

BRIEFING NOTE FOR INFORMATION

DATE: November 2, 2018

PREPARED FOR: Honourable Claire Trevena, Minister of Transportation and Infrastructure

ISSUE: Pattullo Bridge Replacement Project, Request for Qualification Evaluation

SUMMARY:

- A Request for Qualifications (RFQ) to design, build and partially finance the Pattullo Bridge Replacement Project closed on September 27, 2018.
- A thorough evaluation of the RFQ submissions was undertaken by an Evaluation Committee, and three respondent teams were recommended to be short-listed. The Project Board has approved this recommendation. The project's fairness advisor monitored the evaluation and has confirmed that the process was fairly implemented.
- Each of the respondent teams will be notified and the three successful teams will be invited to sign Proponent Agreements. No financial obligation is created by advising proponents of their eligibility for the shortlist.

BACKGROUND:

On July 16th, 2018 a Request for Qualifications (RFQ) was issued for the design-build and partial financing of the Pattullo Bridge Replacement Project. The RFQ stated that three respondents would be short-listed to participate in the next phase of the process. The RFQ closed on September 27, 2018 with five respondents.

A detailed evaluation assessed the qualifications of each submission. Respondents were evaluated based on their relevant experience managing, designing and constructing long-span bridge projects, as well as on their experience integrating and training diverse groups on a project site and providing employment, subcontracting and training opportunities for Indigenous Peoples. The project's fairness advisor monitored the evaluation and has confirmed that "the procurement processes of the Project in relation to the RFQ have been reasonable, and have been fairly implemented by the Project team".

On November 1, 2018 the Project Board reviewed the results of the evaluation and approved the Evaluation Committee's recommendation that the three top-ranked proponents be invited to sign Proponent Agreements after which they will be eligible to enter the next phase of the procurement process.

DISCUSSION:

The five respondent teams who submitted RFQ responses represent more than 20 local, Canadian and international firms. The RFQ included an anticipated timeline for the process that indicated short-listing would be announced in Fall 2018.

The three respondents recommended by the Evaluation Committee and approved by the Project Board are:

- Fraser Community Connectors (Kiewit, IBT and T.Y. Lin)
- Flatiron | Dragados | Carlson Pattullo JV (Flatiron, Dragados, Carlson, COWI)



- Fraser Crossing Partners (SNC-Lavalin, Acciona, LAP, Hatch, and EXP)

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FINANCIAL IMPLICATIONS:

None. No financial obligation is created by advising Proponents of their eligibility (or not) to be short-listed.

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NEWS RELEASE

For Immediate Release
[release number]
November 15, 2018

Ministry of Transportation and
Infrastructure

Province moves ahead with the Pattullo Bridge Replacement Project

VANCOUVER – The Province has selected three pre-qualified bidding teams to participate in the competitive selection process to design and construct the Pattullo Bridge Replacement Project that will help solve one of the region's largest transportation problems.

"Commuters have been wasting time stuck in traffic on a narrow bridge for too long," said Minister of Transportation and Infrastructure, Claire Trevena. "The selection of the three teams gets us closer to breaking ground on this project that will improve safety and increase traffic capacity for thousands of residents, commercial vehicles, cyclists and pedestrians."

The request for qualifications (RFQ) was posted through BC Bid and closed on September 27, 2018. A thorough evaluation of the RFQ submissions was undertaken and the three teams selected to participate in the Request for Proposals (RFP) are:

- **Fraser Community Connectors:**
 - Respondent: Kiewit Canada Development Corp.
 - Design Build Contractor: Kiewit Infrastructure BC ULC
 - Long-Span Bridge Design Contractor: TY-Lin and International Bridge Technologies Inc.
- **Flatiron | Dragados | Carlson Pattullo JV:**
 - Respondent: ACS Infrastructure Canada Inc. and Hochtief PPP Solutions North America, Inc.
 - Design Build Contractor: Flatiron Constructors Canada Ltd., Dragados Canada, Inc. and Carlson Construction Group Inc.
 - Long-Span Bridge Design Contractor: COWI North America, Ltd.
- **Fraser Crossing Partners**
 - Respondent: SNC-Lavalin Capital Inc.
 - Design Build Contractor: SNC-Lavalin Constructors (Pacific) Inc. and Acciona Infrastructure Canada Inc.
 - Long-Span Bridge Design Contractor: SNC-Lavalin Inc., Leonhardt, Andra und Partner Beratende Ingenieure VBI AG, Hatch Corporation and EXP Services Inc.

The \$1.377 billion project to replace the Pattullo Bridge will be delivered by the Province. The project includes a new bridge that will be located upstream of the existing one, network

connections in Surrey and New Westminster and the removal of the existing bridge. The new Pattullo Bridge will be owned, operated and maintained by the Province.

The Pattullo Bridge Replacement Project is one of the first projects to be delivered under the new community benefits agreement (CBA). CBA invests in the people of British Columbia by delivering good-paying jobs, better training and apprenticeships, and more opportunities for Indigenous people, women and youth around the province.

The 3 proponents will now be invited to submit proposals as part of the RFP stage of procurement. The contract is anticipated to be awarded in late 2019 with construction starting soon after. The new bridge will open in 2023.

Quick Facts:

- The approved budget of \$1.377 billion represents the full cost to complete the project – including procurement, project management, construction, removal of the existing bridge and interest during construction.
- The Province will be using a design-build-finance (DBF) model to build the Pattullo Bridge replacement.
- The new bridge will be a four-lane bridge with road network improvements in Surrey and New Westminster.
- The bridge will have wider lanes which will allow traffic to flow more safely and efficiently.
- The bridge deck will be designed to have separate pedestrian and cyclist lanes from vehicle traffic on both sides of the bridge.
- The ministry is on track to replace this structure in 2023.
- Once the new bridge is complete, the old bridge will be removed.

Learn more:

<https://engage.gov.bc.ca/pattullobridge/>

Media contact: Media Relations
Government Communications and Public Engagement
Ministry of Transportation and Infrastructure
250 356-8241

Connect with the Province of B.C. at: www.gov.bc.ca/connect



BRITISH
COLUMBIA

Pattullo Bridge
Replacement Project

Procurement Communications Plan

Procurement

November 2018

Procurement Communications Plan

I. Situational Analysis

Procurement communications for the Pattullo Bridge Replacement Project will keep the public, key stakeholders, potential bidders and local businesses informed about key milestones in the competitive selection process and opportunities to participate in the Project.

II. Goals

1. To proactively communicate the key milestones of the competitive selection process, to support a fair and transparent process.
2. To ensure local businesses are aware of opportunities to participate in the Project.
3. To support the project team in the procurement process, including managing the Project Information Meeting and Business to Business Event; and developing the communications and engagement sections of the RFQ, RFP, and Project Agreement.

III. Objectives

- Ensure information about the competitive selection process for the project is accurate, proactive and timely.
- Inform potential proponents about information they need to bid on the project.
- Inform local businesses of opportunities to participate in the project.
- Draft the communications and engagement requirements for the Project Agreement.
- Assist with the evaluation of the communications/engagement information in proponent proposals.

IV. Audiences

- Public
- Potential bidders
- Local business groups / businesses
- Local governments

V. Key Messages

Overall Project

- The Pattullo Bridge is a key connection between the communities of Surrey and New Westminster.
- The new four-lane bridge will provide important improvements for everyone using the crossing, including people who are driving, cycling or walking, as well as communities on either side of the bridge:
 - A safer crossing for all bridge users with modern, wider lanes, separated by a centre median barrier;
 - Dedicated walking and cycling lanes, separated from traffic by a barrier on both sides of the bridge; and
 - Better connections to, from and near the bridge.
- The new bridge will be designed to meet modern seismic, structural, and roadway design standards.
- Construction will begin in Fall 2019 and the new bridge will open in 2023. Once the new bridge is open, the existing bridge will be removed.
- The Project will cost \$1.377 billion and be delivered, funded and owned by the Province of B.C.

Procurement

- A number of models were assessed to identify the best delivery model for the Project. This assessment identified a Design-Build-Finance model as the preferred model to:
 - Manage and mitigate key Project risks
 - Maximize cost and schedule certainty
 - Provide value for money
- The steps to assess and identify a Design-Build Finance partner will include:
 - Request for Qualifications: respondents will be asked to demonstrate their experience, qualifications, capacity and capability to undertake the Project
 - An interactive two-stage Request for Proposal process, including: a technical proposal, which will be evaluated for compliance with stated performance requirements; and a financial proposal.

VI. Activities and Communications Tools

1. **Communications materials.** Prepare information bulletins, news releases, internal Q&As, web material and presentations to support procurement announcements.
2. **Project Information Meeting.** Plan and execute a Project Information Meeting for potential bidders when the RFQ is issued to communicate the strong need for the Project; provide a comprehensive Project overview; and generate interest and participation in the competitive selection process.
3. **RFQ/RFP Development.** Develop the communications sections of the RFQ and RFP to outline communications / engagement requirements for the primary contractor.
4. **Business to Business Event / Aboriginal Group Event.** Hold a session with proponent teams and local contractors, suppliers and businesses to provide an opportunity for local contractors, suppliers and businesses to meet with the proponents; and proponents to enhance their knowledge, understanding, and awareness of local materials, equipment and labour, and to build relationships with local contractors, suppliers, and businesses. Hold a similar session to provide an opportunity for proponents to engage with Identified Aboriginal Groups and their associated businesses.
5. **Project Agreement.** Prepare the communications / engagement section of the project agreement, which will outline the primary contractor's obligations regarding communications, engagement and media relations during the construction period.
6. **Issues identification / tracking.** Monitor proponents, websites and media coverage and respond quickly if necessary. Review articles and editorials and identify calls/requests from media. Correct inaccurate information promptly.
7. **Website.** Update the project website and ensure information is current and useful. Balance public interest in disclosure with the public interest in a vigorous competitive process to bid on the project.
8. **Municipal liaison.** Work with project managers to ensure that municipalities have current procurement information.

Activity	Responsibility	Timeline
RFQ Review & Edit <ul style="list-style-type: none"> Write communications section of RFQ Review entire RFQ through communications lens 	Project Team	Complete
RFQ Information Bulletin <ul style="list-style-type: none"> Develop public information bulletin for media timed with issuance of RFQ 	GCPE (with support from Project Team)	Complete
Project Meeting <i>(separate communications plan developed)</i> <ul style="list-style-type: none"> Invitations PowerPoint presentations Message/Presentation training Q&A documents Event management 	Project Team	Complete
Q&As <ul style="list-style-type: none"> Develop Q&A documents to support Project Information meeting, RFQ release, RFP release, preferred proponent announcement 	GCPE/Project Team	Ongoing
RFP Review & Edit <ul style="list-style-type: none"> Write communications section of RFP Review entire RFP through communications lens 	Project Team	October / November 2018
RFQ Shortlist News Release <ul style="list-style-type: none"> Develop news release timed with announcing RFQ Shortlist 	GCPE (with support from Project Team)	November 2018
Business to Business Event / Aboriginal Group Event <i>(separate communications plan to be developed)</i> <ul style="list-style-type: none"> Invitations PowerPoint presentations Message/Presentation training Q&A documents Event management 	Project Team	Early 2019
Project Agreement <ul style="list-style-type: none"> Draft communications/engagement schedule 	Project Team	October 2018
Issues Management <ul style="list-style-type: none"> Respond to procurement issues as they arise 	GCPE / Project Team	Ongoing
Proposal evaluation <ul style="list-style-type: none"> Evaluate communications and engagement section of proposals 	Project Team	Summer 2019
Preferred Proponent News Release (or IB) Develop public news release for media to announce preferred proponent	GCPE (with support from Project Team)	Summer 2019

BRIEFING NOTE FOR INFORMATION

DATE: November 2, 2018
PREPARED FOR: Honourable Claire Trevena, Minister of Transportation and Infrastructure
ISSUE: BC Transit Electric Bus Status

SUMMARY:

- BC Transit continues to take a judicious approach to integrating battery electric buses into its fleet by diligent research and analysis, and ongoing active participation in trials and pilots, allowing the agency to stay abreast of advancements in the industry and the potential for use in British Columbia.
- BC Transit has been mandated to provide a low emission strategy to the Provincial Government by March 2019 aligning with anticipated provincially legislated targets.

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- For all bus contracts, including future electric buses, BC Transit engages in a public Request for Proposal procurement process to secure a successful proponent. This is in accordance with federal cost sharing agreement structure as well as provincial procurement guidelines. This model has resulted in the majority of BC Transit's fleet being composed of buses manufactured by Canadian companies, often assembled in the USA using parts manufactured in China and the USA.

BACKGROUND:

Battery electric bus technology has not evolved to the point where larger, established North American bus companies are aggressively pushing products to market, believing that the technology needs to be refined further.

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Over the last several years, battery electric bus technology has progressed globally, primarily due to advancements in batteries and control systems. Cost efficiencies, density improvements, the ability to charge and discharge power at higher rates, improvements to charge controls, and battery longevity have afforded bus manufacturers an opportunity to focus their research and development efforts to electric propulsion technology. Manufacturers are projecting that these investments will eventually provide practical solutions to their transit customers.

As in the automotive industry, the potential benefits of electric buses include:

- Reduced localized emissions and greenhouse gases
- Operating savings – less maintenance and cost of fuel
- Positive public perception
- Passenger comfort – quieter, smooth acceleration
- Community buy-in – quieter, no exhaust, meet municipal environmental goals

As transit agencies in both Canada and the US demand more effective low emission buses, both major bus manufacturers in Canada – New Flyer Industries (New Flyer) and Nova Bus – have recently



directed a significant amount of their product development efforts toward battery electric buses. These efforts were also likely due to new manufacturers threatening their market space in North America.

DISCUSSION:

BC Transit Electric Bus Trials

BC Transit is familiar with directly operating battery electric buses. From 2009 to 2014 in Whistler, BC Transit implemented the largest demonstration fleet of hydrogen fuel cell (HFC) buses operating in a single location in the world. The objective of the program was to implement HFC technology in real-world environment and assess its commercial readiness. For all intents and purposes, the 20 HFC buses were electric buses, comprised of 100 per cent electric propulsion and battery energy storage. The only differentiation from battery electric buses was that the electricity for the buses was produced by an onboard hydrogen fuel cell module, rather than drawn from the electricity grid.

In addition, in 2018 BC Transit partnered with BYD and New Flyer to conduct two separate battery electric bus trials in Victoria. In both of these trials, the respective manufacturers provided the bus and charging infrastructure to BC Transit at no cost.

- BC Transit deployed BYD's newest model of battery electric bus into Victoria for a six-month demonstration ending in October 2018. The trial has now concluded, and BC Transit is currently working on a final report that will provide insight into the performance of BYD's off-route charged battery electric bus, including range and energy use.
- BC Transit deployed a zero-emission New Flyer Xcelsior CHARGE(tm) heavy duty transit bus in September 2018 to provide a better understanding of the capabilities, range, and operational processes and requirements of another electric bus type.

A detailed report on the trials is expected in late 2018, and BC Transit is in discussions with various bus manufacturers to evaluate and test their battery electric buses to gain a better understanding of this new technology.

BC Transit Procurement

Electric bus procurement does not substantially differ from standard bus procurement; however, BC Transit will

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For typical bus contracts BC Transit engages in a public RFP procurement process to secure a successful proponent. The head contract is negotiated for the number of buses specified in the RFP. The head contract provides the methodology to enter into additional contracts with the successful proponent for bus orders placed within the term of the agreement (usually 5 years with the initial year being the first committed purchase with four, one year options for additional buses). Additional contracts are non-exclusive and non-binding agreement for a specified amount of time. BC Transit bus purchase agreements typically include a base bus cost and a fixed pricing formula for the initial order to manage the cost of future orders (i.e. inflationary index, CPI, foreign exchange, etc). A new contract is signed for each bus order. As such BC Transit negotiates new pricing based on the base bus cost of the last order, the fixed pricing formula and cost of any change orders required.

BC Transit does not consider origin of bids; however, new entrants to the electric bus market may increase the competitiveness of bids received from established suppliers.



Ministry of
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FINANCIAL IMPLICATIONS:

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BRIEFING NOTE FOR INFORMATION

DATE: November 6, 2018
PREPARED FOR: Minister Claire Trevena
ISSUE:

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SUMMARY:

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BACKGROUND:

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DISCUSSION:

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FINANCIAL IMPLICATIONS:

- None



Attachment 1: Briefing Note 235257

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BRIEFING NOTE FOR INFORMATION

DATE: November 15, 2018

PREPARED FOR: Honourable Claire Trevena, Minister of Transportation and Infrastructure

MEETING: Chris Atchison, President and Angela McKerlich, Board Chair BC Construction Association on November 22, 2018

ISSUE: The BC Construction Association would like to engage in dialogue with government on the Community Benefits Agreement framework for provincial infrastructure projects.

SUMMARY:

- The Province is interested in hearing directly from contractors and industry regarding the use of a Community Benefits Agreement (CBA) on public sector infrastructure projects.
- Staff (Murray Tekano and Vicki Willow) met with Chris Atchison on Oct.30th, 2018 where both the CBA and a commitment to ongoing engagement was discussed.
- Broader engagement with industry groups and contractors is being planned.
- BC Construction Association (BCCA) supports and advocates on behalf of its members consisting of craft union, progressive unions and non-union contractors, regardless of labour model.
- The BCCA is a signatory to a petition that challenges the labour model on select projects, including the Pattullo Bridge replacement project.
- As the Province has filed a response to the petition, and as it is before the courts, it would not be appropriate to have detailed discussions regarding the CBA.
- Government stands behind the principles of the CBA to deliver good paying jobs, enhanced training, more apprenticeships and more opportunities for Indigenous people, women and youth around the province.

BACKGROUND:

- In July 2018 Premier John Horgan announced Provincial government will apply a Community Benefit Agreement (CBA) to the Pattullo Bridge Replacement project and upgrade projects on the Trans-Canada Highway between Kamloops and the Alberta Border, as early adopter projects.
- The CBA is a collective agreement between the new Crown Corporation, BC Infrastructure Benefits Inc, and the Allied Infrastructure and Related Construction Council, which is an affiliation of the Building Trades.
- The Pattullo Bridge Replacement project Request for Qualifications, which included the CBA, was released in July 2018.
- On August 27, 2018 a group of petitioners including the BCCA, various other construction associations, and contractors filed a petition in the B.C. Supreme Court;
 - challenging the minister's authority under S.3 of the *Transportation Act* to enter in to a Building Trades Only agreement, which it claims is a Charter violation,
 - seeking judicial orders to quash the decision of the minister to impose the Building Trades Only requirement (the Requirement) and to prohibit imposition of the Requirement on other projects, and



- seeking an interim injunction staying implementation of the Requirement until the petition is adjudicated.
- The named Respondents to the petition are The Ministry of Transportation and Infrastructure and the Ministry of Attorney General of British Columbia.
- The province filed its response to the petition on and is awaiting a meeting with the appointed case judge to determine timing of next steps.

DISCUSSION:

- BCCA members consist of craft union, progressive union, and non-union contractors.
- The BCCA advocates on behalf of construction industry members regarding policy, legislation, taxation, programming, regulation and public engagement. A list of current Regional BCCA associated organizations is attached.

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FINANCIAL IMPLICATIONS:

- None

Attachments: List of BCCA associations

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BRIEFING NOTE FOR INFORMATION

DATE: November 16, 2018
PREPARED FOR: Honourable Claire Trevena, Minister of Transportation and Infrastructure
ISSUE: Request for Expression of Interest for Discontinued Greyhound Routes

SUMMARY:

- On October 31, 2018 Greyhound discontinued all intercity bus service west of Sudbury, Ontario, including in British Columbia (BC).
- 83% of these discontinued routes in B.C. will be covered by other private operators by the end of 2018, and the ministry has committed to work with communities/private sector to find solutions for the 17% of routes (eight routes) that will be without service.
- Prior to giving consideration to some form of joint federal/provincial subsidy, the ministry will be issuing a Request for Expression of Interest (RFEI) in November to determine the level of interest from prospective intercity bus service providers in taking on any of the eight unserved routes in B.C.

BACKGROUND:

On July 9, Greyhound announced that as of October 31, it would discontinue all intercity bus service west of Sudbury, Ontario, including in all of B.C. B.C. and Alberta are most affected by the impact of Greyhound's departure.

While 83% of Greyhound's discontinued routes in B.C. will be covered by private operators by the end of 2018, the following eight routes are currently without service:

- Cache Creek to Kamloops, on Highway 1
- Kamloops to Valemount, on Highway 5
- Valemount to B.C./AB border, on Highways 5 & 16
- Dawson Creek to B.C./AB border, on Highway 2
- Salmo to Creston, on Highways 3 & 6
- Cranbrook to the B.C./AB border, on Highway 3
- Fort Nelson to the B.C./YT border, on Highway 7
- Hope to Princeton, on Highway 3

In response, the Passenger Transportation Board (the "Board") announced that applications to serve corridors that would be left without intercity commercial bus service, as a result of Greyhound's withdrawal from B.C., would be fast-tracked through a simplified approval process. In addition, a Federal/Provincial/Territorial (FPT) Working group was formed following the July 2018 Council of Deputy Ministers meeting to study the policy implications of Greyhounds announced withdrawal of service.

DISCUSSION:

The ministry intends to issue an RFEI in November. The purpose of the RFEI is to gauge interest from private sector operators, non-profit societies, community agencies, local governments, Indigenous communities or other interested parties to provide ground transportation services on one or more of the eight routes noted above. The ministry is open to innovative/flexible ground transportation service options, and any proposed services may provide full or partial coverage (including short or long-term



duration of service) for any of the eight routes, or any portions of those routes. Services need not necessarily cover the entire previous route, nor stop at the same locations.

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Further to work undertaken by the FPT Working Group on this matter, Federal Transport Minister Marc Garneau announced on October 31st that "if Provinces determine there is a need to address gaps in Greyhound service caused by this week's discontinuation of bus service, the Government of Canada is open to considering providing provinces funding support on a cost-shared and transitional basis".

Through the RFEI process, the ministry is ensuring that potentially interested parties are made aware of the eight routes that remain unserved at this time and encouraged to respond positively to the RFEI if interested. As appropriate, ministry staff may then work with some/all of the respondents to the RFEI to encourage them to apply to the Board through its simplified Intercity Bus application process.

B.C. and Alberta were the two provinces which were supportive of the FPT Working Group's short term option to "Encourage the entry of private operators and provide a stop-gap subsidy for specific gaps in service that will exist starting on November 1, 2018". However, until responses to the RFEI have been received, it is difficult to determine the estimated costs to the governments.

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FINANCIAL IMPLICATIONS:

- None at this time, as the RFEI has no binding provisions on the Province, and does not reference or include any form of subsidy.

Attachment: Draft Request for Expression of Interest

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Draft Request for Expression of Interest

PRELIMINARY DRAFT FOR DISCUSSION WITH LEGAL COUNSEL



Request for Expressions of Interest (RFEI)

Number: _____

Background and Purpose

The Ministry of Transportation and Infrastructure (the "Ministry") is requesting expressions of interest from interested parties for the supply of innovative and flexible ground transportation services for eight route segments in BC which have not currently been identified as being served by a private sector operator (<https://news.gov.bc.ca/releases/2018TRAN0182-002086>)

The purpose of this RFEI is to gauge interest from private sector operators, non-profit societies, community agencies, local governments, Indigenous communities or other interested parties to provide ground transportation services on one or more of the routes set out in this document.

This RFEI is not a bid or proposal solicitation and a contract will not result from this activity. There will be no evaluation, ranking, or selection of Respondents as a result of this RFEI; it will not be used to pre-qualify or screen any party for a subsequent process, if any. Responding or not responding to this RFEI does not preclude any party from applying to the Passenger Transportation Board to operate an inter-city bus service on any BC route. Responses to this RFEI are not an application to the Passenger Transportation Board for a licence.

A licence issued by the Passenger Transportation Board pursuant to an application is required for any party to provide service on any inter-city bus routes, including those identified in this RFEI. The Passenger Transportation Board is taking no part in this RFEI and a response to this RFEI will not result in more favourable treatment from the Passenger Transportation Board in respect of any application. For those Respondents interested in making an application to the Passenger Transportation Board's simplified process to apply to operate an inter-city bus route that has no commercial inter-city bus service, please see the following link (<http://www.th.gov.bc.ca/rpt/>).

Description of the Initiative

The routes that the Ministry is currently seeking expressions of interest for are as follows:

- 1) Cache Creek to Kamloops on Highway 1
- 2) Kamloops to Valemount on Highway 5
- 3) Valemount to BC/AB Border on Highways 5 & 16
- 4) Dawson Creek to BC/AB Border on Highway 2
- 5) Salmo to Creston on Highways 3 & 6
- 6) Cranbrook to the BC/AB Border on Highway 3
- 7) Fort Nelson to the BC/YT Border on Highway 7
- 8) Hope to Princeton on Highway 3

See Maps in Appendix A and B for more detail on each route, including communities where the previous operator stopped along each route. Proposed services may provide full or partial coverage (including short or long-term duration of service) for any of the eight routes, or any portions of those routes. Services need not necessarily cover the entire previous route nor stop at the same locations.

PRELIMINARY DRAFT FOR DISCUSSION WITH LEGAL COUNSEL

Submission Requirements and Content

Respondents should include:

- a) A clear indication of the operating area(s) (see "Description of the Initiative" Section) the Respondent is expressing an interest in, the route points and the minimum frequency of service that the Respondent might potentially provide on each of those routes.
- b) An initial indication of the approximate implementation timeframe for each operating area where an interest has been expressed.
- c) A brief explanation as to the rationale for excluding any operating areas in your response (i.e. why is the Respondent unwilling or unable to express interest in those operating areas).

It is anticipated that Respondents will require no more than three pages to set out their expression of interest.

The links below provide information on both the current applicable legislation, and the Passenger Transportation Board's simplified application process for applicants to apply to operate an inter-city bus route that has no commercial inter-city bus service.

Passenger Transportation Act

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_04039_01

Passenger Transportation Regulation

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/266_2004

Link to "Apply to Operate a New Inter-City Bus Route (Simplified Process)"

<http://www.th.gov.bc.ca/rpt/>

Expected Timetable

The following timetable lists the dates of significant events associated with this RFEI process. The Ministry reserves the right to alter the schedule at its sole discretion.

Event	Tentative Date
RFEI Issued	November 2018 TBD
Last Day for Submission of Questions by Respondents	January 4, 2019 @ 2pm PST
RFEI Response Submission Deadline	January 15, 2019 @ 2pm PST



PRELIMINARY DRAFT FOR DISCUSSION WITH LEGAL COUNSEL

Submission Address, Deadline and Inquiries

Responses to this RFEI may be submitted in hard copy, electronic or facsimile format to the contact below, and must be received by no later than 2pm PST on January 15, 2019. All inquiries related to this RFEI are to be directed in writing to the contact below and must be received by no later than 2pm PST on January 4, 2019.

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Director, Inter-Jurisdictional Programs
Transportation Policy and Legislation Branch
Ministry of Transportation and Infrastructure
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Victoria BC V8W 9T5
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Email: bob.steele@gov.bc.ca

If the Ministry, in its sole discretion, determines that a question from a potential Respondent, and the associated response from the Ministry, will be of interest to all potential Respondents it will be made available through an addendum on BCBid. The source of the question will be kept confidential.

Submission Ownership and Confidentiality

All submissions and other records submitted to the Ministry in relation to the RFEI become the property of the Province of British Columbia and, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* (the "Act") and the RFEI, will be held in confidence. For more information on the application of the Act, go to http://www.cio.gov.bc.ca/cio/priv_leg/index.page.

Non-Binding Process

This RFEI does not create any binding obligations on the part of the Ministry or a Respondent, and there is no expectation by the Ministry or by the Respondent to enter into a contractual relationship as a result of this process. The Ministry may at any time engage in other processes to identify potential service providers or to obtain goods or services in relation to the services that are the subject of this RFEI by any other means. If subsequent processes are issued, the Ministry is under no obligation to advise any Respondent to this RFEI.

Withdrawal of RFEI

The Ministry retains the right to terminate the RFEI, with no liability whatsoever to any Respondent.

Modification of RFEI

The Ministry may modify or clarify the RFEI by one or more addendum issued to all Respondents prior to the Submission Deadline as outlined in the Expected Timetable Section of this RFEI.

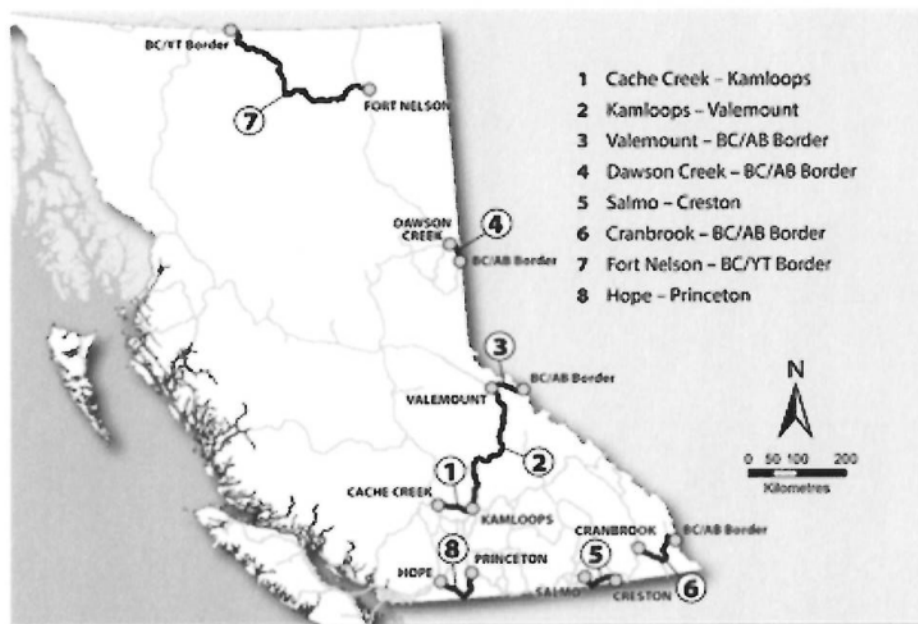
Cost of Submissions

Costs incurred in the preparation and submission of responses to the RFEI will be borne entirely by the Respondent.



PRELIMINARY DRAFT FOR DISCUSSION WITH LEGAL COUNSEL

APPENDIX A – Map of Areas Requiring Services as of November 15, 2018





PRELIMINARY DRAFT FOR DISCUSSION WITH LEGAL COUNSEL

APPENDIX B – Map of Areas Requiring Service as of November 15, 2018 (Routes, Communities Where Prior Stops Located, and Highways)

Route 1 – Cache Creek to Kamloops

Communities	Highways
Cache Creek	1
Savona	1
Kamloops	1



Route 2 – Kamloops to Valemount

Communities	Highway(s)
Valemount	5
Blue River	5
Avola Junction	5
Vavenby	5
Clearwater	5
Little Fort	5
Barriere	5
Kamloops	5



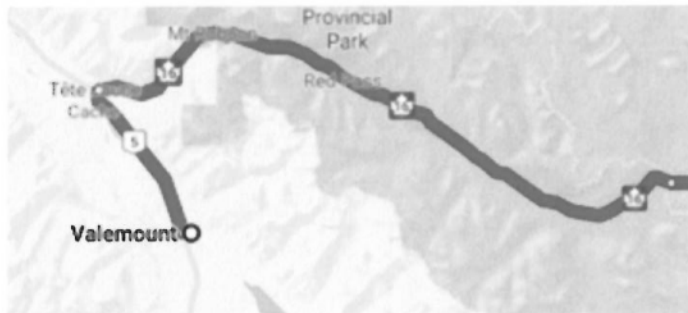
RFEI Rev. October 2006



PRELIMINARY DRAFT FOR DISCUSSION WITH LEGAL COUNSEL

Route 3 - Valemount to BC/AB Border

Communities	Highway(s)
Valemount	5
Tête Jaune Cache Junction	5, 16
Mt. Robson	16



Route 4 Dawson Creek - BC/AB Border

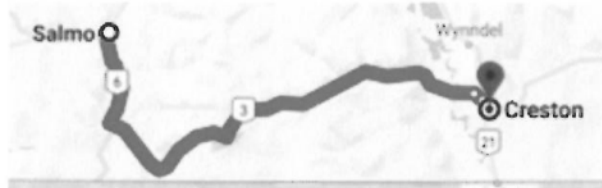
Communities	Highway(s)
Dawson Creek	2
Pouce Coupe	2
Tomslake	2
Tupper	2



PRELIMINARY DRAFT FOR DISCUSSION WITH LEGAL COUNSEL

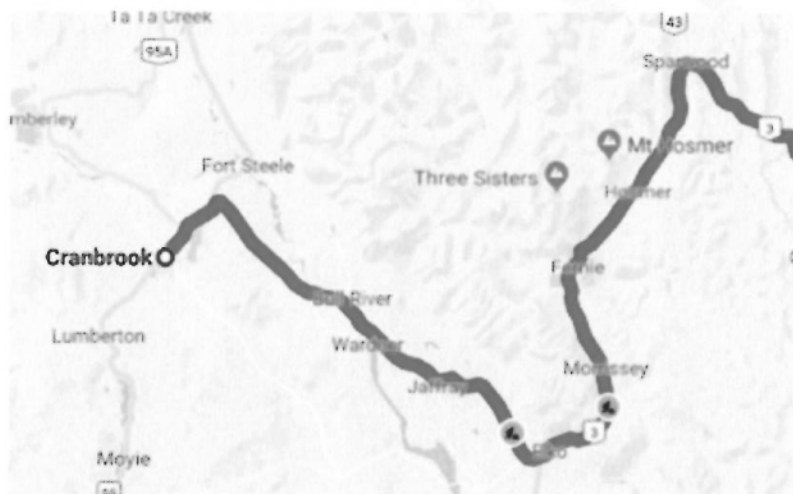
Route 5 – Salmo to Creston

Communities	Highway(s)
Salmo	6
Creston	3



Route 6 – Cranbrook to BC/AB Border

Communities	Highway(s)
Cranbrook	3
Jaffray	3
Elko	3
Fernie	3
Hosmer	3
Sparwood	3
Natal	3
Michel	3





PRELIMINARY DRAFT FOR DISCUSSION WITH LEGAL COUNSEL

Route 7 Fort Nelson – BC/TY Border

Communities	Highway(s)
Fort Nelson	97
Steamboat	97
Summit Lake	97
Toad River	97
Muncho Lake	97
Liard River	97
Coal River	97
Contact Creek	97
Iron Creek, Yukon	97
Lower Post	97



Route 8 – Hope to Princeton

Communities	Highway(s)
Sunshine Valley	3
Manning Park	3
Eastgate	3
Princeton	3





BRIEFING NOTE

Meeting with BYD Canada Company Ltd.

Location - TBD

Briefing Note

What:

Meeting with BYD Canada regarding LNG exports, and alternative fuel transportation opportunities in British Columbia

Who:

BYD Canada representatives, Premier Horgan, provincial staff

Executive Summary:

- BYD (Build Your Dreams) is headquartered in Shenzhen China, and develops battery electric vehicles.
- BYD's interests intersect with various Provincial efforts to reduce greenhouse gas emissions in the transportation sector, including activities targeted at trucking, passenger vehicles, and public transit.
- BYD is actively soliciting partnerships with North American transit agencies for the trial/demonstration/purchase of their electric buses.

Background:

Trucking & Passenger Vehicles:

- The Province and Port of Vancouver plan to launch the Clean Trucking Initiative pilot program to explore the use of low emission vehicles in the lower mainland drayage sector. Starting in 2019, the pilot will explore and test these technologies to support the evolution of the industry to lower emissions trucks by allowing drivers to trial low carbon fuel sources and heavy-duty trucks without incurring the financial risk of buying a new truck.

BRIEFING NOTE

Meeting with BYD Canada Company Ltd.

Location - TBD

- The Port of Vancouver plans to consult with vehicle manufacturers and energy suppliers, including BYD, in beginning in late 2018.

Public Transit:

- Battery electric bus technology has not evolved the point where established North American bus manufacturers are aggressively pushing products to market, believing that the technology needs refinement.
- Other bus manufacturers – notably BYD (China) and Proterra (USA) – are actively soliciting partnerships with North American transit agencies for the trial/demonstration/purchase of their electric buses.
- BC Transit and BYD partnered to pilot a battery-electric bus in 2018. The trial has now concluded, and BC Transit is analyzing data in order to provide a report to the Province by the end of March 2019.
- As BC Transit starts the process of acquiring battery electric heavy duty buses and related charging infrastructure, BC Transit will engage in a public Request for Proposal procurement process to secure a successful proponent. This is in accordance with federal cost sharing agreement structure as well as provincial procurement guidelines.

Recommendations:

- Suggest that BYD maintain its working relationship with major transportation agencies in BC, as is standard practice for potential vendors.
- Recommend that the Province continue its approach to integrating battery electric buses into its fleets.

Progressive Contractors Association members

1. AECOM
2. AECON CONSTRUCTION SOLUTIONS INC.
3. ALDER CONSTRUCTION
4. ANCHOR HYDRO
5. ARTHUR ELECTRIC INC.
6. BASILIAN INDUSTRIAL SERVICES
7. BAY INTERNATIONAL CANADA ULC
8. BECKETT ELECTRICAL INC.
9. BEMAC CONSTRUCTION CORP.
10. BROCK CANADA FIELD SERVICES LTD.
11. BROWN DANIELS ASSOCIATES
12. CAN-AM PIPE WORKS LTD.
13. CANADIAN UTILITY CONSTRUCTION CORP.
14. CEC SERVICES LIMITED
15. CLARKE CONSTRUCTION
16. COAD PLUMBING HEATING & AIR LTD.
17. COLLABORATIVE STRUCTURES LTD.
18. CONCRETE SYSTEMS LTD.
19. CONOPS INDUSTRIAL LTD.
20. CORRCOAT SERVICES INC.
21. CYNERGY MECHANICAL LTD.
22. D. GRANT CONSTRUCTION LIMITED
23. DAEL THERMAL GROUP INC.
24. DD MAC ELECTRIC LTD.
25. DEAN-LANE CONTRACTORS
26. DEMIK CONSTRUCTION
27. DOWLAND INDUSTRIAL WORKS
28. ENGIE FABRICOM
29. EPG ELECTRICAL CONTRACTORS
30. FLATIRON CONSTRUCTORS CANADA LTD
31. G.S. WARK LIMITED GENERAL CONTRACTORS
32. GEDCO EXCAVATING LTD.
33. GENERAL MAINTENANCE SERVICES
34. GLENILE SERVICES
35. GLOBAL FIRE PROTECTION LTD.
36. GOLDERADO CONTRACTING CORP
37. GRACEVIEW ENTERPRISES INC.
38. HALL CONSTRUCTORS
39. HEAVY NORTH CONSTRUCTION LTD.
40. HEAVY NORWEST
41. HENRY HEYINK CONSTRUCTION LTD.
42. HORIZON CONCRETE CONSTRUCTION LTD.
43. INTEGRAL ENERGY SERVICES LTD.
44. JASPER CONSTRUCTORS LTD.
45. JFSL PROJECTS LTD
46. JMR ELECTRIC LTD.
47. JOHNSON ELECTRIC INC.
48. JV DRIVER FABRICATORS INC.
49. KBR-WABI
50. KIEWIT
51. KINGDOM CONSTRUCTION LTD.
52. LEDCOR INDUSTRIAL PROJECTS LTD.
53. LOOBY CONSTRUCTION LIMITED
54. MARNOCH FACILITIES MAINTENANCE
55. MCCARRON PLUMBING & HEATING LTD.
56. MCLEAN TAYLOR CONSTRUCTION LTD.
57. MIKISEW NORTH LIMITED PARTNERSHIP
58. MMR CONSTRUCTORS LTD.
59. NASON CONTRACTING GROUP LTD.
60. NORTH AMERICA CONSTRUCTION LTD.
61. NORTH AMERICAN CONSTRUCTION GROUP
62. NORTHEC CONSTRUCTION INC.
63. OCL GROUP INC.
64. OOSTERHOF ELECTRICAL SERVICES LTD.
65. OPTIMUM MECHANICAL SOLUTIONS INC.
66. PCL
67. PEACE RIVER HYDRO PARTNERS CONSTRUCTION LTD
68. PERCON CONSTRUCTION INC
69. PIONEER TRUCK LINES LTD.
70. POIRIER ELECTRIC LIMITED
71. POSTMA CONCRETE FORMING
72. PRO ELECTRIC INC.
73. PRO-V MANUFACTURING LP
74. PYRAMID CORPORATION
75. RUTHERFORD CONTRACTING LTD
76. SAIPEM CANADA INC
77. SCHILTHUIS GROUP OF COMPANIES
78. SIERRA CONTRACTING INC.
79. SIERRA INFRASTRUCTURE INC.
80. SIRIUS CONCRETE INC.
81. SKYWAY CANADA LTD

- 82. SPEERS CONSTRUCTION INC.
- 83. TARPON CONSTRUCTION
MANAGEMENT LTD.
- 84. TARTAN CANADA CORPORATION
- 85. TECHNICAL WORKFORCE INC.
- 86. TOPLINE ELECTRIC & PLUMBING
- 87. TRADE ELECTRICAL CONTRACTORS LTD.
- 88. VANROOYEN EARTHMOVING LTD.
- 89. VCL CONSTRUCTION

- 90. VELOCITY MECHANICAL INC.
- 91. WALLWIN ELECTRIC SERVICES LIMITED
- 92. WALTEC ELECTRICAL SERVICES LTD.
- 93. WB MELBACK CORPORATION
- 94. WESTWOOD ELECTRIC LTD.
- 95. WILLBROS CANADA
- 96. WORLEY PARSONS CORD INDUSTRIAL
SERVICES LTD

Progressive Contractors Association Affiliated Members

- | | |
|--|---|
| 1. ASSOCIATION FOR CONSTRUCTION
WORKFORCE ACQUISITION | 26. SUREWERX |
| 2. AUTOMATIC COATING LIMITED | 27. WOMEN BUILDING FUTURES |
| 3. CANADA COMPANY | 28. WORKFORCE CAPITAL (ALBERTA
OFFICE) |
| 4. CANADIAN ASSOCIATION OF WOMEN
IN CONSTRUCTION | 29. WORKFORCE CAPITAL (ONTARIO
OFFICE) |
| 5. CANADIAN TRAINING & WORK
PLACEMENT INC. | |
| 6. CANNABIS AT WORK | |
| 7. CANNAMM OCCUPATIONAL TESTING
SERVICES | |
| 8. CANUSA-CPS | |
| 9. CLEARPORT PROFESSIONAL SERVICES | |
| 10. COMFACT SKILLS ON DEMAND
CORPORATION | |
| 11. CORDURA GROUP | |
| 12. CQ NETWORK | |
| 13. CRAWFORD CHONDON & PARTNERS
LLP | |
| 14. DENSO NORTH AMERICA INC. | |
| 15. DRIVERCHECK INC. | |
| 16. GRAND RIVER OCCUPATIONAL HEALTH
& SAFETY INC | |
| 17. LIFE RECOVERY PROGRAM | |
| 18. NORWEST CORPORATION | |
| 19. OGLETREE DEAKINS INTERNATIONAL
LLP | |
| 20. PRE-APPRENTICESHIP TRAINING
INSTITUTE | |
| 21. ROPER GREYELL LLP - EMPLOYMENT &
LABOUR LAWYERS | |
| 22. SHERRARD KUZZ LLP | |
| 23. SKILLS CANADA ALBERTA | |
| 24. SKILLS CANADA BRITISH COLUMBIA | |
| 25. SUREHIRE OCCUPATIONAL TESTING | |



BRIEFING NOTE FOR INFORMATION

DATE: November 22, 2018

PREPARED FOR: Honourable Claire Trevena, Minister of Transportation and Infrastructure

MEETING: Mike Martens, Progressive Contractors Association of Canada on November 26, 2018

ISSUE: The Progressive Contractors Association would like to present government with its views on the application of the Community Benefits Agreement on provincial infrastructure projects.

SUMMARY:

- The Province is interested in hearing directly from contractors and industry regarding the use of a Community Benefits Agreement (CBA) on public sector infrastructure projects.
- Further engagement with industry groups and contractors is being planned.
- The Progressive Contractors Association (PCA) represents skilled construction workers in BC and supports progressive unionized employers that utilize various labour models.
- The PCA is a signatory to a petition that challenges the labour model chosen by government on select projects, including the Pattullo Bridge Replacement project.
- As the Province has filed a response to the petition, and as it is before the courts, it would not be appropriate to have detailed discussions regarding the CBA.
- Government stands behind the principles of the CBA to deliver good paying jobs, enhanced training, more apprenticeships and more opportunities for Indigenous people, women and youth around the province.

BACKGROUND:

- In July 2018 Premier John Horgan announced Provincial government will apply a CBA to the Pattullo Bridge Replacement project and upgrade projects on the Trans-Canada Highway between Kamloops and the Alberta Border, as early adopter projects.
- The CBA is between the new Crown Corporation, called BC Infrastructure Benefits Inc, and the Allied Infrastructure and Related Construction Council, which is an affiliation of the Building Trades.
- The Pattullo Bridge Replacement project RFQ, which included the CBA, was released in July 2018.
- On August 27, 2018 a group of petitioners including the PCA, various other construction associations, and contractors filed a petition in the B.C. Supreme Court;
 - challenging the minister's authority under S.3 of the *Transportation Act* to enter in to a Building Trades Only agreement, which it claims is a Charter violation,
 - seeking judicial orders to quash the decision of the minister to impose the Building Trades Only requirement (the Requirement) and to prohibit imposition of the Requirement on other projects, and
 - seeking an interim injunction staying implementation of the Requirement until the petition is adjudicated.
- The named Respondents to the petition are The Ministry of Transportation and Infrastructure and the Ministry of Attorney General of British Columbia.
- The province has filed its response to the petition and is awaiting a meeting with the appointed case judge to determine timing of next steps.



DISCUSSION:

- The PCA represents approximately 8,000 skilled construction workers in BC and supports progressive unionized employers. The PCA advocates for a construction industry that allows for fair and open competition of contractors that utilize various labour models. A list of current PCA members and associated organizations is attached.

s.13

FINANCIAL IMPLICATIONS:

- None

Attachments: List of PCA members

PREPARED BY:

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Community Benefits
(250) 360-7436

REVIEWED BY:

Murray Tekano, Executive Lead
Communities Benefits
Nancy Bain, EFO
Finance & Management Services Division

INITIALS:

 MT

 NB



BRIEFING NOTE FOR INFORMATION

DATE: November 21, 2018

PREPARED FOR: Honourable Claire Trevena, Minister of Transportation and Infrastructure

ISSUE: BC Government's Submission to Transport Canada Port Modernization Review

SUMMARY:

- **Transport Canada (TC) is undertaking a review of Canada Port Authorities to optimize their current and future role in the transportation system as innovative assets that support inclusive growth and trade.**
- **TC is currently seeking stakeholder and public input to potential modernization of Canada Port Authority (CPA) governance. There are four CPAs in BC.**
- **TRAN is leading the provincial submission to TC, which is due on December 3, 2018. The submission will be publicly posted to TC website.**
- **The Province's submission focuses on maintaining competitiveness for BC ports, opportunities for partnering with Indigenous Peoples and advancing reconciliation, community liveability, and promoting an environmentally sustainable economy and infrastructure.**

BACKGROUND:

The TC review is organized into five themes: supporting a competitive economy, strengthening Indigenous relations, environmental sustainability and community relations, safety and security, and optimizing governance and accountability. The Province of BC, led by TRAN, plans to submit a paper with a brief discussion of the provincial position on the key themes. The paper is due to Transport Canada on December 3, 2018. TRAN has had discussions with other provincial ministries in preparing the provincial submission.

BC has liaised with Transport Canada and engaged with the four BC CPAs (Vancouver, Prince Rupert, Nanaimo, and Port Alberni), related industry associations, and the governments of Alberta, Saskatchewan and Manitoba (see Attachment 1 for the full stakeholder list). During stakeholder engagement, each stakeholder was asked about the key issues facing their organization in relation to the review, and what role they thought the Province of BC could play in maintaining port competitiveness.

DISCUSSION:

BC has developed preliminary positioning based on engagement, outside research into challenges faced by the Ports, and the 2015 Canada Transportation Act Review submission as it related to ports. BC's position is that at a high level, the current arms-length, financial self-sufficiency Canada Port Authority model makes the most sense. However, improvements could be made by tailoring the port governance structure to accommodate ports of varying sizes (rather than one size fits all). There is some commentary to the specific focus areas that Transport Canada has put forward for discussion (in bold).

- **Innovation and Trade Logistics:** The Province continues to encourage collaboration between industry, the provincial governments, and the federal government (e.g., the Gateway Transportation Collaboration Forum, Pacific Gateway Alliance), to sustain and grow competitive transportation trade corridors through the West Coast, with innovative and timely infrastructure investments, supportive policy and operating approaches and data sharing. Recommend encouraging collaborative efforts within the industry, and supporting CPAs in developing data management tools.



- **Partnering with Indigenous Peoples:** The Province supports further work towards reconciliation with Indigenous Peoples. Recommend each Port Board have a community liaison to provide Indigenous representation, as well as further guidance from the federal government to Port Authorities on how to appropriately engage, and work in exploring economic opportunities and land use planning.
- **Sustainability and Port Communities:** The Province recommends balancing a competitive, timely environmental management process with the need for neutral third-party review, and supporting CPAs in emissions reduction to help the Province meet targets.
- **Safety and Security:** The Province recommends the federal government continue discussion on safety and security through current and ongoing work such as the Oceans Protection Plan, including the *Pilotage Act* review, and consultation on proactive vessel management.
- **Port Governance:** The Province has recommended increased financial flexibility for Port Authorities previously and continues to support that recommendation. In addition, ports are struggling with the timeliness of the process to appoint new board members, which has resulted in positions remaining open. The Province recommends a streamlined process that would be beneficial for board appointments.

Based on discussions with s.16
follows:

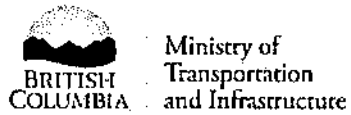
their positioning is expected to be as

s.16

FINANCIAL IMPLICATIONS:

- None

Attachment – Stakeholder List

**PREPARED BY:**

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Pacific Gateway Branch
(778) 698-9384

REVIEWED BY:

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Partnerships Division
David Greer, A/ADM
Partnerships Division
Nancy Bain, EFO
Finance and Management Services
Department

INITIALS

SA

DG

PM obo NB



Attachment 1 - Description of Stakeholders Engaged

The paper was produced by TRAN in collaboration with the BC Environmental Assessment Office, the BC Intergovernmental Relations Secretariat, the BC Ministry of Environment and Climate Change Strategy, the BC Ministry of Indigenous Relations and Reconciliation, the BC Ministry of Jobs, Trade and Technology, the BC Ministry of Energy, Mines and Petroleum Resources and the BC Ministry of Tourism, Arts and Culture.

The table below provides the list of government agency and industry stakeholders engaged.

Organization	Contact
Government	
Government of Alberta	Lawrence Schmidt, Director, Market Access and Intergovernmental Relations Joseph Aniston, Senior Policy Advisor
Government of Manitoba	Darren Gorman, Policy Consultant Gordon Tufts, Transportation Policy Consultant
Government of Saskatchewan	Brent Orb, Director, Railway Policy, Regulation and Programs Ed Knopf, Senior Rail Analyst
Nanaimo Port Authority	Ewan Moir, President & CEO
Office of the BC Container Trucking Commissioner	Michael Crawford, Commissioner
Port Alberni Port Authority	Zoran Znezevic, President & CEO
Prince Rupert Port Authority	Ken Veldman, Director, Public Affairs
Transport Canada	Guillaume Vincent, Policy Advisor
Vancouver Fraser Port Authority	Jim Crandles, Director, Project Management and Business Optimization Terry Lalari, Manager and Strategic Advisor, Government & Stakeholder Relations
Industry	
Association of Canada Port Authorities	Wendy Zatylny, President
BC Chamber of Shipping	Robert Lewis-Manning, President
BC Marine Terminal Operators Association	Bob Wilds, Executive Director
BC Trucking Association	Dave Earle, President & CEO
Cruise Line Industry Association	Greg Wirtz, CEO
Global Container Terminals	Marko Dekovic, Vice President, Public Affairs
Greater Vancouver Gateway Council	Mike Hendersen, Managing Director
Railway Association of Canada	Michael Gullo, Director, Policy, Economic and Environmental Affairs

**Government of British Columbia
Submission to the Transport Canada Ports
Modernization Review**



B.C. SUBMISSION TO THE TRANSPORT CANADA PORTS MODERNIZATION PANEL
(December 2018)

December 3, 2018

The Honourable Marc Garneau, Minister of Transport
330 Sparks Street
Ottawa, ON K1A 0N5
tc.portsreview-examendesports.tc@tc.gc.ca

Ports Modernization Review

The B.C. Government is pleased to present this document as its submission to the Transport Canada's Ports Modernization Review.

We have successfully collaborated with the federal government on many transportation-related initiatives over the years, particularly in the last decade. While B.C.'s four federal ports are competitive, responsive to local communities, partners to local Indigenous groups and operate with a current mandate to protect the environment on their lands, there is opportunity to improve port operation and focus further on priority areas as identified by Transport Canada.

I convened the Western Trade Corridors Roundtable Forum on October 11, 2018. The Roundtable forum was held to build positive relations among governments and key stakeholders to ensure B.C. continues to strengthen its position in the Asia Pacific region in the coming decades. The outcome of the Roundtable confirmed that participants (including federal and provincial government, industry, Indigenous, community and labour leaders) are aligned in their interests to strengthen the Western Trade Corridors in a way that enables new economic activity while focusing on the principles of sustainability and strong communities.

This submission identifies nine recommendations for Transport Canada's consideration that support B.C.'s goals to make life more affordable for British Columbians, deliver services that people count on, and build a strong, sustainable, innovative economy. While these objectives, and the supporting recommendations, are B.C.-focused, they contribute to positive economic growth and job creation for Canada as a whole.

We appreciate the opportunity to provide input to this process and look forward to continuing to build on our record of successful collaboration with the federal government.

Respectfully submitted,



Claire Trevena

Minister of Transportation and Infrastructure

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Executive Summary and Recommendations

The B.C. Government has reviewed the scope of Transport Canada's analysis and assembled this submission with discussion and recommendations on the areas of focus.

The B.C. Government believes the current arm's length, financial self-sufficiency model is allowing Ports to operate effectively, safely and competitively on the world market. There are opportunities for improved collaboration between all levels of government and industry in port operations as well as in Indigenous partnerships. Balancing sustainability with a competitive port model and economy must continue to be a priority.

The recommendations proposed by the B.C. Government are as follows.

Number	Recommendation	Review Area
1	Tailor port modernization governance improvements to CPAs of all sizes	All
2	Maintain continued collaborative efforts that allow the CPAs to work with federal, provincial and local governments, industry, Indigenous groups, and local communities through modernization efforts	Trade Competitiveness, Innovation and Trade Logistics
3	Support CPAs' use of technology to develop new supply chain management tools	Trade Competitiveness, Innovation and Trade Logistics
4	Provide CPAs with detailed principles and guidelines for meaningful engagement and partnership opportunities with Indigenous peoples	Partnering with Indigenous Peoples
5	Encourage greater Indigenous representation on each Port Authority's Board of Directors	Partnering with Indigenous Peoples
6	Introduce measures to increase transparency of the environmental assessment process where CPAs are the sole environmental authority	Sustainability and Port Communities
7	Mandate CPAs to publish an emissions reduction strategy	Sustainability and Port Communities
8	Improve the financial flexibility of CPAs to support their competitiveness	Port Governance
9	Streamline the CPA board appointment process to ensure continuity in Port Authority governance	Port Governance

1.0 Introduction

Canada's ports are essential components of a competitive, sustainable economy that supports communities across the country. Ports are a critical part of Canada's trade corridors to global markets, which move goods and commodities safely, efficiently, and economically. While ports are federal authorities, competitive and sustainable ports require collaboration between the federal government, provincial governments, local communities, Indigenous groups, labour groups and industry stakeholders.

Transport Canada has initiated a review of the Canada Port Authorities (CPAs) to optimize their current and future role in the transportation system as innovative assets that support inclusive, sustainable growth and trade. The B.C. Government has reviewed the scope of Transport Canada's analysis and assembled this submission with discussion and recommendations on the areas of focus, including stakeholder perspectives where they have informed the B.C. Government's position.

There are four CPAs in B.C.: Vancouver Fraser Port Authority (VFPA), Prince Rupert Port Authority (PRPA), Port Alberni Port Authority (PAPA), and Nanaimo Port Authority (NPA). The CPAs were established under the *Canada Marine Act* as federally incorporated, autonomous, non-share corporations. Almost 98% of trade goods clearing B.C. are exported through its ports. In 2017, Canadian trade goods valued at approximately \$39.5 billion were exported by ship. More than half of these goods originate from other provinces and territories¹. Maintaining B.C. and Canada's trade competitiveness is dependent on ensuring ports operate effectively.

B.C. CPAs have been proactive in responding to the increase in North American trade traffic, with B.C. ports capturing 15.8% of the west coast's overall container traffic in 2017. The Port of Vancouver and Prince Rupert Port handled a record 4.18 million TEUs in 2017, representing a 66% increase compared to a decade ago. Pacific Northwest container volumes are projected to double over the next 30 years², which presents an economic opportunity for B.C. CPAs and Canada. The B.C. Government will continue to work with CPAs and the Government of Canada to ensure CPAs achieve sustainable growth.

This paper has been developed with three key provincial priorities in mind:

1. Making life more affordable for British Columbians;
2. Delivering services that people count on; and
3. Building a strong, sustainable, innovative economy that works for everyone.

Other priorities include advancing Indigenous reconciliation, promoting diversity and inclusivity, and investing in people and infrastructure to promote long-term growth. In particular, as ports evolve, maintaining well-paid jobs and a gradual transition for the workforce to adapt to new technologies is important.

¹ Source: Statistics Canada Trade Research Inquiry Package, 2018

² Container traffic was 8.1 million TEUs, and the base case is forecasted to be 17.5 million TEUs in 2045. Source: Ocean Shipping Consultants, Container Traffic Forecast Study – Port of Vancouver 2016.

The B.C. Government is actively working to develop priorities identified at the Western Trade Corridors Roundtable Forum on October 11, 2018. The priorities identified by participants at the Forum included a focus on coordinated government leadership, a Western Trade Corridors Strategy, a team approach to achieving opportunity and labour market certainty, and building and confirming partnerships with Indigenous groups, labour and communities.

This paper has been developed in consultation with stakeholders³. Engagement was undertaken between the B.C. Government and the B.C. CPAs, western provincial governments, labour groups and key industry groups to better understand stakeholder issues related to the five areas of focus, and how government can support the CPAs. The B.C. Government reached out to stakeholders to discuss key issues and potential mitigation strategies. Where relevant, this document includes a summary of stakeholder inputs. Stakeholder feedback was used to inform recommendations on topics where B.C. Government priorities align with stakeholder interests.

2.0 Areas of Focus and Recommendations

This report discusses the five review streams and provides recommendations under the four areas of trade competitiveness, partnering with Indigenous peoples, sustainability and community liveability and port governance. As those review areas overlap with safety and security (for example, with the importance of Indigenous partnerships), the B.C. Government's recommendations to that area are rolled up into the other discussion topics.

The recommendations presented in this paper result from research into the challenges faced by the Ports, and align with B.C.'s submission to the 2015 *Canada Transportation Act* Review. The current arms-length, financial self-sufficiency model encourages a competitive economy to develop that gets B.C. and Canadian goods to global markets. The current model is generally responsive to the needs of industry and local communities and allows for environmental management of federal port lands. However, improvements can be made to how CPAs function, govern their local port business, and interact with communities, Indigenous groups and industry organizations.

One common theme that arose during stakeholder engagement with B.C. CPAs, as well as associated industry operators and alliances, is that the current port governance model does not account for variation in size or throughput of CPAs. The B.C. Government believes that the "one size fits all" model presents challenges. CPAs in B.C. vary considerably in size in terms of vessel activity, cargo throughput, number of facilities and revenue generation. The challenges faced by the largest in capacity (Vancouver) are considerably different than the challenges faced by the smallest (Port Alberni and Nanaimo). Adjusting the model to be flexible for smaller and larger ports may better enable CPAs to fulfill their mandate.

³ The full list of stakeholders engaged is provided in Appendix A.

Recommendation 1 – Tailor port modernization governance improvements to CPAs of all sizes

The B.C. Government is supportive of improvements to the port governance model under the five review streams presented by Transport Canada. The B.C. Government suggests that alterations to port governance structure carefully consider how the changes will support the activities of each CPA, regardless of shipping capacity.

2.1 Trade Competitiveness, Innovation and Trade Logistics

Continued Collaboration

Collaboration between CPAs and federal, provincial and local governments, terminals, shippers, trucking and rail organizations, and Indigenous groups helps ensure that ports in B.C. are ready to serve growing demand. Collaboration and cooperation are facilitated through inter-governmental and inter-organizational bodies, such as the Western Trade Corridors Roundtable Forum, Pacific Gateway Alliance, the Western Transportation Advisory Council (WESTAC) and the Gateway Transportation Collaboration Forum. The B.C. Government will continue to contribute to collaborative efforts including the development of a new Action Plan with a shared vision for the Western Trade Corridors.

Stakeholders have said that collaboration has been most successful when it involves voluntary cooperation on new initiatives and avoids prescriptive actions (which can affect the ability of the CPAs to remain competitive). The B.C. Government agrees that collaboration is most successful when CPA, federal and provincial interests and priorities are aligned, and joint initiatives are undertaken with the intent of meeting shared goals.

Some stakeholders have encouraged the B.C. Government to lead collaboration when it comes to geographical considerations and localized environmental concerns. The B.C. Government is willing to work closely with the federal government on integrating local concerns that affect areas of federal jurisdiction, such as federal land and marine areas, into the new port governance structure. The B.C. Government encourages CPAs to continue to work together on sharing best practices on engagement strategies with local communities and industry, particularly where some CPAs have developed more detailed engagement strategies than others. Recognizing that the local community to each port has unique concerns and considerations, there are common threads to successful engagement strategies and importance to sharing lessons learned.

Recommendation 2 – Maintain continued collaborative efforts that allow the CPAs to work with federal, provincial and local governments, industry, Indigenous groups, and local communities through modernization efforts.

Supply Chain Data Sharing and Innovation

CPAs should continue to explore new technologies that support enhanced data and supply chain management. Data sharing is critical to the competitiveness of the trade corridors. Efficiency of trade movement will continue to improve as better data held by CPAs and industry organizations is made

available to share between CPAs, terminals and various transportation operators (road, rail and marine shipping). For example, the number of empty trips by trucks in the drayage sector could be reduced through improved scheduling and dispatching between terminals. This could result in travel time savings benefits for drivers and terminals, and would support governments' objective of reducing emissions.

Transport Canada should continue to play its important convenor role of bringing people together and use funding tools to promote initiatives. Transport Canada can also use its legislative and regulatory power to assist those efforts directly or indirectly.

Notwithstanding the existence of many ongoing initiatives (e.g., the Commodity Supply Chain Table and the new Canadian Centre on Transportation Data) that support supply chain innovation, there is an opportunity to do more. However, any new technology should be implemented with considerations for potential effects to the existing workforce within and adjacent to the ports. Well-paid jobs can be maintained with the correct implementation of new technology, by ensuring workers have the training to transition to new roles and introducing a gradual transition. Commercial sensitivity and data security (as raised by stakeholders) are major considerations for implementing supply chain innovation tools, both for CPAs sharing information and collecting information.

Recommendation 3 – Support CPAs' use of technology to develop new supply chain management tools

CPAs may benefit from having more detailed information on goods movement to support effective supply chain management and encourage effective movement of goods by different operators. Additional funding support for new technology may be needed, or tools to incentivize and encourage the uptake of new technology by terminal operators, drayage companies, railways, and shippers (e.g., to reduce inefficient trip routing for truck drivers, and encourage double-ended moves where possible).

2.2 Partnering with Indigenous Peoples

Indigenous Engagement Strategies

The B.C. Government is supportive of all work the federal government, including under CPAs, is undertaking to advance reconciliation with Indigenous peoples and encourages partnerships and economic development opportunities within Indigenous communities. The B.C. Government recognizes and mirrors Canada's 10 Principles Respecting the Government of Canada's Relationship with Indigenous Peoples, and the commitment to implementing the UN Declaration on the Rights of Indigenous Peoples (UNDRIP).

CPAs in B.C. strive to develop respectful and beneficial relationships with neighbouring Indigenous groups. All B.C. CPAs are within Indigenous traditional territories. As port lands fall under federal jurisdiction, CPAs have a duty to consult with Indigenous groups on projects that have the potential to impact Aboriginal interests. In addition, some CPAs in B.C. meaningfully engage with Indigenous groups beyond the project-to-project basis.

The B.C. Government is engaged with Indigenous communities across B.C. on numerous trade and transportation related initiatives, including those in proximity to the port authorities. Through this engagement, local Indigenous communities have identified several areas of general concern with regards to port operations, including cumulative environmental and social impacts, impacts to archaeological, cultural, traditional use and sacred sites, and safety concerns. The B.C. Government recognizes the work that is ongoing at CPAs, especially larger CPAs, to mitigate these issues and encourages CPAs to continue working with Indigenous groups directly to identify and resolve concerns.

CPAs in B.C. of all sizes could benefit from greater guidance from the federal government on how to meaningfully engage and align engagement that is conducted by each port. Some CPAs have already developed detailed engagement strategies that could be used to support the work of other CPAs, in addition to documents such as the B.C. Government's Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples.

With guidance from the federal government, each CPA may want to consider developing an engagement strategy to better define the principles and guidelines for engaging their Indigenous communities. CPAs without a detailed strategy could design an official engagement document that outlines objectives for long and short-term planning and provides commitments as to how Indigenous communities will be engaged and consulted.

Some smaller CPAs have expressed challenges with capacity in-house for relationship building. Any changes to engagement activities should carefully consider engagement fatigue and capacity challenges among Indigenous groups. Opportunities should be identified to leverage existing activities, and should respect Indigenous groups' individual preferences on level and method of engagement.

Recommendation 4 – Provide CPAs with detailed principles and guidelines for meaningful engagement and partnership opportunities with Indigenous peoples

Documents developed by CPAs should be advanced in partnership with Indigenous groups, in the spirit of shared decision-making. By using an agreed upon framework for planning and decision making, local Indigenous communities' perspectives can be integrated, and a trust-based relationship can be developed.

Community Liaison Appointments

One step towards improved partnerships with Indigenous peoples would be to ensure a channel of communication between local Indigenous communities and each CPA's Board of Directors. Industry stakeholders have discussed appointing one Indigenous representative to each CPA Board of Directors. While the B.C. Government is supportive of actions to progress greater representation of Indigenous perspectives, there are concerns about appropriate representation of all groups if the representative is on behalf of a single Indigenous group. Capacity to appoint a representative and participate in decision-making also varies considerably among Indigenous groups near the four CPAs.

The B.C. Government suggests an alternative structure may work more effectively at integrating Indigenous perspectives. An option would be to have a community liaison to each CPA Board of Directors. The community liaison could communicate with the Board on behalf of a working group composed of the First Nations with traditional territory that overlaps each CPA. Formalizing the relationship between Indigenous communities and the CPA through mechanisms such as formal engagement agreements, an Indigenous advisory council, and/or a community liaison could serve to strengthen existing relationships and support the identification of new opportunities and partnerships.

Recommendation 5 – Encourage greater Indigenous representation on each Port Authority’s Board of Directors

The B.C. Government encourages the federal government to engage with Indigenous groups on the potential changes to the port governance structure, as well as carefully consider funding and other supports that may be necessary.

2.3 Sustainability and Port Communities

Environmental Assessment

CPAs are mandated to protect the environment on their federal port lands. Stakeholders have generally expressed that CPAs have been fulfilling this mandate, however have noted that smaller CPAs do not have environmental procedures developed in as much detail as larger CPAs and may struggle with resourcing. In addition, CPAs struggle with the perception of neutrality due to their overlapping duties for environmental management and project development.

The B.C. Government recognizes that CPAs have a dual role as both a proponent for the development of projects on port lands, as well as initiating environmental assessments as part of these projects where the project does not trigger a federal or provincial assessment (i.e., by the Canadian Environmental Assessment Agency [CEAA] or the B.C. Environmental Assessment Office [B.C. EAO]). The B.C. government recognizes the environmental assessment process conducted by B.C. CPAs is fundamentally sound. However, in cases where a CPA undertakes this dual role (where no federal or provincial environmental assessment is mandated), stakeholders as well as the B.C. Government have concerns about the risk of the perception of a conflict of interest.

In addition to the federal requirements, proposed projects on port lands may also trigger provincial environmental assessment requirements by the B.C. EAO. The EAO and port authorities maintain a strong relationship to ensure projects requiring both provincial and port authority review are conducted as efficiently as possible by undertaking a single process.

Correctly scoped and properly conducted environmental assessments of proposed projects within B.C. ports are a key aspect of a strong, sustainable economy. Stakeholders have indicated that lengthy review or hearing procedures that extend into several years can affect competitiveness and deter terminal operators from expanding. To support economic growth, the environmental assessment

process needs to consider potential project effects in the context and scale of how the project might create small or large environmental impacts.

Recommendation 6 – Introduce measures to increase transparency of the environmental assessment process where CPAs are the sole environmental authority

Examples of increased transparency measures that the federal government could mandate could include third-party reporting or review of the environmental assessment of a project. Increased transparency could also be achieved by providing more detailed guidelines for the environmental assessment to be conducted where a CPA is the proponent of a project that is on federal land (i.e., subject to environmental review by the CPA as the regulator), such as by providing more detail to the public on how a determination is made.

Emissions Reductions

The B.C. Government has set targets to reduce greenhouse gas (GHG) emissions in the province by 40% by 2030, 60% by 2040, and 80% by 2050 relative to 2007 levels. The Government of Canada also has emissions reductions targets. CPAs in B.C. have generally committed to working with the B.C. Government on emissions reductions and have made substantial progress in implementing clean technology.

All CPAs can achieve further environmental benefits and help the provincial and federal government meet emission reductions targets by promoting new clean technology and energy sources, more efficient methods of moving goods, and incentivizing terminal operators and shippers in emissions reductions. Programs like terminal electrification (i.e. shore power) can be promoted by CPAs with incentives on funding and implementation from the federal government. Programs like electrification also provide an opportunity to transition to newer technology within terminals. However, consideration and planning are needed to ensure terminals can maintain and create jobs within the local workforce that integrates with new technology.

Stakeholders have indicated that there are challenges within industry on strict emissions regulations for competitive reasons. The B.C. Government is committed to working with industry stakeholders and CPAs on programs to help achieve emissions reduction while remaining competitive.

Recommendation 7 – Mandate CPAs to publish an emissions reduction strategy

While some CPAs have published detailed emissions reduction strategies and targets, all CPAs should be mandated to publish plans for how they will reduce emissions. Ideally, emissions reductions targets would be in alignment with provincial and federal targets. CPAs could consider incentivizing and helping fund emission reductions by terminals, shippers, and road and rail users through proven technology (such as shore power) and pilot programs for innovative emissions reduction strategies.

2.4 Port Safety and Security

The B.C. Government is engaged in and supportive of ongoing measures to improve port safety and security. Safety and security for the ports are interdependent with other topics that the B.C. Government has provided recommendations on, such as environmental management and sustainability, local community integration and engagement, and Indigenous partnerships. Therefore, additional recommendations are not provided. The B.C. Government will continue to engage with Transport Canada on the Oceans Protection Plan initiatives, such as marine species at risk protection (e.g. Southern Resident Killer Whales), proactive vessel management, spill response, improving anchorages, baseline scientific research, and potential legislative changes.

2.5 Port Governance

Financial Flexibility

CPAs, the B.C. Government, and other key partners and stakeholders have identified the need for additional port and trade corridor infrastructure to support current operations and prepare for forecasted growth in cargo and container volumes. Improvements to financial flexibility for CPAs can have a substantial impact on the ports' ability to support economic growth. Under the *Canada Marine Act*, port authorities are required to be financially self-sufficient and act as commercial entities while competing for trade on an international scale. Port stakeholders have raised a range of cost/revenue concerns, including the increasing costs associated with administration, security and environmental protection. Port stakeholders have also raised concerns about CPA activities and spending, and the need for continued or increased oversight by Transport Canada. CPAs require financial flexibility to preserve existing infrastructure, and to support long term reliability and expansion of the trade corridor.

Recommendation 8 – Improve the financial flexibility of CPAs to support their competitiveness

Enabling and encouraging CPAs to diversify their revenue streams will improve their ability to carry out their mandate. Several actions can be taken to improve financial flexibility of the ports, which will ultimately improve the competitiveness of the CPAs:

Letters Patent:

- Amend borrowing limits to be determined by a metric that is tied to the market to enable CPAs to establish borrowing capacity with lending institutions.
- Eliminate the requirement to amend the Letter Patent before CPAs can purchase property.
- Streamline and improve the transparency for the process for amending the Letters Patent to help facilitate commercial business practices and allow CPAs to more quickly respond to opportunities.

Funding for Infrastructure Upgrades:

- Provide low-cost loans to rehabilitate port infrastructure of national or regional significance.
- Continue federal funding programs, such as the National Trade Corridors Fund, which allows CPAs to apply.
- Reduce or eliminate the annual stipend for CPAs that demonstrate a business case for infrastructure investment to capture specific market opportunities.

Lease Rates:

- Allow and encourage CPAs to diversify their revenue streams to maintain reasonable lease rates and user fees to attract investment and provide investment certainty.

Board Appointment Process

The *Canada Marine Act* provides the legislative authority for CPAs including governance. CPAs are each governed by an independent Board of Directors that are responsible for determining the port's strategic direction, investment plans, and overseeing the port's operation. Directors may serve up to a maximum of three consecutive terms each being up to three years, while boards strive to ensure that no more than half of the directors on each board expire in any one year. Port authorities have expressed challenges in the timeliness of the board appointment process. Some CPAs have experienced a situation where almost all their Board of Director terms have expired, resulting in directors in holdover or empty positions. A streamlined process is required to ensure CPAs can effectively operate by appointing candidates more efficiently. Ports and users have also expressed the importance of ensuring the directors have relevant knowledge and experience that can support the operation of the port and its activities.

Recommendation 9 – Streamline the CPA board appointment process to ensure continuity in Port Authority governance

It is recommended that the legislative framework be amended to ensure that board director appointments are completed in a set period following expiration of a board director's term, and that there are mechanisms in place to ensure that appointing bodies are held accountable to the appointment process and timelines.

3.0 Conclusion

The B.C. Government has provided several recommendations to Transport Canada, under the discussion streams provided for the Ports Modernization Review. While the current arm's length, financial self-sufficiency CPA model is working well in B.C., there are opportunities to ensure that CPAs are striking the correct balance between competitiveness and responsiveness to local communities. CPAs should also be continuing to ensure environmental sustainability, and providing opportunities for partnerships with Indigenous groups. B.C. anticipates strong ongoing collaboration with the federal government, CPAs, and other organizations to move these objectives forward.

Appendix A

Description of Stakeholders Engaged

This paper was produced by the B.C. Ministry of Transportation and Infrastructure in collaboration with the B.C. Environmental Assessment Office, the B.C. Intergovernmental Relations Secretariat, the B.C. Ministry of Environment and Climate Change Strategy, the B.C. Ministry of Indigenous Relations and Reconciliation, the B.C. Ministry of Jobs, Trade and Technology, the B.C. Ministry of Energy, Mines and Petroleum Resources, and the B.C. Ministry of Tourism, Arts and Culture.

The table below provides the list of government agency and industry stakeholders engaged.

Organization	Contact
Government	
Government of Alberta	Lawrence Schmidt, Director, Market Access and Intergovernmental Relations Joseph Aniston, Senior Policy Advisor
Government of Manitoba	Darren Gorman, Policy Consultant Gordon Tufts, Transportation Policy Consultant
Government of Saskatchewan	Brent Orb, Director, Railway Policy, Regulation and Programs Ed Knopf, Senior Rail Analyst
Nanaimo Port Authority	Ewan Moir, President & CEO
Office of the B.C. Container Trucking Commissioner	Michael Crawford, Commissioner
Port Alberni Port Authority	Zoran Znezevic, President & CEO
Prince Rupert Port Authority	Ken Veldman, Director, Public Affairs
Transport Canada	Guillaume Vincent, Policy Advisor
Vancouver Fraser Port Authority	Jim Crandles, Director, Project Management and Business Optimization Terry Lalari, Manager and Strategic Advisor, Government & Stakeholder Relations
Industry	
Association of Canada Port Authorities	Wendy Zatylny, President
B.C. Chamber of Shipping	Robert Lewis-Manning, President
B.C. Marine Terminal Operators Association	Bob Wilds, Executive Director
B.C. Trucking Association	Dave Earle, President & CEO
Cruise Line Industry Association	Greg Wirtz, CEO
Global Container Terminals	Marko Dekovic, Vice President, Public Affairs
Greater Vancouver Gateway Council	Mike Hendersen, Managing Director
International Longshore and Warehouse Union	Bob Dhaliwal, Secretary Treasurer
Railway Association of Canada	Michael Gullo, Director, Policy, Economic and Environmental Affairs



BRIEFING NOTE FOR INFORMATION

DATE: December 4th, 2018
PREPARED FOR: Honourable Claire Trevena, Minister of Transportation and Infrastructure
MEETING: Catherine Holt, Board Chair, BC Transit
 Erinn Pinkerton, President & CEO, BC Transit
ISSUE: Quarterly Meeting with BC Transit Board Chair

MEETING TOPICS:

1. In Camera (Catherine Holt / Minister Trevena)
2. Sea to Sky Regional Transit Commission
3. Ride-hailing
4. Low Carbon Fleet Update
5. BC Transit Strategic Plan – General Update (standing agenda item)
6. Progress against Minister's Mandate Letter (standing agenda item)

s.12

BACKGROUND:

The Minister of Transportation and Infrastructure and the BC Transit Board Chair have agreed to meet on a quarterly basis (at minimum) to discuss priority issues.

DISCUSSION:

Item #1: (In Camera)

s.12

Item #2: Sea to Sky Regional Transit Commission

The *British Columbia Transit Act* allows for the establishment of a transit commission to represent defined transit service areas. The Act stipulates that the commission be comprised of elected officials from municipal or regional governments.

The Act provides local and regional transit commissions with the ability to levy property and/or motor fuel taxes to help fund the local share of transit costs. Currently, the Victoria Regional Transit Commission is the only commission that partly funds its share of transit costs through a motor fuel tax



(5.5 cents per litre), which funds approximately 14 percent of the annual cost of service. The VRTC also prescribes a property tax, which is assessed across the Victoria Regional Transit Service Area, which funds approximately 21 percent of the annual costs.

s.13

Local Sea to Sky partners are interested in having a regional motor fuel tax to fund their entire share of the cost of regional transit service, and have asked the Province to consider s.12,s.13,s.17 fuel tax. Local partners are eager to have the new regional transit service start in Fall 2019, which would require that a new regional motor fuel tax be confirmed in the February 2019 budget.

s.13

Item #3: Ride Hailing

BC Transit was consulted by the Ministry during the development of Ridesharing legislation. According to BC Transit's research, in jurisdictions where rideshare is highly utilized, transit ridership has declined by up to 10%. However, ridesharing is also seen as a complimentary service (i.e. gaps in transit service (late night, early morning), accessible transfers to fixed route service, first mile / last mile connections. Many transit agencies are partnering with Transportation Network Companies (TNCs) to create dedicated service options for customers. It will be important to continue to engage with BC Transit as the regulatory framework for ridesharing is developed. Exploring opportunities for data sharing and moving towards integrated travel planning (Mobility as a Service) will help BC Transit in maintaining transit ridership levels as various ridesharing companies enter the BC market.

Item #4: Low Carbon Fleet Update

At its November 1st meeting, the BC Transit Board approved a high level strategy for moving to a low carbon fleet. BC Transit staff will now proceed to firm up the strategy.

s.12,s.13,s.16,s.17



Ministry of
Transportation
and Infrastructure

Item #5: BC Transit Strategic Priorities

Please see Attachment 2 provided by BC Transit.

Item #6: Mandate Letter Progress

Please see Attachment 2 provided by BC Transit.

FINANCIAL IMPLICATIONS:

- None

ATTACHMENTS:

Attachment 1: Agenda – Quarterly Meeting Minister of Transportation and Infrastructure/BC Transit Board Chair

Attachment 2: Progress Tracking Item 5 and 6 (Provided by BC Transit)

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Finance and Management Services Department

INITIALS

AM

DG

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Attachment 1

Quarterly Meeting Minister of Transportation and Infrastructure / BC Transit Board Chair Agenda

Date/Time	December 4, 2018 2:00pm to 2:45pm
Location	Minister Trevena's Office (Room 306, BC Legislature)
Attendees	BC Transit: Catherine Holt, Board Chair, Erinn Pinkerton, President & CEO MOTI: Honourable Claire Trevena, Minister, David Greer, Acting Assistant Deputy Minister Partnerships Department, Andrea Mercer, Executive Director Transit Branch

	Agenda Item	Lead
1.	In-camera s.12	Minister Claire Trevena / Catherine Holt
2.	Sea to Sky Regional Transit Commission	All
3.	Ride Hailing	BC Transit
4.	Low carbon fleet update	BC Transit
5.	BC Transit's Strategic Priorities – General Update	BC Transit
6.	BC Transit's progress against the Minister's Mandate Letter	BC Transit

NOTE: A progress report will be provided for items #5 and #6, which will be reviewed at each quarterly meeting.

Attachment 2



BC TRANSIT MEETING WITH MINISTER CLAIRE TREVENA

Tuesday, December 4, 2018
2:00 – 3:00 p.m.

AREAS OF FOCUS

1. Support and Grow Ridership
2. Investing in Transit
3. Innovation
4. Leadership and Collaboration
5. Financial Management and Governance

STRATEGIC PRIORITIES

Area of Focus	Priorities	Progress
Support and Grow Ridership	<ul style="list-style-type: none"> Optimize and expand transit services handyDART improvements Regional transit (Sea to Sky, Northern etc.) Youth/student transit (including U-Pass) 	at September 1, 2018 <ul style="list-style-type: none"> Implemented service expansions in 21 transit systems Completed operational reviews of all custom systems BC Bus North service and subsequent marketing campaign launched Memorandum of Understandings have been signed to support the new Sea to Sky governance model Informational report on other North American jurisdictions providing free or subsidized Youth Transit provided to the Victoria Regional Transit Commission
		at November 22, 2018 <ul style="list-style-type: none"> Custom review paper submitted to MoTI September 2018 Approx. 90,000 expansion service hours have been endorsed by local government partners for 2019/20 Board has approved transit service area and establishment of regional transit commission to represent the Sea to Sky service
Investing in Transit	<ul style="list-style-type: none"> Public Transit Infrastructure Fund (PTIF) Investing in Canada Infrastructure Program (ICIP) Highway 1/Douglas Street Corridor 	at September 1, 2018 <p>All PTIF projects forecast to be on scope, schedule and budget</p> <ul style="list-style-type: none"> Approval to extend schedule on PTIF facilities projects granted by Federal Government Cowichan O&M Facility development permit issued, ground breaking event, site civil works underway Campbell River O&M Facility ground breaking event, site civil works underway Central Fraser Valley O&M rezoning approved, site preparation underway Whistler CNG fueling infrastructure – complete UBCO exchange - complete



Area of Focus	Priorities	Progress
Investing in Transit Continued		<ul style="list-style-type: none"> Inventory distribution centre - complete Victoria Paint and Body Shop - main structural phases are underway ICIP initial projects approved Douglas Street bus lanes in construction <p>at November 22, 2018</p> <ul style="list-style-type: none"> Cowichan O&M Facility site civil works well underway with building footings almost complete Campbell River O&M Facility site civil works well underway with building footings almost complete Central Fraser Valley O&M rezoning approved, all requirements for development and building permit application submitted to the City of Abbotsford Victoria Paint and Body Shop - all procurements completed ICIP initial projects approved, joint public announcement held on November 16 Douglas Street bus lanes in operational
Innovation	<ul style="list-style-type: none"> Low Carbon Strategy Smart Bus Advanced Fare Collection 	<p>at September 1, 2018</p> <p>s.12,s.17</p> <ul style="list-style-type: none"> Electric bus trial underway in Victoria Rolled out NextRide in Nanaimo, Comox, Squamish, Whistler and Kamloops Automated Passenger Counters (APC) and Closed Circuit Television projects are nearing completion Advanced Fare Collection strategy approved by Board, request for proposal (RFP) in development On-demand transit discussed at Board retreat in July 2018 <p>at November 22, 2018</p> <ul style="list-style-type: none"> Electric bus trial concluded in Victoria. Report to be provided to Ministry by March 2019 <p>s.12,s.17</p> <ul style="list-style-type: none"> Rolled out NextRide in Kelowna. Starting installations in Victoria On-demand transit: Spoken with several agencies in North America to gather information on a potential pilot project in BC



Area of Focus	Priorities	Progress
Leadership and Collaboration	<ul style="list-style-type: none"> Multi-modal planning TransLink collaboration 	<p>at September 1, 2018</p> <ul style="list-style-type: none"> Exchange planning underway in multiple communities Partnership with TransLink on Double Decker RFP Real estate acquisition strategy in discussion with MoTI Transit Oriented Development discussed at Board retreat in July 2018
		<p>at November 22, 2018</p> <ul style="list-style-type: none"> Partnership with TransLink on Double Decker RFP completed. <p style="text-align: right;">s.12,s.17</p> <ul style="list-style-type: none"> Met with TransLink in October 2018 to discuss their approach to Transit Oriented Development Met with TransLink to initiate discussions around the FVX extending to Lougheed. TransLink is supportive in principle <p style="text-align: right;">s.13,s.17</p> <p style="text-align: right;">s.13,s.17</p> <p style="text-align: right;">s.13,s.17</p>
Financial Management and Governance	<ul style="list-style-type: none"> Funding model review/ exploring alternative funding sources South Island transit governance 	<p>at September 1, 2018</p> <ul style="list-style-type: none"> Forecasting on budget for revenue; <p style="text-align: right;">s.13,s.17</p> <ul style="list-style-type: none"> Terms of reference nearly finalized for Partnership Model Review Governance relationships with Operating Partners stable - successful Operator transitions in the Northwest and South Okanagan Funding and governance discussion at Board retreat in July 2018 <p>at November 22, 2018</p> <ul style="list-style-type: none"> Partnership Model Review draft report due January 31, 2019



MANDATE LETTER

Priorities	Progress as at November 22, 2018
Work with local governments to improve transit services across the Province of British Columbia to ensure that public transit remains an affordable, sustainable service that British Columbians can count on.	<ul style="list-style-type: none"> • Priority is on track
Work with local governments to ensure that available and effective handyDART services are provided to those unable to access conventional transit. To further this priority, provide the Ministry a formal report on the improvements to handyDART services, including new opportunities by September 30, 2018.	<ul style="list-style-type: none"> • Priority is on track
Implement Public Transit Infrastructure Fund Phase 1 projects on time and within budget as per provincial and federal agreements, including bus purchases, and construction of operations and maintenance facilities in Cowichan, Campbell River, and the Central Fraser Valley by March 31, 2019.	<ul style="list-style-type: none"> • Priority is on track; schedule extensions approved for PTIF facilities projects
Sign a bilateral agreement with the Province that supports the delivery of Public Transit Infrastructure Fund Phase 2 projects.	<ul style="list-style-type: none"> • Priority is on track
Support provincial targets and direction for reduced greenhouse gas emissions and other climate action measures. Provide the Ministry a report outlining the results and findings of an electric bus pilot by March 2019 and provide the Ministry a strategy to continue advancing new technology and efficiencies within the fleet for further emission reductions by March 2019.	<ul style="list-style-type: none"> • Priority is on track



BRIEFING NOTE

Meeting with Catherine Holt, BC Transit Board Chair

Location: [TBD]

Briefing Note

What: Meeting with Catherine Holt, BC Transit Board Chair

Who: Catherine Holt, BC Transit Board Chair

Executive Summary:

- Ms. Holt has been in her role as Board Chair since December 2017.
- Minister Trevena and Ms. Holt meet quarterly on priority issues.
- High level priorities for the Board include improving handyDART services, planning for a low emission fleet, and continuing to implement capital projects under federal cost sharing programs.
- Ms. Holt is an advocate for a Regional Transportation Authority in Victoria.

Background:

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 Act requires four of the board members to be locally-elected representatives. The Board of Directors, through the Chair, reports to the Minister of Transportation and Infrastructure (designated as the Minister responsible for BC Transit).

The Board is charged with directing the management of BC Transit. Tasks include: setting corporate policies; establishing operating and capital budgets for all transit systems; allocating available funds and resources throughout the province; setting performance targets and measuring the effectiveness of transit services; and preparing and approving short-term and five-year corporate plans.

The five priorities in the BC Transit mandate letter include:

1. Improving transit services across the province, to ensure that public transit remains a service that British Columbians can rely on.

BRIEFING NOTE

Meeting with Catherine Holt, BC Transit Board Chair

Location: [TBD]

2. Ensuring that available and effective handyDART services are provided to those unable to access conventional transit.
3. Successfully completing the Public Transit Infrastructure Fund projects.
4. Signing a bilateral agreement with the Province that supports the delivery of Public Transit Infrastructure Fund Phase 2 projects.
5. Supporting provincial targets and direction for reduced greenhouse gas emissions and other climate action measures.

Strategic priorities, as set by BC Transit and the Province include:

Category	Goals
Support and Grow Ridership	<ul style="list-style-type: none"> • Optimize and expand transit services • handyDART service improvements • Regional Transit (Sea to Sky; BC Bus North) • Youth / Student Transit, including U-Pass
Investing In Transit	<ul style="list-style-type: none"> • Public Transit Infrastructure Fund • Investing in Canada Infrastructure Program • Highway 1 / Douglas St Corridor Improvements
Innovation	<ul style="list-style-type: none"> • Development of Low Carbon Fleet Strategy • Implementation of Smart Bus technology • Development of Advanced Fare Technology
Leadership and Collaboration	<ul style="list-style-type: none"> • Multi-Modal Planning • Increased TransLink Collaboration
Financial Management and Governance	<ul style="list-style-type: none"> • Funding Model Review / Exploring Alternative Funding Sources • South Island Transit Governance

Recommendations:

- Provincial direction to the BC Transit Board is made via mandate letter and staff interaction with BC Transit ensures that the organization is oriented and on track to meet Provincial objectives.