and must not use their official position for personal gain or advantage. The rules governing conflict of interest for Members are set out in the *Act* and ensure that those who are elected to public office are held to high standards of conduct.

Members must avoid both actual and apparent conflicts of interest, and must arrange their private affairs to prevent such conflicts from arising. Members are expected to resolve any conflicts which do arise promptly and transparently. In determining whether an apparent conflict of interest exists, the Commissioner must consider not only whether the Member is in receipt of a benefit amounting to a private interest, but also whether in all of the circumstances a reasonably well informed person could perceive that this private interest could affect the exercise or performance of an official power, duty or function.

The Act includes the following prohibitions:

- A general prohibition against conflicts of interest
- A prohibition against using insider information
- A prohibition against using one's influence inappropriately
- A prohibition against accepting extra benefits.

Section 16(1) of the Act requires that all Members of the Legislative Assembly of BC file a confidential disclosure statement with the Commissioner within 60 days of being elected, and after that annually. Members must complete a confidential disclosure form pursuant to the regulations to the *Act* which contains a statement of the nature of the assets, liabilities and financial interests belonging to the Member and their spouse. Separate disclosure forms are required if the Member has any minor children, and if the Member, their spouse or minor child has a controlled private corporation.

Once the contents of the confidential disclosure statement have been finalized, a Public Disclosure Statement (PDS) is prepared. The PDS contains most, but not all, of the information contained in the Member's confidential disclosure statement. It is filed with the Clerk of the House and is available for public inspection.

The following members' forms can be found on the Conflict of Interest Commissioner's website at www.coibc.ca.

- Member's Confidential Disclosure Statement
- Disclosure Statement for Minor Children
- Controlled Private Corporation Statement
- Member's Statement of Material Change
- Member's Statement of Gifts and Personal Benefits

Declaring a conflict that arises at a Cabinet or Committee of Cabinet meeting

The Act requires that Ministers who have a conflict of interest or an apparent conflict of interest, or have reasonable grounds to believe that they have a conflict of interest must, if present at a meeting of Cabinet or any Committee of Cabinet:

- 1. Disclose the general nature of the conflict of interest or the private interest; and
- 2. Withdraw from the meeting without voting or participating in the discussion of the matter.

Ministers should ensure that the Cabinet Secretary or the Secretary to Treasury Board is made aware of any conflict issues that may arise in meetings of Cabinet, Cabinet Committees, or Treasury Board. Cabinet Operations and Treasury Board Staff will provide forms to Ministers and members of Cabinet Committees to ensure that they record their conflict, and their withdrawal from the meeting. (See attached Conflict of Interest Disclosure Form.)

The Cabinet Secretary and the Secretary to Treasury Board are required to file monthly reports with the Conflict of Interest Commissioner that record conflicts of interest that have been identified by members of Cabinet and Treasury Board, and the nature of the conflict. The conflicts identified are only reported to the Commissioner AFTER the matter on which the conflict was identified, becomes public.

Questions should be discussed with the Conflict of Interest Commissioner.

Gifts and Personal Benefits

Members are prohibited from accepting gifts or personal benefits in connection with the performance of their official duties. However, there is an exception for gifts or personal benefits received "as an incident of protocol or social obligations". In most cases this means a token expression of appreciation or complimentary hospitality in the context of some official interaction.

Before accepting a gift, Members must consider whether the donor is someone whose interests could be affected by a decision the Member may be called upon to make, and whether accepting the gift would – or would appear – to place the Member under an obligation to the donor. Generally, if the donor has any official dealings with the government, the gift should not be accepted.

Members are required to disclose and provide details of any gifts or personal benefits they have received, if the value of the gift exceeds \$250 or if the combined value of multiple gifts from the same

donor exceeds \$250 in a twelve-month period. A summary of gifts received is included in the Member's Public Disclosure Statement.

The Office has published a booklet "Accepting and Disclosing Gifts: A Guide for Members". The Guide provides general information to assist Members to understand their obligations, but Members are still encouraged to seek the Commissioner's advice if in any doubt about the propriety of accepting a gift or personal benefit.

See the attached *Guide to Gifts and Personal Benefits*. It is also available at https://coibc.ca/resources-for-members/

For further information contact the Conflict of Interest Commissioner, Victoria Gray, Q.C., at:

Telephone: (250) 356-0750

Email: conflictofinterest@coibc.ca

Web site: www.coibc.ca

Freedom of Information and Protection of Privacy Legislation

The Office of the Information and Privacy Commissioner (OIPC) provides independent oversight and enforcement of B.C.'s access and privacy laws, including:

The Freedom of Information and Protection of Privacy Act (FOIPPA), which applies to over 2,900 public bodies, including ministries, local governments, schools, crown corporations, hospitals, municipal police forces, and more.

The Commissioner has the power to:

- Investigate, mediate and resolve appeals concerning access to information disputes, including issuing binding orders;
- Investigate and resolve privacy complaints;
- Initiate Commissioner-led investigations and audits of public bodies or organizations, if there are reasonable grounds of non-compliance or if it is in the public interest;
- Comment on the access and privacy implications of proposed legislation, programs or policies;
- Comment on the privacy implications of new technologies;
- Conduct research into anything affecting access and privacy rights; and
- Educate the public about their access and privacy rights and the relevant laws.

Disclosure

FOIPPA creates a broad-based obligation to disclose information that is in the possession of a ministry or a Minister's Office, upon request for disclosure. It is the duty of a ministry to respond to this request in

a timely way. Normally the time limitation is <u>30 days</u>. Consideration and coordination of ministry responses to requests to disclose information are supported by the central Corporate Information and Records Management Office.

There are 12 exceptions to the requirement to disclose. Some exceptions are mandatory while others are discretionary and/or require a test to be met. Among the most important exceptions are:

- Any material that could reveal the substance of deliberations of Cabinet or any of its committees, including any advice, recommendations, policy considerations, or draft legislation or regulations submitted or prepared for submission to the Cabinet or any of its committees;
- Personal information;
- Legal advice to a minister or ministry;
- Policy advice to a minister or ministry;
- Information harmful to law enforcement;
- Information harmful to intergovernmental negotiations; and
- Information harmful to government's economic interests, or the business interests of a third party.

Persons denied access to information can appeal the denial to the Information and Privacy Commissioner. While some of the exceptions noted above may appear to be broad, the Commissioner may give them a narrower interpretation. Information Access Operations staff are familiar with the Office of the Information and Privacy Commissioner case law and will work with ministry staff to respond to any requests.

Careful attention should also be paid to private or personal information about third parties. It is never appropriate to disclose such information without the consent of the third party.

Ministers' calendars are proactively disclosed each month and published on Open Information after appropriate severing of information that might be "excepted" under one of the categories noted above. Consider carefully the amount of information contained in a calendar, on the assumption that such information might become accessible to the public.

Guidance on Use of personal Email accounts for Public Business

The Office of the Information and Privacy Commissioner also publishes guidance documents to inform citizens and promote compliance with B.C.'s access and privacy laws. For example, see the attached *Use of Personal Email Accounts*. This document explains the implications under the FOIPPA for use of personal email accounts for work purposes by employees of public bodies.

For further Information Contact Michael McEvoy, the Information Privacy Commissioner at:

Telephone: (250) 387-5629

E-mail: info@oipc.bc.ca

Website: http://www.oipc.bc.ca/

Lobbyists and Lobbying

The Office of the Registrar of Lobbyists ("ORL") is responsible for monitoring compliance with British Columbia's *Lobbyists Registration Act* ("LRA") and the associated regulations. The underlying objective of the LRA is to ensure transparency of legitimate lobbying activities so that members of the public are made aware of who is attempting to influence government decisions. Lobbyists are required by the LRA, to register. This is done by filing a return with the Registrar for Lobbyists.

The LRA regulates lobbying in British Columbia. "Lobbyists" are persons who, on behalf of their employers or clients, communicate with public office holders in an attempt to influence their decisions. The LRA promotes transparency in the lobbying process by requiring lobbyists to declare details of their lobbying effort, including on whose behalf they are lobbying, who they are targeting, on what subject matter and toward what outcome. All of this information is available for the public to view, free, at any time.

Under the Act, lobbying is broadly defined. It includes individuals who are paid to lobby ("consultant lobbyists"), or whose duties as an employee include lobbying as a significant component. The act of lobbying includes communicating with an office holder to influence the development of legislation, regulations, policy and the awarding of contracts or conferral of benefits. In relation to a consultant lobbyist, it can include simply trying to arrange a meeting between office holder and any other person.

Ministers may choose to meet with lobbyists whether they are registered or not. While it is the lobbyist's duty to comply with the Act and ensure appropriate registration, problems may be avoided by asking or having staff ask about registration of any person who might be considered to be "lobbying". For a guide on how to determine if someone is lobbying the attached *Are You Lobbying?*

The Information and Privacy Commissioner for the Province of B.C. is also the registrar of lobbyists. For further information contact Michael McEvoy at the Office of Registrar for Lobbyists at:

Telephone: (250) 387-2686

Email: info@bcorl.ca

Web site: http://www.lobbyistsregistrar.bc.ca

Judiciary/Matters before the Courts

Ministers should not comment publicly on matters that are before the Courts, or before administrative tribunals that are acting in a "judicial" capacity. Comments that are strictly regarding the facts of the matter may be appropriate. Before commenting, however, the Attorney General or Deputy Attorney General should be consulted.

Ministers should not communicate with:

- Members of the judiciary or administrative tribunals that are making judicial decisions concerning any matter that is before the court of tribunal;
- Crown prosecutors (without prior consultation with the Ministry of Attorney General); and
- Police officers or law enforcement agencies (without prior consultation with the Ministry of Attorney General) concerning matters under investigation (unless the Minister has been asked to assist).

Ministers should refrain from writing letters of character reference for persons involved in the proceedings.

Legal Advice and Legal Proceedings

The Attorney General is government's chief law officer. Legal advice to Ministers and their ministries must be obtained from or through Ministry of Attorney General staff. The confidentiality of legal advice is protected by solicitor/client privilege, and should not be shared or discussed with any individual who is not an employee of the Province of British Columbia.

The Ministry of Attorney General represents government in litigation before courts and administrative tribunals. Lawyers who represent government in these proceedings must be employed or retained by the Ministry of Attorney General.

A Minister may be eligible for indemnity coverage under the Excluded Employees (Legal Proceedings) Indemnity Regulation if, as a result of the performance of their ministerial duties, legal proceedings are brought or likely to be brought against the Minister. Legal proceedings covered by the Regulation are civil proceedings (including defamation), professional body proceedings, human rights proceedings, penalty proceedings and criminal prosecutions. Where a Minister becomes aware that proceedings have been or are likely to be commenced, the Minister (in order to obtain coverage) must immediately notify the Deputy Minister to the Premier in writing of the proceedings and that they are likely to be seeking coverage, and, within a reasonable time thereafter, must make a written request for coverage in the form required by the Deputy Minister to the Premier. A Minister may also be eligible for coverage under the Regulation in connection with their ministerial duties if the Minister is to appear as a witness in proceedings or if the Minister wishes to bring proceedings against someone for defamation. For details about the coverage, the Regulation can be found at:

http://www.bclaws.ca/EPLibraries/bclaws new/document/ID/freeside/62 2012

Members of Executive Council are disqualified from jury duty.

Administrative Matters

Within the Ministry of Finance is the Ministers' Office Support Services (MOSS) group. MOSS provides Ministers with guidance and support on administrative matters. Their intranet site at http://gww.fin.gov.bc.ca/gws/camss/moss/ provides Minister's Offices with information related to financial, human resources, information systems and other administrative policies and procedures on the following subjects:

Accounts Payable

- Budget Information
- Information Technology (IT)
- Facilities
- Freedom of Information
- Payroll
- Records Management
- Human Resources
- Telecommunications
- Travel
- Vehicles

Standards of Conduct for Political Staff

"Political staff" are persons appointed under section 15(1)(a) of the Public Service Act who report through to the Chief of Staff to the Premier or provide support to a Minister, and who are not assigned job duties of a primarily administrative, technical or communications nature. Most appointees working in the Office of the Premier and supporting Minister's Offices are political staff (e.g., Ministerial Assistants and Executive Assistants). Appointees to Government Communications and Public Engagement are not political staff.

Political staff will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the Province of British Columbia into disrepute.

The requirement to comply with these standards of conduct is a condition of employment. Political staff who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

The Standards of Conduct for Political Staff closely resemble the Standards of Conduct applicable to employees of the BC Public Service. However, the Standards of Conduct for Political Staff recognize the unique partisan role performed by political staff and provide guidance on how political staff may exercise their partisan duties while also respecting the non-partisan role of employees in the BC Public Service.

Role of Political Staff

Political staff are generally employed to help Ministers on matters where the non-political and political work of Government overlap and where it would be inappropriate for permanent public servants to become involved. Political staff serve as advisors and assistants who share the ruling party's political commitment, and who can complement the professional, expert and non-partisan advice and support of the permanent public service.

Political staff should ask the manager to whom they report, or the Chief of Staff to the Premier, if they have any questions regarding their role and responsibilities.

Loyalty

Political staff have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Political Staff Oath requires political staff to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that political staff receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Political staff with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Staff who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that political staff receive through their employment must not be used for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section below for details.)

Public Comments

Political staff may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so). Staff must not use their position in government to lend weight to the public expression of their personal opinions.

Service to the Public

Political staff must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Staff must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behaviour

Political staff are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief and conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of political staff in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the Province of BC will not be tolerated.

All political staff may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes attempted and threatened use of force.

Political staff must report any incident of violence. Any staff who become aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately. Staff must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulation.

Political staff must conduct themselves professionally, be fit for duty, and be free from impairment (e.g., from alcohol or drugs).

Interactions with the Permanent Public Service

In meeting their responsibility to respect the non-partisanship of ministry staff, political staff have an obligation to inform themselves about the appropriate parameters of conduct set out in the Standards of Conduct for Public Service Employees, and to actively assess their own conduct and any requests they make to ministry employees in light of these parameters.

To the extent possible, relations between political staff and ministry staff should be conducted through the Deputy Minister's Office. The Deputy Minister's Office should be informed about any significant contact between political staff and ministry employees. Ministers, Deputy Ministers, the Chief of Staff to the Premier, and other managers to whom political staff may report should be vigilant in ensuring the appropriate parameters of interaction between political staff and ministry staff are observed.

Political staff may ask ministry employees for information, transmit the Minister's instructions, or be informed of decisions in order to address communications and strategic issues. However, they do not have a direct role in ministry operations and have no legal basis for exercising the delegated authority of Ministers. Nor may political staff give direction to ministry employees on the discharge of their responsibilities.

Examples of appropriate and inappropriate conduct include, but are not limited to, the following:

Appropriate Conduct Inappropriate Conduct Convey to ministry employees the Ask a ministry employee to do anything Minister's view of issues and direction on inconsistent with their obligations under the work priorities: Standards of Conduct; ▶ Authorize the expenditure of public funds, ▶ Request ministry employees prepare have responsibility for budgets, or have any information and analyses; involvement in the award of external contracts: ▶ Hold meetings with ministry employees to ▶ Exercise any power in relation to the discuss advice being prepared for the management of employees within their ministry (except in relation to other political Minister. staff), including but not limited to playing any role in human resource decisions affecting a public service employee; Suppress or supplant advice prepared for the Minister by ministry employees (although they

Conflicts of Interest

A conflict of interest occurs when a political staff member's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the staff member's duties or responsibilities in such a way that:

- the staff member's ability to act in the public interest could be impaired; or
- the staff member's actions or conduct could undermine or compromise:
 - o the public's confidence in the staff member's ability to discharge work responsibilities; or

may comment on such advice); or substitute advice for that of ministry employees.

the trust that the public places in the Province of BC.

While the government recognizes the right of political staff to be involved in activities as citizens of the community, conflict must not exist between their private interests and the discharge of their employment duties. Upon appointment, political staff must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising.

Political staff who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their manager or the Chief of Staff to the Premier. Examples of conflicts of interest include, but are not limited to, the following:

- A staff member uses government property or equipment or their position, office, or government affiliation to pursue personal interests or the interests of another organization;
- A staff member is in a situation where they are under obligation to a person who might benefit from or seek to gain special consideration or favour;
- A staff member, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the staff member, or a relative or friend, has an interest, financial or otherwise;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of their employment;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, a
 government transaction over which they can influence decisions (e.g., investments, sales,
 purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- A staff member accepts from an individual, corporation, or organization, directly or indirectly, a
 personal gift or benefit that arises out of their employment with the Province of BC, other than:
 - o the exchange of hospitality between persons doing business together;

- tokens exchanged as part of protocol;
- o the normal presentation of gifts to persons participating in public functions; or
- o the normal exchange of gifts between friends; or
- A staff member accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of political staff who are considering the acceptance of a gift:

- The benefit is of nominal value;
- · The exchange creates no obligation;
- · Reciprocation is easy; and
- It occurs infrequently.

Political staff will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Conflict of Interest Guidelines for Political Staff

Guidelines have been established to assist political staff, their managers and the Chief of Staff to the Premier in managing conflict of interest issues. Please see the MyHR section of the BC Government website for more information.

Allegations of Wrongdoing

Political staff have a duty to report any situation relevant to their employment that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Staff can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law (e.g., the Freedom of Information and Protection of Privacy Act). Staff will not be subject to discipline or reprisal for bringing forward, in good faith, allegations of wrongdoing in accordance with this policy statement.

Political staff must report their allegations or concerns in writing to the manager to whom they report or the Chief of Staff to the Premier, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the staff member's submission. Where an allegation involves the staff member's manager, the employee must forward the allegation to the Chief of Staff to the Premier. Where an allegation involves the Chief of Staff to the Premier, the allegation must be forwarded to the Deputy Minister to the Premier.

In addition to these reporting requirements, it is expected political staff will also report to the Comptroller General any irregularities related to the expenditure of public funds as outlined in Section 33.2 of the Financial Administration Act.

Where a political staff member believes that the matter requires a resolution and it has not been reasonably resolved by their employer, they may then refer the allegation to the appropriate authority.

If the staff member decides to pursue the matter further, then:

- Allegations of criminal activity are to be referred to the police in accordance with the Procedure for Reporting Employee Misconduct in Non-Emergency Situations to the Police;
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- · Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment and Climate Change Strategy.

Employees may also report wrongdoing under the Public Interest Disclosure Act to their supervisor, Chief of Staff to the Premier, designated officer or the Ombudsperson. Employees can find information about

what types of wrongdoing may be reported under PIDA and the process for reporting in the HR Policy on Public Interest Disclosure, and the Managing Public Interest Disclosure Procedures for Political Staff.

Employees who are unsure about whether their concerns could be considered under PIDA can seek advice from their supervisor, designated officer or the Ombudsperson.

An employee reporting a wrongdoing under the Public Interest Disclosure Act to the Ombudsperson is not required to report the same wrongdoing to their employer unless the Ombudsperson does not investigate or does not refer their disclosure. Reporting a wrongdoing to the Ombudsperson does not affect an employee's obligations to cooperate in any investigation into the subject matter of the wrongdoing.

Legal Proceedings

Political staff must not sign affidavits relating to facts that have come to their knowledge in the course of their employment duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. Political staff are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services Branch.

Working Relationships

Political staff involved in a personal relationship outside work that compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another. For example, staff who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one staff member has influence, input, or decision-making
 power over the other's performance evaluation, salary, premiums, special permissions, conditions
 of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two staff members that would have a detrimental effect on the employer's interest.

The above restriction on working relationships may be waived provided that the Chief of Staff to the Premier is satisfied that sufficient safeguards are in place to ensure that the employer's interests are not compromised.

Human Resource Decisions

Political staff are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, staff are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Political staff may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, and engage in volunteer activities provided it does not:

- Interfere with the performance of their employment duties;
- · Bring the government into disrepute;
- Represent a conflict of interest or create the reasonable perception of a conflict of interest;
- Appear to be an official act or to represent government opinion or policy;

- Involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- Gain an advantage that is derived from their employment with the Province of BC.

Political staff who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities

Chief of Staff to the Premier and Deputy Chief of Staff to the Premier

- Advise managers of political staff of the required standards of conduct and the consequences of non-compliance, including providing comprehensive orientation to new managers of political staff regarding the Standards of Conduct for Political Staff;
- Provide timely advice and direction to managers of political staff and political staff respecting the application of this policy statement, including guidance on an appropriate employer response to transgressions of this policy;
- Coordinate the development of awareness, training, and communication programs in support of this policy;
- Seek out advice as required on issues that are complex or cannot easily be resolved (e.g., advice from legal counsel, or the Head of the BC Public Service Agency);
- Where a political staff member has no other direct manager to whom they report, the Chief of Staff to the Premier or Deputy Chief of Staff to the Premier assumes the responsibilities assigned below to managers of political staff; and
- Establish procedures for providing advice and managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

Managers of Political Staff

- Provide comprehensive orientation to new political staff regarding the Standards of Conduct for Political Staff;
- Advise political staff of the required standards of conduct and the consequences of noncompliance;
- · Promote a work environment that is free of discrimination;
- Respond to reports of bullying, breaches of the Standards of Conduct for Political Staff, and wrongdoing, or refer them to the next level of manager not involved in the manner;
- Deal with breaches of this policy in a timely manner, taking the appropriate action based upon the facts and circumstances, and conferring with the Chief of Staff to the Premier as appropriate;
- Waive the provision on working relationships under the circumstances indicated;
- Delegate authority and responsibility, where applicable, to apply this policy within their organization; and
- Provide advice to and receive disclosures from political staff under the Public Interest Disclosure
 Act.

Political Staff

- Fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;
- Disclose and resolve conflicts of interest or potential conflict of interest situations in which they find themselves:
- · Maintain appropriate workplace behaviour;
- Report incidents of bullying, breaches of the Standards of Conduct for Political Staff, and wrongdoing.
- Avoid engaging in discriminatory conduct or comment; and,

•	Check with their manager or Chief of Staff to the Premier when they are uncertain about any aspect of this policy.

STANDARDS OF CONDUCT





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This policy statement applies to all persons and organizations covered by the Public Service Act. The policy statement supports the core policy objective that "public service employees exhibit the highest standards of conduct."

Employees will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the BC Public Service into disrepute. The honesty and integrity of the BC Public Service demands the impartiality of employees in the conduct of their duties.

The requirement to comply with these standards of conduct is a condition of employment. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

Loyalty

Public service employees have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Oath of Employment requires BC Public Service employees to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that employees receive through their employment must not be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section of this policy statement for details.)

Public Comments

BC Public Service employees may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so).

Employees must not jeopardize the perception of impartiality in the performance of their duties through making public comments or entering into public debate regarding ministry policies. BC Public Service employees must not use their position in government to lend weight to the public expression of their personal opinions.

Political Activity

BC Public Service employees may participate in political activities including membership in a political party, supporting a candidate for elected office, or seeking elected office. Employees' political activities, however, must be clearly separated from activities related to their employment.

If engaging in political activities, employees must remain impartial and retain the perception of impartiality in relation to their duties and responsibilities. Employees must not engage in political activities during working hours or use government facilities, equipment, or resources in support of these activities.

Partisan politics are not to be introduced into the workplace; however, informal private discussions among co-workers are acceptable.

Service to the Public

BC Public Service employees must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behaviour

Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of BC Public Service employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the BC Public Service will not be tolerated.

All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

Employees must report any incident of violence. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.

Employees must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulations.

Employees must conduct themselves professionally, be fit for duty, and be free from impairment (for example: from alcohol or drugs).

Conflicts of Interest

A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:

- the employee's ability to act in the public interest could be impaired; or
- the employee's actions or conduct could undermine or compromise:
 - the public's confidence in the employee's ability to discharge work responsibilities; or
 - the trust that the public places in the BC PublicService.

While the government recognizes the right of BC Public Service employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their BC Public Service duties. Upon appointment to the BC Public Service, employees must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising. Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their supervisor, manager, or ethics advisor. Examples of conflicts of interest include, but are not limited to, the following:

- An employee uses government property or equipment or the employee's position, office, or government affiliation to pursue personal interests or the interests of another organization;
- An employee is in a situation where the employee is under obligation to a person who
 might benefit from or seek to gain special consideration or favour;

- An employee, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee, has an interest, financial or otherwise;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee's employment;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which the employee can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- An employee accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment in the BCPublic Service, other than:
 - the exchange of hospitality between persons doing business together;
 - tokens exchanged as part of protocol;
 - the normal presentation of gifts to persons participating in public functions; or
 - the normal exchange of gifts between friends; or
- An employee accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of employees who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Employees will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Conflict of Interest Guidelines

To assist employees, managers, ethics advisors and deputy ministers in managing conflict of interest issues, the BC Public Service has established guidelines, tools and other resources. Please see the MyHR section of the BC Government website for more information.

Allegations of Wrongdoing

Employees have a duty to report any situation relevant to the BC Public Service that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Employees can expect such matters to be treated in confidence, unless disclosure of information is authorized or required

by law (for example, the Freedom of Information and Protection of Privacy Act). Employees will not be subject to discipline or reprisal for bringing forward to a Deputy Minister, in good faith, allegations of wrongdoing in accordance with this policy statement.

Employees must report their allegations or concerns as follows:

- Members of the BCGEU must report in accordance with Article 32.13;
- PEA members must report in accordance with Article 36.12; or
- Other employees must report in writing to their Deputy Minister or other executive member of the ministry, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the employee's submission. Where an allegation involves a Deputy Minister, the employee must forward the allegation to the Deputy Minister to the Premier.

These reporting requirements are in addition to an employee's obligation to report to the Comptroller General as outlined in Section 33.2 of the Financial Administration Act. Where an employee believes that the matter requires a resolution and it has not been reasonably resolved by the ministry, the employee may then refer the allegation to the appropriate authority.

If the employee decides to pursue the matter further then:

- Allegations of criminal activity are to be referred to the police in accordance with the Procedure for Reporting Employee Misconduct in Non-Emergency Situations to the Police (please see the MyHR section of the BC Government website for more information);
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment.

Employees may also report wrongdoing under the Public Interest Disclosure Act to their supervisor, ministry designated officer, Agency designated officer or the Ombudsperson. Employees can find information about what types of wrongdoing may be reported under the Act and the process for reporting in the HR Policy on Public Interest Disclosure and the Procedures for Managing Disclosures. Please see the MyHR section of the BC Government website for more information.

Employees who are unsure about whether their concerns could be considered under the Public Interest Disclosure Act can seek advice from a supervisor, a designated officer or the Ombudsperson.

An employee reporting a wrongdoing under the Public Interest Disclosure Act to the Ombudsperson is not required to report the same wrongdoing to their employer unless the

Ombudsperson does not investigate or does not refer their disclosure. Reporting a wrongdoing to the Ombudsperson does not affect an employee's obligations to co-operate in any investigation into the subject matter of the wrongdoing

Legal Proceedings

Employees must not sign affidavits relating to facts that have come to their knowledge in the course of their duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. In the case of affidavits required for use in arbitrations or other proceedings related to employee relations, the Labour Relations Branch of the BC Public Service Agency will obtain any necessary approvals. Employees are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services branch.

Working Relationships

Employees involved in a personal relationship outside work which compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another.

For example, employees who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one employee has influence, input, or decisionmaking power over the other employee's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two employees that would have a detrimental effect on the Employer's interest.

The above restriction on working relationships may be waived provided that the Deputy Minister is satisfied that sufficient safeguards are in place to ensure that the Employer's interests are not compromised.

Human Resource Decisions

Employees are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, employees are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Employees may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, or engage in volunteer activities provided it does not:

- interfere with the performance of their duties as a BC Public Service employee;
- bring the government into disrepute;
- represent a conflict of interest or create the reasonable perception of a conflict of interest;
- appear to be an official act or to represent government opinion or policy;
- involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- gain an advantage that is derived from their employment with the BC Public Service.

Employees who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities

Agency Head

- Provide timely advice to managers, ethics advisors and deputy ministers respecting the
 application of this policy statement including guidance on an appropriate employer
 response to transgressions of the policy statement;
- Coordinate the development of awareness, training, and communication programs in support of this policy statement; and,
- Establish procedures for managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

Deputy Ministers

- Advise employees of the required standards of conduct and the consequences of noncompliance;
- Designate a senior staff member in their organization as ethics advisor for matters related to the standards of conduct;
- Promote a work environment that is free of discrimination;
- Deal with breaches of this policy statement in a timely manner, taking the appropriate action based upon the facts and circumstances;
- Seek out guidance and advice from the Agency Head on issues that are complex and/or cannot be easily resolved;
- Waive the provision on working relationships under the circumstances indicated; and
- Delegate authority and responsibility, where applicable, to apply this policy

- statement within their organization; and,
- Designate a ministry designated officer for the purposes of providing advice to employees and receiving disclosures from employees under the Public Interest Disclosure Act. The designated officer may be the ministry ethics advisor or another senior official.

Ethics Advisors

- Provide advice on standards of conduct issues to employees and managers in their organization, including in regards to assessing and addressing possible conflicts of interest;
- Seek out guidance and advice from the BC Public Service Agency on issues that are complex and/or cannot be easily resolved;
- Determine whether an issue requires consideration and/or decision by the deputy minister and provide briefings to the deputy as necessary;
- Document any advice provided and/or decisions made; and
- Participate as ministry representative in working with the Corporate Ethics Lead to ensure a consistent and coordinated approach to ethics management across the public service.

Ministry Designated Officers

- Receive disclosures and provide advice to employees under the Public Interest Disclosure Act.
- Transfer disclosures to the Agency Designated Officer in a timely manner.

Line Managers

- Provide comprehensive orientation to new employees related to the Standards of Conduct;
- Advise staff on standards of conduct issues, including in regards to assessing and addressing possible conflicts of interest;
- Respond to reports of bullying, breaches of the Standards of Conduct, and wrongdoing, or refer them to the next level of excluded manager not involved in the matter;
- Engage the ministry-designated ethics advisor and seek advice from the BC Public Service Agency as may be appropriate in the circumstances;
- Document any advice provided and/or decisions made;
- Contribute to a work environment that is free of discrimination;
- Provide advice to and receive disclosures from employees under the Public Interest Disclosure Act; and,
- Transfer disclosures to the Agency Designated Officer in a timely manner.

Employees

 Objectively and loyally fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;

- Disclose and cooperate with the employer to resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behavior;
- Report incidents of bullying, breaches of the Standards of Conduct and wrongdoing.
- Avoid engaging in discriminatory conduct or comment; and
- Check with their supervisor or manager when they are uncertain about any aspect of this policy statement.

This document has been checked for accessibility.



Conflict of Interest Disclosure

1,		, with	drew from the
	(Committee Member Name)		
discussion of			
	(Topic	/Description)	
at	on _		as I have a conflict
	(Committee) on _	(Date)	
due to			
	General nature of the conflict, e.g.	personal reasons)	
		(Signature of person m	naking the disclosure)
	(Signature of Cabinet Committe		(Date)
	INTOMATURE OF CANTINET COMMITTE	ee Necretary)	(1.2018)

Excerpt from the Members' Conflict of Interest Act

An excerpt from the *Members' Conflict of Interest Act* is noted below. **Section 10 (1)** outlines the responsibility of the committee member.

Procedure on conflict of interest¹

- **10** (1) A member who has reasonable grounds to believe that he or she has a conflict of interest in a matter that is before the Legislative Assembly or the Executive Council, or a committee of either of them, must, if present at a meeting considering the matter,
 - (a) disclose the general nature of the conflict of interest, and
 - (b) withdraw from the meeting without voting or participating in the consideration of the matter.
- (2) If a member has complied with subsection (1), the Clerk of the Legislative Assembly or secretary of the meeting must record
 - (a) the disclosure,
 - (b) the general nature of the conflict of interest disclosed, and
 - (c) the withdrawal of the member from the meeting.
- (3) The Clerk of the Legislative Assembly or secretary of the meeting must file the information recorded under subsection (2) with the commissioner,
 - (a) in the case of a meeting of the Legislative Assembly or a committee of the Legislative Assembly, as soon as practicable, and
 - (b) in the case of a meeting of the Executive Council or a committee of the Executive Council, as soon as practicable after the Executive Council's decision on the matter which has been the subject of the disclosure is made public.
- (4) The commissioner must keep all information filed under subsection (3) in a central record kept for that purpose and must
 - (a) make the central record available for inspection by any person without charge during normal business hours, and
 - (b) on request by any person provide a copy of the record or portion of it on payment of a reasonable copying charge.

¹ Members' Conflict of Interest Act, [RSBC 1996] CHAPTER 287,

RECORDS MANAGEMENT RESPONSIBILITIES OF MINISTERS

Government information created and held by BC's Cabinet ministers and their staff is a valuable public asset. The appropriate creation and maintenance of government information supports openness and transparency, facilitates effective decision making, provides evidence of government policies, programs and decisions, and contributes to the historical record for future generations.

Information is considered "Government information" if it is created or received by ministers and their staff as ministers of the Crown. Government information comes in many forms and includes books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by any means whether graphic, electronic, mechanical or otherwise. Government information does not include MLA records or personal records.

"Transitory information" is information of temporary usefulness that is only needed for a limited period of time to complete a routine action, enter into a digital system, or prepare an official record. Transitory information does not have ongoing value for supporting or documenting the work of the Minister's Office, and therefore does not need to be maintained as part of the official records of the office. Note that it is the content and use of a record that determines its value, not its form (e.g. an email may be transitory or official.)

Next Steps

Like the rest of government, Ministers' Offices must adhere to legislative and policy requirements regarding information management, freedom of information, and privacy.

Shortly after taking office, Ministers and their staff should:

- 1. Familiarize themselves with the following:
 - a. Appropriate Use Policy
 - b. Managing Government Information Policy (MGIP)
 - CRO Directive and Guidelines on Documenting Government Decisions (also known as
 "Duty to Document"). A decision must be documented if it describes the evolution of
 government programs, protection of legal or financial rights or obligations and/or
 facilitates accountability
- 2. Develop procedures within their office for keeping government information separate from non-government information, including establishing the practice of using government accounts to conduct government business. More information can be found in Attachment A <u>Government Records Service Guide to Managing Minister's Office Records</u>.
- 3. Work closely with their Deputy Minister's Office to clarify what records will be held in the Minister's Office. While practices may vary somewhat among offices, the following are best practices: For most records received by or sent from a Minister's Office, the Office of Primary Responsibility (OPR) is the Deputy Minister's Office (i.e. most records are sent to the Deputy Minister's Office for retention, when no longer needed by the Minister's Office).

4. Develop practices around the regular deletion of transitory information. It is good practice for all offices to regularly dispose of transitory information when it is no longer useful, as this makes it easier to identify and manage the official records. Transitory information can and should be disposed of when it is no longer of value (e.g. deleted from an individual's email account). For further guidance see the Transitory Records Guide.

Summary

The Corporate Information and Records Management Office (CIRMO) is available to assist with Records Management and Freedom of Information questions. They offer dedicated, in-person training for Ministers and their staff and will be in touch in the early days of the administration to schedule a session. If you have questions in the meantime, please do not hesitate to reach out (contact information below).

Attachment(s): A - Government Records Service Guide to Managing Minister's Office Records

Contact: Kerry Pridmore, Assistant Deputy Minister

Corporate Information & Records Management, Ministry of Citizens' Services

778-698-1591



Managing Minister's Office Records

Overview

Government information created and held by British Columbia's cabinet ministers and their staff is a valuable public asset. The appropriate creation and maintenance of government information supports openness and transparency, facilitates effective decision making, provides evidence of government policies, programs and decisions, and contributes to the historical record for future generations.

Like the rest of government, ministers' offices are subject to statutory and policy requirements regarding information management, freedom of information, and privacy. They are also subject to the government-wide directive on appropriate use of information and information technology resources ("Appropriate Use Policy") and the Chief Records Officer Directive on Documenting Government Decisions (CRO 01-2019). Minister's Office employees must also adhere to their Oath and to the Standards of Conduct.

A minister's office typically has three categories of records:

- Non-government Records that relate to the private life and personal interests of the minister and staff.
- Member of Legislative Assembly (MLA) Records, which are the political and constituency records
 generated by ministers in their capacity as members of the Legislative Assembly.

Personal and MLA records should be managed separately from government records, in order to protect privacy and avoid having to separate them later on (it is unlikely that an incoming minister and staff would have access to the personal and MLA records of their predecessors).

 Government information that is created or received by ministers and their staff as ministers of the Crown. These include both official and transitory records and are subject to the <u>Information</u> Management Act (IMA) and the Freedom of Information and Protection of Privacy Act (FOIPPA).

Official Records

Given the level of responsibility of a minister's office, official records must be maintained in an appropriate recordkeeping system. This includes the master or file copies of records that document decisions, decision-making processes, and substantive activities of the office.

A government body should document a decision where a record would serve one or more of the following purposes:

- Informing the government body or others about the evolution of the government body's programs, policies or enactments;
- Protecting the legal or financial rights or obligations of the government body, the Crown, or any person, group of persons, government or organization that is directly and materially affected by the decision;
- Facilitating the government body's accountability for its decisions, including through internal or external
 evaluation, audit or review.

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For more information on how to identify decisions that should be documented, see the Chief Records Officer Guidelines on Documenting Government Decisions. Minister's office records now are increasingly digital (e.g. electronic messages and documents) and are maintained in many locations by multiple responsible bodies. Records are typically received from many offices, acted upon by the minister's office, and then routed to other offices for action and/or retention.

While practices may vary somewhat among offices, the following are best practices: For most records received by or sent from a minister's office, the Office of Primary Responsibility (OPR) is the deputy minister's office (i.e. with such exceptions as listed below, most records are sent to the deputy minister's office for retention, when no longer needed by the minister's office).

The deputy minister's office is able to provide continuity and appropriate public service administration of the records of successive ministers. In some cases, certain minister's office records are best maintained along with other related records within the appropriate functional area.

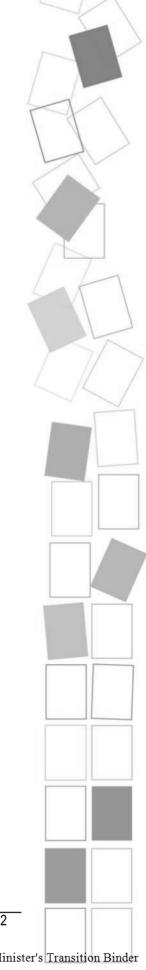
- Cabinet records go to Cabinet Operations.
- Expense records go the Ministry of Finance.
- Other types of records (e.g. approved decision notes) may go to the relevant ministry program area OPR for the subject matter.

Recordkeeping Requirements for Official Records

Since ministers' office records are maintained by a variety of responsibility centres, it is important to maintain documentation of where specific types of records are routed. Best practice is to maintain this documentation within the deputy minister's office.

Appendix A provides an overview of the basic routing and documentation requirements, which are:

- Identify the offices responsible for maintaining official records received from the minister's office. See the records' location and types list at the end of Appendix A for an example of an easy way to track designated responsibility centres for various types of records.
- Ensure that offices identified as responsibility centres are aware of their role. Offices receiving the master "file copies" of minister's office records need to be aware that they are responsible for maintaining the records for the required length of time, in a secure, accessible manner. (Under current information schedules, official records of minister's offices must be retained at least 10 years). See the Recordkeeping Systems guide for more information on appropriate recordkeeping systems and practices.
- Keep Government Records separate from the records related to their personal affairs, caucus or political party work, constituency business, or Legislative Assembly business. This will avoid potential confusion should an FOI request be made for the government information
- When a freedom of information (FOI) request or litigation search occurs, use the above documentation to provide relevant information about where the requested records are held.



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Transitory Information

Transitory information is information of temporary usefulness that is only needed a limited period of time to complete a routine action, enter into a digital system, or prepare an official record. This information does not have ongoing value for supporting or documenting the work of the minister's office, and therefore does not need to be maintained as part of the official records of the office.

Note that it is the content and use of a record that determines its value, not its form (e.g. an email may be transitory or official.)

It is good practice for all offices to regularly dispose of transitory information when it is not longer useful. This makes it easier to identify and manage the official records. Transitory information can and should be disposed of when it is no longer of value (e.g. deleted from an individual's email account).

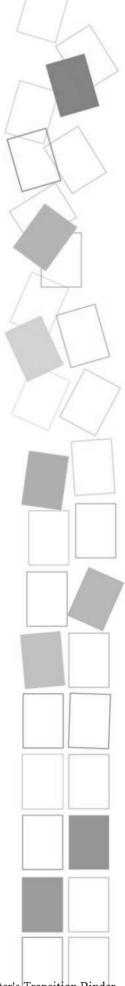
For further guidance see the <u>Transitory Records Guide</u>. See **Appendix B** below for scenarios regarding transitory information and official records of minister's offices.

Freedom of Information and Protection of Privacy

Government records within a minister's office are subject to the Freedom of Information and Protection of Privacy Act (FOIPPA) and must be searched in response to an FOI request. Designated FOI contacts for ministers' offices are located within the deputy ministers' office. Ministers' offices are also subject to government-wide privacy policies.

If the minister's office receives a freedom of information or litigation search request, ALL relevant records must be provided, including transitory information. Transitory information that is subject to such requests must be retained pending completion of the applicable FOI response process and review period or the applicable litigation activities (contact Information Access Operations and Legal Services Branch, respectively, for guidance on particular cases).

Where a single record (e.g. an email thread) contains information related to an MLA's personal affairs, caucus or political party work, constituency business, or Legislative Assembly business, and that information is inseparable from and integrated into a government record (e.g. in a single email thread or on the same page of a notebook), the entire record is subject to FOIPPA and must be treated as responsive to an FOI request.



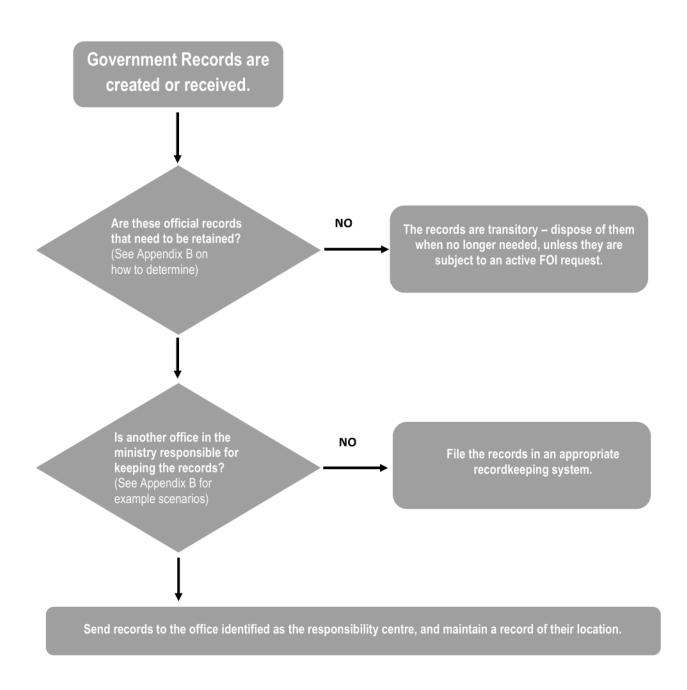
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APPENDIX A

Ministers' Office Records Processes



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APPENDIX B

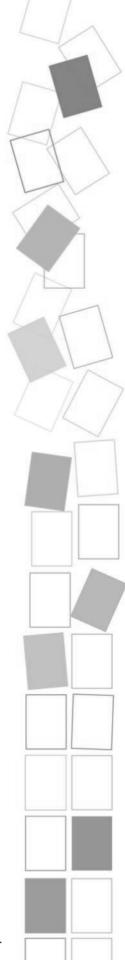
Scenarios Regarding Transitory Information and Official Records

The following scenarios illustrate the variety of functions performed by a minister's office (MO) and the types of records it receives and creates. These scenarios assume that many of the official records for a minister's office will typically be filed and saved by the deputy minister's office (DMO) or other appropriate responsibility centre. Under this practice, residual copies remaining in the minister's office are transitory and may be disposed of when no longer needed.

Scenario 1 - Speeches and Presentations

The minister has been asked to speak about a new ministry initiative at a conference at UNBC. The MO works with the ministry program area on the speech/presentation.

Function/Process	Records are
Event planning correspondence (email strings around choices of hotel, flights, government vehicle use)	 Transitory Dispose of when no longer useful.
Official invitations and itinerary (e.g. purpose for minister's attendance, background on the event, venue, dates)	Official records Retain records in MO or DMO. Any attachments need to be removed from calendar entry and filed separately.
Minister's speech or presentation (e.g. text, audio-video)	Official Records Government Communications and Public Engagement (GCPE) retains the official record of the minister's speech or presentation. Official copies of presentation material may be retained by the originating program area if they are of continuing value to that program. Transitory Residual copies may be retained by the MO or DMO for reference purposes until no longer useful.



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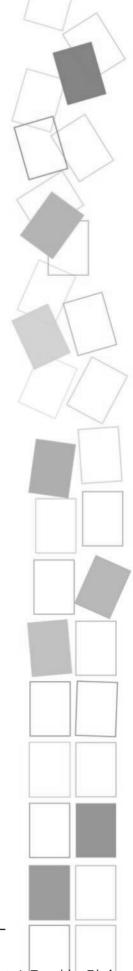
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Page 121 of 172 Minister's Transition Binder

Scenario 2 – Travel Planning and Expenses

The minister is travelling to Ottawa to attend an annual meeting of Federal/Provincial/Territorial ministers.

Function/Process	Records are
Travel planning correspondence (Email strings relating to choice of flights, airport transports, car rentals, hotels etc.)	TransitoryDispose of when no longer useful.
Travel and meeting itineraries (e.g. purpose of trip, planned meetings, dates, venues, attendees)	Official records Retain records in either MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.
Invitation logged in Outlook calendar	MO will save a pdf of the calendar each month. These records will be retained in MO or DMO.
Meeting-related records prepared by ministry (e.g. briefing notes, handouts, slides)	 Transitory (residual MO copies) Official records are retained in DMO and/or other appropriate responsibility centre. MO copies should be disposed of when no longer needed.
Meeting related records received before or at meeting (agenda, minutes, notes, content provided by other attendees)	Official records Retain records in either MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.
Travel expenses for Minister and accompanying staff (e.g. transportation and accommodation costs, per diem, receipts)	Official records Travel vouchers and receipts are sent to Ministry of Finance. Residual MO copies are transitory.
Presentations or speeches by Minister	See Speeches and Presentations scenario.



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Scenario 3 - House briefing materials

Ministry program areas have been asked to provide the Minister with material for the budget estimates debate in the House.

Function/Process	Records are
Briefing materials and questions (e.g. hardcopy binders, documents attached in CLIFF)	 Transitory (residual MO copies) Official records are retained in the DMO or other relevant responsibility centre. Copies in MO should be disposed of when no longer useful.
Correspondence relating to direction on preparation of budget estimates	Transitory (residual MO copies) • Official records are retained in the DMO.

Scenario 4 – Non-Cabinet Committees/Meetings

The minister is attending a meeting with key stakeholders about progress to date on a ministry-sponsored project.

Function/Process	Records are
Meeting invitation in Outlook Calendar	Official records The MO will save a PDF calendar each month for filing. These records will be retained in the MO or DMO.
Meeting preparation (includes background/briefing materials and reports developed by the ministry, content prepared for meeting stakeholders)	 Transitory (residual MO copies) Official records are retained in the DMO or other appropriate responsibility centre. Minister's office copies should be disposed of when no longer useful.
Meeting records (includes agenda, records received from stake-holders, agenda, minutes, notes)	Official records These records will be retained in the MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.

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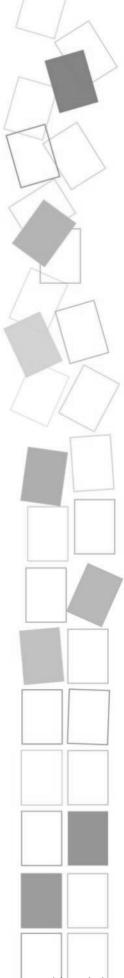
Scenario 5 - Unfiled Minister's Office E-Mail

Due to volume, MO personnel have accumulated e-mail that has not been disposed of over time as clearly transitory or filed in other systems (e.g. EDRMS Content Manager).

Function/Process	Records are
Accumulation of email messages in Outlook folders	 Official records MO retains these records until they have been either filed in another office system or transferred to the DMO (e.g. when the minister transfers to another portfolio). MO personnel should continue to dispose of transitory messages (per the Transitory Records Guide) consistent with policy direction, except those identified in FOI and litigation searches, and to remove or dispose of any MLA or personal messages. DMO will ultimately assume responsibility for these e-mail accumulations.

Additional Information

Contact your Records Team or check out the Records Management website.



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2. MINISTERS' SALARIES, BENEFITS & EXPENSES

Pursuant to the <u>Members' Remuneration and Pensions Act</u>, each Member of the Legislative Assembly (MLA) receives basic compensation, with an additional salary if they hold a ministerial or parliamentary position. Information on Members' compensation is reported publicly on the Legislative Assembly website and annually in the provincial Public Accounts.

Members who hold ministerial or parliamentary office receive an additional salary that corresponds to a percentage of their basic compensation. If a Member holds two or more positions for which an additional salary is granted, the Member will receive only the higher amount.

The following table outlines the amount paid with respect to service in any of the listed positions. The amount is paid in addition to the basic compensation on the bi-weekly payroll and is fully taxable.

Please note that only salaries related to Ministers or parliamentary positions are listed in this Appendix. For MLA-specific information, including pension and other benefits, constituency travel, etc. please see the Legislative Assembly of BC Members' Guide to Policy and Resources at: https://members.leg.bc.ca/home/remuneration-benefits/.

Further information about Ministers' travel/vehicle expenses policies can be found on the website for Ministers' Office Support Services in the Ministry of Finance: http://gww.fin.gov.bc.ca/gws/camss/moss.

Position	% of Basic Compensation	Additional Salary (annual)	(bi-weekly)
	100 %	\$111,024.19	\$ 4,258.46
Premier	90 %	\$ 99,921.77	\$ 3,832.62
Minister	50 %	\$ 55,512.10	\$ 2,129.23
Minister of State	35 %	\$ 38,858.47	\$ 1,490.46
Speaker	50 %	\$ 55,512.10	\$ 2,129.23
Deputy Speaker	35 %	\$ 38,858.47	\$ 1,490.46
Assistant Deputy Speaker	35 %	\$ 38,858.47	\$ 1,490.46
Government Whip	20 %	\$ 22,204.84	\$ 851.69
Deputy Government Whip	15 %	\$ 16,653.63	\$ 638.77

20 %	\$ 22,204.84	\$ 851.69
20 %	\$ 22,204.84	\$ 851.69
15 %	\$ 16,653.63	\$ 638.77
50 %	\$ 55,512.10	\$ 2,129.23
20 %	\$ 22,204.84	\$ 851.69
20 %	\$ 22,204.84	\$ 851.69
15 %	\$ 16,653.63	\$ 638.77
20 %	\$ 22,204.84	\$ 851.69
25 %	\$ 27,756.05	\$ 1,064.62
10 %	\$ 11,102.42	\$ 425.85
10 %	\$ 11,102.42	\$ 425.85
10 %	\$ 11,102.42	\$ 425.85
15 %	\$ 16,653.63	\$ 638.77
10 %	\$ 11,102.42	\$ 425.85
	20 % 15 % 50 % 20 % 20 % 20 % 15 % 20 % 15 % 10 % 10 % 15 %	20 % \$ 22,204.84 15 % \$ 16,653.63 50 % \$ 55,512.10 20 % \$ 22,204.84 20 % \$ 22,204.84 15 % \$ 16,653.63 20 % \$ 22,204.84 25 % \$ 27,756.05 10 % \$ 11,102.42 10 % \$ 11,102.42 10 % \$ 11,102.42 15 % \$ 16,653.63

CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

E. Statutory Officers of the Legislature

STATUTORY OFFICERS OF THE LEGISLATURE

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Overview of Current Statutory Officers

Position	Incumbent	Appointment and Term	Authority
Auditor General	Michael Pickup	Appointed: Resolution of Legislative Assembly Term: 8 years Start: July 27, 2020 End: July 26, 2028	Auditor General Act Ministry of Finance
Chief Electoral Officer	Anton Boegman	Appointed: Lieutenant Governor (Certificate) on recommendation of Legislative Assembly Term: Two elections plus 12 months Start: June 1, 2018 End: TBD	Election Act Ministry of Attorney General
Human Rights Commissioner	Kasari Govender	Appointed: Legislative Assembly Term: 5 years Start: September 2, 2019 End: September 3, 2024 (may be reappointed for one further term)	Members' Conflict of Interest Act Ministry of Attorney General
Information and Privacy Commissioner and Registrar for Lobbyists	Michael McEvoy	Appointed: Lieutenant Governor (Certificate) Term: 6 years Acting appointment: Lieutenant Governor in Council Start: April 1, 2018 End: March 30, 2024	Freedom of Information and Protection of Privacy Act Ministry of Citizens' Services Lobbyists Registration Act Ministry of Attorney General
Members' Conflict of Interest Commissioner	Victoria Gray, Q.C.	Appointed: Lieutenant Governor in Council Term: 5 years Start: January 6, 2020 End: January 5, 2025 (may be reappointed for further term or terms)	Members' Conflict of Interest Act Ministry of Attorney General
Merit Commissioner	Fiona Spencer	Appointed: Lieutenant Governor in Council Term: 3 years Start: April 5, 2016 End: April 5, 2019	Public Service Act Ministry of Finance
Ombudsperson	James (Jay) Michael Chalke, Q.C.	Appointed: Lieutenant Governor (Certificate) Term: 6 years Start: July 1, 2015 End: July 1, 2021	Ombudsperson Act Ministry of Attorney General
Police Complaint Commissioner	Clayton Pecknold	Appointed: Resolution of Legislative Assembly Term: 5 years Start: March 1, 2015 End: March 1, 2019	Police Act Ministry of Attorney General

Position	Incumbent	Appointment and Term	Authority
Representative for	Jennifer	Appointed: Resolution of Legislative	Representative for
Children and Youth	Charlesworth	Assembly	Children and Youth Act
		Term: 5 years	Ministry of Attorney
		Start: October 1, 2018	General
		End: September 30, 2023	

Statutory Officers of the Legislature

Statutory officers help the Members of the Legislative Assembly monitor and assess government programs, procedures and performance, or perform specific functions at arms-length from government. Statutory officers serve for fixed terms that vary according to the statute governing each position. The following section briefly summarizes the role of each statutory officer. There are nine Statutory Officers of the Legislative Assembly. They are:

- Auditor General;
- Chief Electoral Officer;
- Human Rights Commissioner;
- · Information and Privacy Commissioner;
- Members' Conflict of Interest Commissioner;
- Merit Commissioner;
- Ombudsperson;
- Police Complaint Commissioner; and
- Representative for Children and Youth.

How the Officers are appointed

Of the nine positions, the four following Officers are appointed by resolution of the Legislative Assembly upon unanimous recommendation by a Special Committee of the Legislative Assembly:

- Auditor General;
- Human Rights Commissioner;
- Police Complaint Commissioner; and
- Representative of Children and Youth.

Of the remaining five Officer positions, three are appointed by the Lieutenant Governor upon unanimous recommendation of a Special Committee and recommendation by the Legislative Assembly:

Chief Electoral Officer;

- · Information and Privacy Commissioner; and
- Ombudsperson.

The last two Officer positions are appointed by the Lieutenant Governor in Council:

- Members' Conflict of Interest Commissioner (motion of the Premier in the Legislative Assembly and recommendation of 2/3 Members present); and
- Merit Commissioner (unanimous recommendation of a Special Committee and recommendation by the Legislative Assembly).

Office Budgets

Unlike government ministries, the independent statutory officers submit three-year rolling budget proposals each year to the Select Standing Committee on Finance and Government Services, which in turn reports to the Legislative Assembly with recommendations for funding.

Detailed information on each Officer follows.

Auditor General

Michael Pickup

Authority

Auditor General Act, Ministry of Finance

Profile

The Auditor General is the Legislative Assembly of British Columbia's independent auditor. Under the *Auditor General Act*, the Office of the Auditor General serves the people of British Columbia and their elected representatives by conducting independent audits and advising on how well government is managing its responsibilities and resources.

Term

Eight years. May not be reappointed.

Term Expiry

July 27, 2028.

Budget and Staff

For 2019/20, the Office's budget was \$18.2 million. There are 117 FTEs.

Remuneration, Pension and Expenses

The salary of the Auditor General is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Auditor General.

Mandate

Under the *Auditor General Act*, the auditor general has a mandate to audit the government reporting entity, which includes ministries, Crown corporations and other organizations controlled by, or accountable to, the provincial government. This includes school districts, universities, colleges, health societies and health authorities.

Financial audits are independent opinions on the financial statements of government organizations. Through these audits, the Auditor General can determine if those statements are presented fairly and free of material errors, misstatements and omissions. The largest financial audit is of the Summary Financial Statements of the Government of British Columbia, which encompasses 143 public sector entities and ministries.

Performance audits provide assurance to legislators that provincial programs, services and resources are operating with efficiency, economy and effectiveness. Through these audits, the office also makes recommendations for improvement. Topics include health care, education, transportation, information technology, the environment, financial management, and more. The performance audit team is dedicated to delivering the performance audit coverage plan. Similarly, auditors choose performance audits by considering the direct impact of programs on people in British Columbia, as well as the financial implications for taxpayers.

As well, the office may publicly report on work that is not an audit, such as a review or an examination.

Chief Electoral Officer

Anton Boegman

Authority

Election Act, Ministry of Attorney General

Local Elections Campaign and Financing Act, Ministry of Municipal Affairs and Housing

Profile

The Chief Electoral Officer (CEO) is responsible for the impartial administration of provincial electoral events and referendums, recalls and initiatives in accordance with the *Election Act*. The CEO is also responsible for the maintenance of the provincial voters list and voter education. The CEO ensures the fairness, openness and impartiality of the electoral process and cannot be a member of a political party, cannot give money to a political party or candidate and cannot vote in a provincial election.

Under the *Local Elections Campaign and Financing Act*, Elections BC administers campaign financing, disclosure and election advertising rules for local government elections. Elections BC does not administer voting or candidate nominations for these elections.

Term

The term is from the date of appointment until 12 months after the date set for the return of the last writ for the second general election for which the Chief Electoral Officer (CEO) is responsible. Mr. Boegman was appointed June 1, 2018 and the October 2020 election is Mr. Boegman's first. If the next provincial election is a scheduled election under the *Constitution Act* (i.e. October 2024), term expiry will be November 2025. The CEO may be reappointed to further terms of office.

Term Expiry

Unknown - see "Term".

Budget and Staff

For 2019/20, the budget for Elections BC was \$18.2 million. Uniquely among the officers, Elections BC's budget is highly event-driven and may fluctuate dramatically from year to year. For 2020/21 the budget will be significantly increased due to the conduct of the October 2020 general election – the 2017 general election cost \$39.45 million to administer. There are approximately 55 permanent employees.

Remuneration, Pension and Expenses

The salary of the CEO is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the CEO.

Mandate

Elections BC administers provincial general elections, by-elections, recall petitions, initiative petitions, initiative votes, referenda and plebiscites, and oversee campaign financing and advertising rules at the local level.

Elections BC is an independent and non-partisan Office of the Legislature, and its mandate comes from several Acts, including the *Election Act*, *Recall and Initiative Act*, *Referendum Act* and *Local Elections Campaign Financing Act*. Together, these Acts define the office's responsibilities and set out the duties of the Chief Electoral Officer.

Elections BC administers the most comprehensive range of electoral legislation in Canada, with the *Recall and Initiative Act* being unique in the Commonwealth.

Elections BC is responsible for maintaining the Provincial Voters List and regulating access to it.

The CEO is a member of the independent Electoral Boundaries Commission, and Elections BC has responsibility for maintaining a geospatial database of BC's electoral boundaries.

Human Rights Commissioner

Kasari Govender

Authority

Human Rights Code, Ministry of Attorney General

Profile

The Human Rights Commissioner and her office work to address the root causes of inequality, discrimination and injustice in B.C. by shifting laws, policies, practices and cultures through education, research, advocacy, inquiry and monitoring. The office was created in legislation in 2018.

Term

Five years.

Term Expiry

September 3, 2024.

Budget and Staff

For 2019/20 the budget for the Office of the Human Rights Commissioner was \$2 million, increasing to \$5.5 million in the current fiscal year as the office assumes its full responsibilities.

Remuneration, Pension and Expenses

The compensation of the Commissioner is set by the Lieutenant Governor in Council and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Commissioner.

Mandate

- Identify and promote the elimination of discriminatory practices, policies and programs;
- Develop, deliver and support research and education about human rights;
- Create policies, guidelines and recommendations to prevent discrimination and ensure policies, programs and legislation are consistent with the BC Human Rights Code;
- Promote compliance with international human rights obligations;
- Approve special programs to improve conditions of disadvantaged individuals or groups;

- Intervene or represent complainants in human rights proceedings before the BC Human Rights Tribunal and other courts and tribunals;
- Conduct human rights investigations and inquiries and issue reports and recommendations;
- Make special reports to the Legislature about human rights in B.C.;
- Inquire into matters referred to BC's Human Rights Commissioner by the Legislative Assembly.

Information and Privacy Commissioner and Registrar of Lobbyists

Michael McEvoy

Authority

Freedom of Information and Protection of Privacy Act, Ministry of Citizens' Services

Lobbyists Registration Act, Ministry of Attorney General

Profile

This position is unique amongst the BC statutory officers in that it encompasses two sets of responsibilities. Under the *Freedom of Information and Protection of Privacy Act* ("FOIPPA") and the *Personal Information Protection Act* ("PIPA"), the Office of the Information and Privacy Commissioner is to review public bodies' decisions respecting access to information and protection of privacy, and to comment on information and privacy implications of government legislation and program.

Under the *Lobbyists Registration Act* ("LRA"), the Office of the Registrar of Lobbyists manages the publicly-accessible lobbyists registry and enforces compliance with the LRA.

Term

Six years.

Term Expiry

March 30, 2024.

Budget and Staff

For 2019/20, the Office of the Information and Privacy Commissioner's budget was \$6.7 million. There are approximately 40 employees.

Remuneration, Pension and Expenses

The salary of the Commissioner is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Lieutenant Governor in Council may apply the Public Section Pension Plan to the Commissioner.

Mandate

Under FOIPPA, the Commissioner has the power to:

- investigate, mediate and resolve appeals concerning access to information disputes, including issuing binding orders;
- investigate and resolve privacy complaints;
- initiate Commissioner-led investigations and audits of public bodies or organizations, if there are reasonable grounds of non-compliance or if it is in the public interest;
- comment on the access and privacy implications of proposed legislation, programs or policies;
- comment on the privacy implications of new technologies and/or data matching schemes;
- conduct research into anything affecting access and privacy rights; and
- educate and inform the public about their access and privacy rights and the relevant laws.

The Commissioner's jurisdiction extends to approximately 2,900 public bodies, including the core provincial government, provincial agencies, boards and commissions, and local governments. A full list of public bodies is set out in Schedule 2 of FOIPPA.

Under the Lobbyists Registration Act ("LRA"), the mandate of the Office of the Registrar of Lobbyists is to:

- Promote awareness among lobbyists of registration requirements;
- Promote awareness among the public of the existence of the lobbyists registry;
- Manage registrations submitted to the lobbyists registry; and
- Monitor and enforce compliance with the LRA.

Members' Conflict of Interest Commissioner

Victoria Gray, QC

Authority

Members' Conflict of Interest Act, Ministry of Attorney General

Profile

The Commissioner has three primary roles:

- to provide confidential advice to Members about their obligations under the Act;
- to oversee the disclosure process, including meeting with each Member at least annually to review the disclosure of the Member's financial interests;
- to respond to allegation that a Member has contravened the Act, and conduct an Inquiry if warranted.

Term

The Commissioner is appointed for a five-year term and may be reappointed for a further term or terms.

Term Expiry

January 5, 2025.

Budget and Staff

For 2019/20, the budget for the Office of the Conflict of Interest Commissioner was \$718,000. The office has five staff, three of whom are part-time.

Remuneration, Pension and Expenses

The salary of the Commissioner is specified in the appointment by the Lieutenant Governor in Council and is set at \$226,800 for 2020, with an annual cost of living adjustment of 2% per year. This initial salary is equal to 75% of the salary of the Chief Judge of the Provincial Court. The legislation does not provide for reimbursement for travelling and out of pocket expenses, nor does it provide for application of the Public Section Pension Plan to the Commissioner. However, the Order in Council provides that all of the benefits received by the Auditor General may be received by the Conflict of Interest Commissioner and the Auditor General receives reimbursement for travelling, out of pocket expenses and that the Public Sector Pension Plan applies.

Mandate

The Commissioner performs three separate but related roles:

First, the Commissioner acts as an advisor to Members of the Legislative Assembly so the Members know what their obligations are and that the steps they have taken or propose to take will fulfill those obligations.

Second, the Commissioner meets with each Member at least annually to review the disclosure of the Member's interests and general obligations imposed by the Act.

Third, the Commissioner will undertake investigations and make inquiries into alleged contraventions of the *Members' Conflict of Interest Act* or section 25 of the *Constitution Act*. The Commissioner may provide written opinions on application by any individual Member, the Executive Council, the Legislative Assembly, or by a member of the public and may at the request of the Lieutenant Governor in Council, or of the Legislative Assembly undertake such special assignments as the Commissioner considers appropriate.

Merit Commissioner

Maureen Baird, QC

Authority

Public Service Act, Ministry of Finance

Profile

The Merit Commissioner provides oversight and insight into the conduct of merit-based hiring in the BC Public Service.

Term

The Commissioner is appointed for three years and may be reappointed for a further three years.

Term Expiry

January 13, 2023.

Budget and Staff

For 2019/20 the Office of the Merit Commissioner's budget was \$1.365 million. There are 4 full-time and two part-time employees.

Remuneration, Pension and Expenses

The salary of the Commissioner is specified in the appointment by the Lieutenant Governor in Council and is set at \$610 for each full day of work up to a maximum of \$79,910 in a calendar year. The legislation provides for reimbursement for travelling and out of pocket expenses. The legislation does not mention a pension plan.

Mandate

The Commissioner has responsibility for oversight which includes examining the extent to which the merit principle is being applied to public service hiring and promotions, whether there is compliance with the *Public Service Act* and related policies and, if not, what remedies exist to address non-compliance. Responsibility for oversight ensures decision-makers are provided with an independent assessment of appointment practices, policies, and results.

Ombudsperson

Jay Chalke, QC

Authority

Ombudsperson Act, Ministry of Attorney General Public Interest Disclosure Act, Ministry of Attorney General

Profile

The Ombudsperson generally oversees the administrative actions of provincial and local government authorities. Thorough, impartial and independent investigations of complaints are conducted and possible resolutions of complaints are presented.

Term

The Ombudsperson is appointed for six years and may be reappointed for additional 6-year terms.

Term Expiry

July 1, 2021.

Budget and Staff

For 2019/20 the budget for the Office of the Ombudsperson was \$8.873 million. There are approximately 61 FTEs.

Remuneration, Pension and Expenses

The salary of the Ombudsperson is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Ombudsperson.

Mandate

The office oversees more than 1,500 provincial, regional and local public sector organizations.

Under the *Ombudsperson Act*, the office:

- Assesses and responds to enquiries and complaints from the public;
- Conducts thorough, impartial and independent investigations;
- Resolves complaints and recommends improvements to policies, procedures and practices;
- Educates citizens and public organizations about how to be fair in the delivery of services; and
- Reports publicly to bring attention to issues that impact the public.

Under BC's new whistleblower protection law (the *Public Interest Disclosure Act*) the Office investigates allegations of wrongdoing and reprisal brought forward by current and former provincial government employees.

Police Complaint Commissioner

Clayton Pecknold

Authority

Police Act, Ministry of Attorney General

Profile

The Office of the Police Complaint Commissioner (OPCC) is a civilian, independent office of the Legislature which oversees and monitors complaints and investigations involving municipal police in British Columbia and is responsible for the administration of discipline and proceedings under the *Police Act*.

Term

The Police Complaint Commissioner is appointed for five years and may be appointed for a second term of up to five years as specified in the reappointment.

Term Expiry

February 14, 2024.

Budget and Staff

For 2019/20 the budget for the Office of the Police Complaint Commissioner was \$3.822 million. There are 20 employees in addition to the Commissioner.

Remuneration, Pension and Expenses

The salary of the Commissioner is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Commissioner.

Mandate

The Office of the Police Complaint Commissioner (the OPCC) performs an active oversight function by determining the admissibility of complaints received from the public, initiating investigations and, when appropriate, referring matters for adjudicative review. The OPCC ensures that investigations by police agencies under the *Police Act* are thorough and professional and are undertaken with impartiality and fairness to all parties involved. The OPCC maintains records of all police complaints and *Police Act* investigations involving municipal police officers and the investigation outcomes. The office compiles statistical information and reports regularly to the public about these complaints and investigations.

The Police Complaint Commissioner (the Commissioner) is responsible for advising, informing and assisting all parties involved in the complaint process; this includes complainants, police officers, Discipline Authorities, police boards and adjudicators appointed under the *Police Act*.

Representative for Children and Youth

Dr. Jennifer Charlesworth

Authority

Representative for Children and Youth Act, Ministry of Attorney General

Profile

The Representative's role is to:

- Advocate on behalf of children, youth and young adults to improve their understanding of and access to designated services;
- Monitor, review, audit and publicly report on designated services for children and youth;
- Conduct independent reviews and investigations into the critical injuries or deaths of children receiving reviewable services.

Term

The representative is appointed for 5 years and may be reappointed for a further five years.

Term Expiry

September 30, 2023.

Budget and Staff

For 2019/20 the budget for the Office of the Representative for Children and Youth was \$9.75 million. There are approximately 61 FTEs.

Remuneration, Pension and Expenses

The salary of the Representative is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Representative.

Mandate

The mandate of the Representative for Children and Youth is to improve services and outcomes for children in B.C. through advocacy, accountability and review.

Advocacy: The Representative advocates on behalf of children and youth to ensure services meet their needs. The Representative also advocates for improvements to the system of services for children, youth and their families. It is the responsibility of the Representative to initiate reviews and investigate

government agencies that provide services to children in B.C.

Accountability: The Representative independently reviews and investigates deaths and critical injuries of children and youth receiving services, with an emphasis on preventing children and youth from being harmed in any way. The Representative also has the power to release reports that are independent of government approval and that uniquely focus on the child welfare system.

Review: The Representative holds the system of care to account by conducting independent audits, and monitoring and reviewing government services. The Representative has the power to investigate a child's critical injury or death.

CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

F. Statutory Decision-Makers

STATUTORY DECISION-MAKERS

Introduction

The resolution of disputes involving government laws and how they are applied is called administrative law.

Statutory decision-makers (SDMs), also frequently referred to as "administrative law decision-makers", are a critical component of the civil justice system. SDMs make hundreds of decisions in individual circumstances about:

- licences, permits and benefits;
- · compliance with regulations; and
- · conduct of members of self-governing professions.

Many SDMs also have the authority to impose penalties.

The courts could not make all these decisions, nor would it be an appropriate use of resources for them to do so.

SDMs do not possess the same level of independence as the judiciary, and may be mandated to implement government policies. But like the courts, SDMs must make their decisions fairly and in accordance with the law. For this reason, and also because these decisions can have significant impacts on the affected individuals and businesses, it is important that the affected persons not only understand why a particular decision was made, but can also accept the decision as fairly made, even if they do not agree with the outcome.

Statutory/Administrative Decision-making Bodies and Government

There are many types of statutory decision-making bodies in BC including:

- tribunals;
- boards;
- agencies; and
- commissions.

In addition, there are regulatory branches of government that administer policy, programs, and enforcement in areas such as liquor control and licensing, gaming, the financial services industry, and residential tenancies. Employees of these offices are also decision-makers subject to the rule of law, including the rules of procedural fairness described below.

The number of administrative decision-making bodies in British Columbia varies over time, as the executive branch of government chooses to expand or contract the scope of its statutory delegation of authority. For a list of administrative decision-making bodies, see the BC Directory of Administrative Tribunals & Agencies at https://www.adminlawbc.ca/tribunals.

Most decision-making bodies report to the Legislature, and thus the public, through a government ministry. For example, the Property Assessment Appeal Board, which deals with parties who wish to appeal their property assessments, reports to the legislature through the Ministry of Attorney General. The responsible Minister and ministry are called the decision-making body's "host ministry".

A decision-making body is governed by:

- its enabling legislation (Act and Regulations);
- in BC, the Administrative Tribunals Act, a procedural statute of general application for specified decision-making bodies;
- rules enacted by the decision-making body in accordance with its enabling legislation; and
- the common-law requirements of procedural fairness.

Procedural fairness refers to the principles that govern the processes to be followed by administrative decision-makers. They have been described as "fair play in action". There are four fundamental principles:

- a person has the right to be heard before a decision affecting their interests is made;
- a person has the right to an impartial decision-maker;
- the person who hears the issue must decide it; and
- the decision-maker must provide reasons for the decision.

Decisions of SDMs may be subject to review, appeal, or reconsideration, and ultimately will always be subject to judicial review by the courts.

Independence of Decision-making Bodies and Decision-makers

SDMs are expected to ensure that they are not improperly influenced in their decision-making by other members of the body, the government, or external sources. Both decision-making bodies and individual members must have the independence within their statutory framework to decide each case on the basis of the relevant evidence and on its merits. In order to protect independence, there must be safeguards against various institutional pressures, including those resulting from the relationship with a decision-making body's host ministry.

[Source material excerpted from: *BC Administrative Decision-maker's Manual*, B.C. Council of Administrative Tribunals, May 1, 2016]

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