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MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE PROFILE

Ministry:

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

Ministry Mandate:

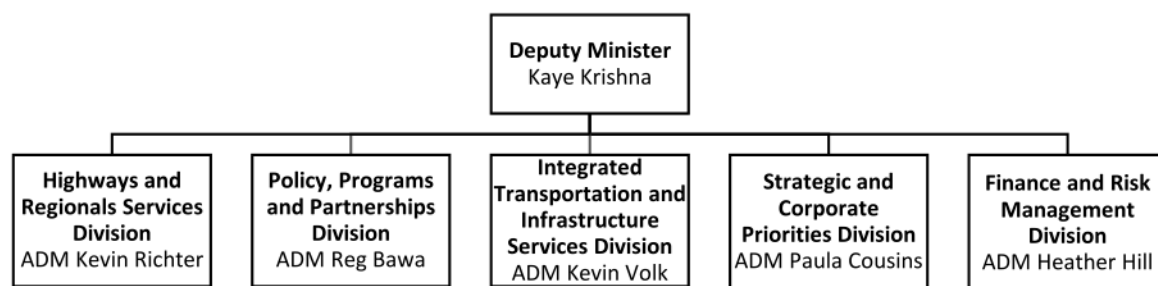
The Ministry of Transportation and Infrastructure provides safe and resilient roadways and infrastructure, plans integrated transportation hubs and networks, partners with Crowns and other entities to deliver transportation services, develops and implements transportation policies, and administers many related acts, regulations and federal-provincial funding programs.

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

The Ministry is responsible for four Crown corporations: the BC Transportation Financing Authority (BCTFA); BC Railway Company (BCRC); Transportation Investment Corporation (TI Corp); and BC Transit. It also serves as the principal liaison into Government for TransLink, BC Ferries, and the Passenger Transportation Board.

Full Time Equivalents (FTEs): 1,591

Executive Organizational Chart:



Budget:

Core Business Area	2021/22 Restated Estimates¹	2022/23 Estimates²	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)³				
Transportation and Infrastructure Improvements	16,497	29,586	29,586	26,986
Public Transportation ⁴	327,986	344,247	344,300	343,689
Highway Operations	550,680	561,180	561,180	561,180
Commercial Transportation Regulation	3,059	3,059	3,059	3,059
Executive and Support Services	17,900	17,908	17,923	17,923
Total	916,122	955,980	956,048	952,837
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Highway Operations	3,506	5,005	4,373	4,373
Total	3,506	5,005	4,373	4,373

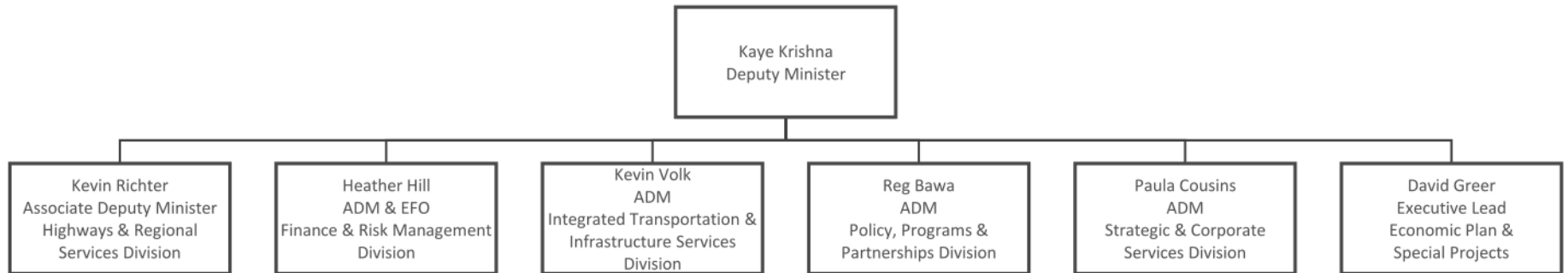
¹ For comparative purposes, the amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

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

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

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

Executive Organization Chart



EXECUTIVE MEMBER BIOGRAPHY



Kaye Krishna
Deputy Minister
Ministry of Transportation and Infrastructure

Kaye Krishna was appointed Deputy Minister of Transportation and Infrastructure in November 2020. She was previously the Deputy Minister of Municipal Affairs and Housing, a role she assumed in early 2019.

Before joining the provincial government, Kaye was the General Manager for the City of Vancouver's Department of Development, Buildings and Licensing, where she directed the city's efforts to transform development and she steered key policy issues, including short term rentals, single room occupancy (SRO) housing, taxis/ride hailing and cannabis legalization.

Kaye is the former Chief of Staff and Deputy Commissioner for New York City's Department of Housing Preservation and Development. In addition to overseeing communications and corporate services, she led large-scale priorities such as updating the city's 10-year housing strategy during the housing crisis, launching innovation initiatives to enable affordable micro units and expand housing accessibility, and coordinating the City's housing response and recovery after Superstorm Sandy.

For over a decade, Kaye was a private sector consultant working across North America, first as a management consultant with Accenture and then as a Principal at HR&A Advisors, a U.S.-based economic development, real estate and planning firm.

In 2014, Kaye was included in the Urban Land Institute's 40 Under 40 inaugural class, which recognized high achievers in the land use professions. She has a master's degree in urban planning from New York University and an honors degree in International Studies from the Ohio State University.

Kaye lives in Victoria with her husband, two small children, and senior rescue dog.

EXECUTIVE MEMBER BIOGRAPHY



Kevin Richter
Associate Deputy Minister
Highways and Regional Services Division
Ministry of Transportation & Infrastructure

Kevin's 30+ years of service with the ministry has included a variety of roles including: Associate Deputy Minister (since December 2018), Assistant Deputy Minister – Highways (2015 to 2018) and Assistant Deputy Minister - Infrastructure, Major Projects, and Policy/Planning (2009 to 2015).

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

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

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

EXECUTIVE MEMBER BIOGRAPHY



Heather Hill
Assistant Deputy Minister and Executive Financial Officer
Finance and Risk Management Division
Ministry of Transportation and Infrastructure

Heather Hill was appointed Assistant Deputy Minister and Executive Financial Officer for the Ministry of Transportation and Infrastructure in January 2022. Prior to her role as Assistant Deputy Minister, Heather was the Executive Director of Capital in Treasury Board Staff from May 2015 to December 2021.

During her 20-plus year career, Heather has worked in a variety of areas of Treasury Board Staff including the Provincial Economic forecast and supporting several ministries as a Treasury Board analyst. Overall, Heather has worked on twenty provincial budgets.

Prior to her position as the Executive Director of Capital with Treasury Board Staff, Heather worked in the Capital team at the Ministry of Education as a Regional Director from 2010 to 2015.

Heather holds a Master's Degree in Economics from the University of Victoria, and it was a co-op placement from that program that started her career with the BC Public Service.

EXECUTIVE MEMBER BIOGRAPHY



Kevin Volk
Assistant Deputy Minister
Integrated Transportation and Infrastructure Services Division
Ministry of Transportation and Infrastructure

Kevin Volk rejoined the Ministry of Transportation and Infrastructure in 2018 as the Assistant Deputy Minister of Integrated Transportation and Infrastructure Services. In this role, he oversees the Ministry's long-range planning, capital programming, engineering, land management and major project delivery. This includes the development and management of the provincial 10-year Transportation Investment Plan and the Ministry's real estate portfolio, management of federal cost sharing programs, and working with TI Corp on major transportation projects.

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

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

EXECUTIVE MEMBER BIOGRAPHY



Reg Bawa
Assistant Deputy Minister
Policy, Programs and Partnerships Division
Ministry of Transportation and Infrastructure

Reg is the Assistant Deputy Minister of Policy, Programs and Partnerships with the Ministry of Transportation and Infrastructure. He has previously held Assistant Deputy Minister roles with the Ministry of Education and Ministry of Children & Family Development.

Reg has been in the public service for 30 years; starting in 1992 with the Ministry of Finance moving between departments of the Superannuation Commission, Office of the Comptroller General and Provincial Treasury and several other ministries, including Provincial Revenue, Labour & Citizen Services, and Ministry of Education.

In addition to his professional experience, Reg is currently the chair of the Teachers' Pension Board of Trustees and received his chartered professional accountant designation in 1998.

EXECUTIVE MEMBER BIOGRAPHY



Paula Cousins
Assistant Deputy Minister
Strategic and Corporate Priorities Division
Ministry of Transportation and Infrastructure

Paula has been the ADM of a newly created Strategic and Corporate Priorities division in the Ministry of Transportation and Infrastructure since February 2022. Prior to that, she spent 14 years in various leadership roles in the Ministry's Southern Interior Region, including the past 7 years as the Deputy Director and Regional Executive Director. Under her leadership, the region responded to numerous climate related disasters including slides, washouts, wildfires and the November 2021 atmospheric river event. Paula was the co-chair of the ministry's Succession Management Committee from 2015 until 2019.

She has a diploma in business administration from Okanagan University College and is an active volunteer; she served on the Thompson Nicola Cariboo United Way Board for 8 years, is president of her local community association and is currently on the board of directors for Kamloops Ruff Start Rescue.

EXECUTIVE MEMBER BIOGRAPHY



David Greer

Executive Lead

Economic Development and Special Projects, Ministry of Transportation and Infrastructure

David is the Executive Lead for Economic Development and Special Projects and is the Ministry Ethics Advisor. David is also a Co-chair of the Ministry's Article 29 Committee.

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

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

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

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

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

EXECUTIVE CONTACTS

Deputy Minister's Office

NAME	TITLE	OFFICE	CELL
Kaye Krishna	Deputy Minister	250-387-3280	Personal Information
Vanessa Gedney	A/Executive Director, Business Operations	778 698-3472	
Lea Plamondon	Director, Executive Operations	778 974-5310	
Christie Kerr	Executive Coordinator	250 387-3280	
Sarah Shoquist	Documents Coordinator	236-478-2027	-
Alina Vasquez	Documents Coordinator	778-405-4110	-

Highways & Regional Services Division

NAME	TITLE	OFFICE	CELL
Kevin Richter	Associate Deputy Minister	778 698-8551	Personal Information
Courtney Hayre	Manager, Divisional Operations	236-478-2032	
Alice Limb	Senior Executive Assistant	236-478-1223	
Josh Herrett	Documents Coordinator	778-405-2761	-

Finance & Risk Management Services Division

NAME	TITLE	OFFICE	CELL
Heather Hill	Assistant Deputy Minister	778-698-1548	Personal Information
Julie Charlton	A/Manager of Divisional Operations	778-405-4293	
Brittany Gates	Executive Administrative Assistant	778-974-5471	

Integrated Transportation & Infrastructure Services Division

NAME	TITLE	OFFICE	CELL
Kevin Volk	Assistant Deputy Minister	250 387-6742	Personal Information
Vicki Hunter	Manager, Divisional Operations	250-552-3134	
Almira Tapiador	Executive Administrative Assistant	778-974-3715	
Katelyn Bennie	Documents Coordinator	236-478-1616	-

Policy, Programs & Partnerships Division

NAME	TITLE	OFFICE	CELL
Reg Bawa	Assistant Deputy Minister	250-356-6225	Personal Information
Kathleen Merry	Manager, Divisional Operations	778-698-3786	
Sharon Lum	Executive Administrative Assistant	778-974-2071	

Strategic & Corporate Priorities Division

NAME	TITLE	OFFICE	CELL
Paula Cousins	Assistant Deputy Minister	778-974-5019	Personal Information
Kellie O'Brien	A/Manager, Divisional Operations	236-478-3982	

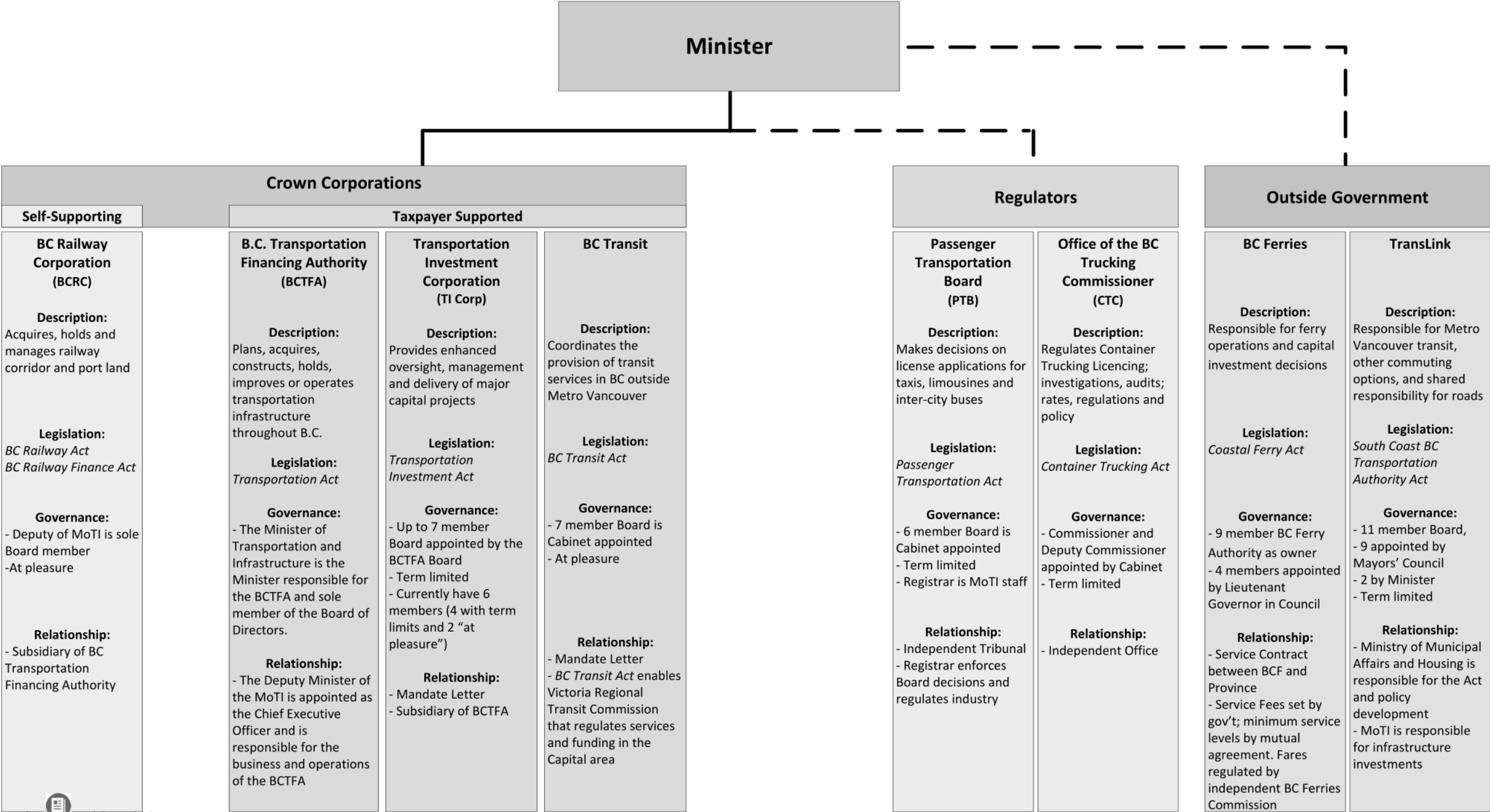
Economic Plan & Special Projects

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



Ministry of Transportation and Infrastructure (MoTI)

Crowns, Regulators and External Service Providers



Legislation that creates crowns and other public service entities	
Transportation Investment Act	Provides a framework for developing public-private partnerships to expand and improve provincial transportation infrastructure, also creates the Transportation Investment Corporation as a Crown corporation with a board of directors.
Coastal Ferry Act	Enables B.C. Ferry Services Inc. to be established outside the Government Reporting Entity and be owned by BC Ferry Authority. BC Ferries provides ferry services under contract to government with fares regulated by the BC Ferry Commission (Note: Ministry of Justice is responsible for BC Ferry Commissioner).
British Columbia Transit Act	Establishes the British Columbia Transit Authority as a Crown corporation with a board of directors, the Victoria Regional Transit Commission with a board of commissioners and establishes the funding and revenue-generation authority for these agencies.
British Columbia Railway Act	Establishes the British Columbia Railway Company as a Crown corporation with a board of directors, the Port Subdivision Subsidiary, and identifies the activities the corporation may pursue.
Legislation of an administrative nature	
Land Title Act (s. 77.2)	Provides authority for the Cabinet to appoint subdivision approving officers for rural areas.
Public Works Agreement Act	Provides authority for the Minister to enter into agreements with specific parties respecting water and land development, highway construction or improvement, flood control, hospitals, school and other matters.
Significant Projects Streamlining Act	Provides authority to the Cabinet to assign special status, and subsequent expedited treatment, to a project deemed to be important to the economic, social or environmental well-being of British Columbia.
BC Transportation Financing Authority Transit Assets and Liabilities Act	(Inactive) Transfers to the BC Transportation Financing Authority all of the assets and liabilities of Rapid Transit Project 2000 Ltd. and British Columbia Transit that have a connection to the Greater Vancouver transit system.

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

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

Decision Maker	Statute or Regulation	Duties
Provincial Approving Officer	<i>Land Title Act (s. 77.2)</i>	<ul style="list-style-type: none"> Rules on all subdivision applications for properties outside municipalities and in some regional districts. Provincial Approving Officers (PAO) for specific rural areas of the province are appointed by order in council or, where no PAO has been appointed for a rural area, the PAO is the deputy minister of the ministry responsible for the <i>Transportation Act</i> (i.e. TRAN).
	<i>Land Title Act – Bare Land Strata Regulation</i>	<ul style="list-style-type: none"> PAOs consider and decide whether to approve applications for subdivision of land (fee simple and bare land strata) in rural areas of the province.
	<i>Real Estate Development Marketing Act</i>	<ul style="list-style-type: none"> PAOs Consider and determine whether to approve applications of developers to market shared interests in land that do not include a right of use or occupation of buildings.
	<i>Strata Property Act</i>	<ul style="list-style-type: none"> As statutory approving officers, PAOs consider and decide whether to approve applications for phased strata subdivision of lands in rural areas of the province.
Registrar of Railway Safety	<i>Railway Safety Act</i>	<ul style="list-style-type: none"> Issues a permit to authorize the operation of a provincial railway if the Registrar considers the applicant capable of operating the railway in a safe manner. The Registrar has authority to cancel or suspend a certificate in specific circumstances, including situations where an operator fails to comply with a term or condition of a certificate. The deputy minister is the authority to which applications for reconsideration of a decision of the Registrar may be made.
Director, Commercial Vehicle Safety Enforcement	<i>Motor Vehicle Act</i>	<ul style="list-style-type: none"> Director is responsible for commercial vehicle safety and is authorized to (1) cancel a National Safety Code Safety Certificate, (2) direct ICBC to cancel a carrier's vehicle license(s) or permit(s), and (3) restrict or prohibit a carrier's use of vehicles. The Director may delegate any or all of the powers, duties and functions of the director under the Act, e.g. commercial vehicle safety enforcement officers.
Registrar of Passenger Transportation	<i>Passenger Transportation Act</i>	<ul style="list-style-type: none"> Receives all licence applications for commercial passenger transportation (taxi, commercial ride hail, limousines, inter-city bus operators) and forwards to the Passenger Transportation Board for decision. Decision make on applications for sightseeing and charter bus operators. In addition, the Registrar verifies safety requirements for vehicles, issues all licences and is authorized to take enforcement action for non-compliance against licensees in the sector.

Decision Maker	Statute or Regulation	Duties
Designated Highways Officials	<i>Land Title Act</i>	<ul style="list-style-type: none"> • Decides applications for relief from requirements to provide access to water from lands that are to be subdivided. • Decides on proposed subdivision plans affecting lands that are within municipalities and that are situated adjacent to a controlled access highway. • Decides proposed subdivision plans submitted to islands trust and regional district approving officers.
Dangerous goods inspectors and analysts	<i>Transport of Dangerous Goods Act</i>	<ul style="list-style-type: none"> • Inspectors and analysts have authority to enter and inspect property and classes of vehicles to enforce compliance with the Act.

Ministry of Transportation and Infrastructure
List of Boards & Tribunals

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

Board/Tribunal	Enabling Statute
Container Trucking Commissioner	<u>Container Trucking Act</u>
Passenger Transportation Board	<u>Passenger Transportation Act</u>
B.C. Ferry Authority	<u>Coastal Ferry Act</u> <ul style="list-style-type: none"> • Up to four members of the Authority are order in council appointments
British Columbia Ferries Commissioner	<u>Coastal Ferry Act</u>
BC Transportation Financing Authority	<u>Transportation Act</u> <ul style="list-style-type: none"> • Not more than 4 members of the Authority are order in council appointments
British Columbia Railway Company Board	<u>British Columbia Railway Act</u>
British Columbia Transit Authority	<u>British Columbia Transit Act</u>
Victoria Regional Transit Commission	<u>British Columbia Transit Act</u> <ul style="list-style-type: none"> • Commission members are order in council appointments from among persons holding local elected office in accordance with section 25 of the Act.

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

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

MINISTRY SUMMARY

(\$000)

	Estimates 2021/22 ¹	Estimates 2022/23
VOTED APPROPRIATION		
Vote 45 — Ministry Operations.....	916,122	955,980
OPERATING EXPENSES	<u>916,122</u>	<u>955,980</u>
CAPITAL EXPENDITURES ²	3,506	5,005
LOANS, INVESTMENTS AND OTHER REQUIREMENTS ³	—	—
REVENUE COLLECTED FOR, AND TRANSFERRED TO, OTHER ENTITIES ⁴	—	—

NOTES

¹ For comparative purposes, figures shown for the 2021/22 operating expenses; capital expenditures; loans, investments and other requirements; and revenue collected for, and transferred to, other entities are restated to be consistent with the presentation of the 2022/23 *Estimates*. A reconciliation of restated operating expenses and capital expenditures is presented in Schedule A.

² A listing of estimated capital expenditures by ministry is presented in Schedule C.

³ A summary of loans, investments and other requirements by ministry is presented in Schedule D.

⁴ A summary of revenue collected for, and transferred to, other entities by ministry is presented in Schedule E.

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

SUMMARY BY CORE BUSINESS

(\$000)

	2021/22	2022/23 ESTIMATES		
OPERATING EXPENSES	Net	Gross	External Recoveries	Net
Core Business				
Transportation and Infrastructure Improvements.....	16,497	2,050,161	(2,020,575)	29,586
Public Transportation.....	327,986	1,491,272	(1,147,025)	344,247
Highway Operations.....	550,680	677,240	(116,060)	561,180
Commercial Transportation Regulation.....	3,059	4,037	(978)	3,059
Executive and Support Services.....	17,900	27,580	(9,672)	17,908
TOTAL OPERATING EXPENSES	916,122	4,250,290	(3,294,310)	955,980
CAPITAL EXPENDITURES	Capital Expenditures	Capital Expenditures	Receipts and P3 Liabilities	Net
Core Business				
Highway Operations.....	3,506	5,005	—	5,005
TOTAL	3,506	5,005	—	5,005

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

VOTE DESCRIPTIONS

(\$000)

Estimates
2021/22

Estimates
2022/23

VOTE 45 — MINISTRY OPERATIONS

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

TRANSPORTATION AND INFRASTRUCTURE IMPROVEMENTS

Voted Appropriations

Transportation Policy and Programs.....	13,295	26,360
Transportation Investments.....	1	1
Partnerships.....	1	1
Port and Airport Development.....	2,334	2,346
Enhancing Economic Development.....	866	878
	<u>16,497</u>	<u>29,586</u>

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

PUBLIC TRANSPORTATION

Voted Appropriations

Public Transit.....	129,697	143,600
Coastal Ferry Services.....	198,289	200,647
	<u>327,986</u>	<u>344,247</u>

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

HIGHWAY OPERATIONS

Voted Appropriations

Maintenance and Operations.....	511,727	522,227
Commercial Vehicle Safety and Enforcement.....	28,283	28,283
Inland Ferries.....	10,670	10,670
	<u>550,680</u>	<u>561,180</u>

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



MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

VOTE DESCRIPTIONS

(\$000)

	Estimates 2021/22	Estimates 2022/23
COMMERCIAL TRANSPORTATION REGULATION		
Voted Appropriations		
Container Trucking Commissioner.....	1	1
Passenger Transportation Board.....	890	890
Passenger Transportation Branch.....	2,168	2,168
	<u>3,059</u>	<u>3,059</u>
<p>Voted Appropriations Description: This sub-vote provides for the offices of the Container Trucking Commissioner, Passenger Transportation Board, and Passenger Transportation Branch and for costs associated with the administration of the <i>Container Trucking Act</i> and the <i>Passenger Transportation Act</i>. The Container Trucking Commissioner issues, audits, and enforces container trucking licences, sets container trucking rates, and oversees key drayage industry activities. The Passenger Transportation Board reviews and approves applications to operate inter-city buses and passenger-directed vehicles in British Columbia, and decides appeals on administrative sanctions imposed by the Registrar of Passenger Transportation. The Registrar of Passenger Transportation reviews and approves applications for passenger transportation operations, such as sightseeing buses and hotel and airport shuttles, which are not adjudicated by the Board. The Passenger Transportation Branch verifies safety requirements, conducts investigations, when required, and in cooperation with other programs and agencies, provides overall provincial coordination and direction for enforcement and compliance activities against both licensed and unlicensed operators. This sub-vote also provides for transfers to other parties to support passenger transportation programs. Costs may be recovered from ministries, other levels of government, agencies, organizations, individuals, and private sector partners for activities described within this sub-vote.</p>		
EXECUTIVE AND SUPPORT SERVICES		
Voted Appropriations		
Ministers' Offices.....	1,003	1,011
Corporate Services.....	16,897	16,897
	<u>17,900</u>	<u>17,908</u>
<p>Voted Appropriations Description: This sub-vote provides for the office of the Minister of Transportation and Infrastructure and the Minister of State for Infrastructure; the deputy minister's office; and services to support program delivery, including finance, administration, strategic human resources, information technology and management, oversight of Crown corporations, and facilities management. Costs may be recovered from ministries, the BC Transportation Financing Authority and other Crown corporations, other levels of government, agencies, organizations, individuals, and private sector partners for activities described within this sub-vote.</p>		
VOTE 45 — MINISTRY OPERATIONS	916,122	955,980

MINISTRY GROUP ACCOUNT CLASSIFICATION SUMMARY

GROUP ACCOUNT CLASSIFICATION

Salaries and Benefits	150,305	151,207
Operating Costs	3,233,793	3,710,640
Government Transfers	340,183	400,940
Other Expenses	1,165	1,160
Internal Recoveries	(13,909)	(13,657)
External Recoveries	(2,795,415)	(3,294,310)
TOTAL OPERATING EXPENSES.....	916,122	955,980

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

(\$000)

VOTE 45 Ministry Operations

Description	Total 2021/22 Operating Expenses	50	51	52	54	Total Salaries and Benefits	55	57	59	60	63	65	67	68	69
Transportation and Infrastructure Improvements	16,497	59,829	101	15,197	—	75,127	—	5,524	4,715	239,128	3,197	2,231	—	11	193,514
Transportation Policy and Programs	13,295	3,633	—	923	—	4,556	—	59	24	341	38	126	—	—	—
Transportation Investments	1	50,237	76	12,760	—	63,073	—	5,250	4,250	233,307	2,995	1,953	—	8	191,153
Partnerships	1	2,219	—	564	—	2,783	—	95	387	5,249	38	44	—	3	2,361
Port and Airport Development	2,334	1,696	25	431	—	2,152	—	45	22	38	20	65	—	—	—
Enhancing Economic Development	866	2,044	—	519	—	2,563	—	75	32	193	106	43	—	—	—
Public Transportation	327,986	3,503	7	890	—	4,400	—	121	539	93,210	174	135	—	—	315,729
Public Transit	129,697	3,503	7	890	—	4,400	—	121	539	93,210	174	135	—	—	70,759
Coastal Ferry Services	198,289	—	—	—	—	—	—	—	—	—	—	—	—	—	244,970
Highway Operations	550,680	35,593	1,631	9,215	—	46,439	—	1,530	4,654	1,924	7,789	1,038	—	248	541,646
Maintenance and Operations	511,727	17,032	1,426	4,501	—	22,959	—	878	4,654	1,830	6,518	696	—	58	511,191
Commercial Vehicle Safety and Enforcement	28,283	17,922	205	4,552	—	22,679	—	632	—	15	1,267	331	—	190	153
Inland Ferries	10,670	639	—	162	—	801	—	20	—	79	4	11	—	—	30,302
Commercial Transportation Regulation	3,059	2,567	7	652	—	3,226	185	66	50	182	39	72	—	1	10
Container Trucking Commissioner	1	610	—	155	—	765	—	25	50	1	12	35	—	—	10
Passenger Transportation Board	890	392	—	100	—	492	185	13	—	181	14	5	—	1	—
Passenger Transportation Branch	2,168	1,565	7	397	—	1,969	—	28	—	—	13	32	—	—	—
Executive and Support Services	17,900	17,402	32	4,486	95	22,015	—	480	4	2,271	3,658	695	—	5	5
Ministers' Offices	1,003	603	—	191	95	889	—	74	—	—	10	38	—	—	—
Corporate Services	16,897	16,799	32	4,295	—	21,126	—	406	4	2,271	3,648	657	—	5	5
Total	916,122	118,894	1,778	30,440	95	151,207	185	7,721	9,962	336,715	14,857	4,171	—	265	1,050,904

70	72	73	75	Total Operating Costs	77	79	80	Total Govt Transfers	81	83	85	Total Other Expenses	86	88	Total Internal Recoveries	89	90	Total External Recoveries	Total 2022/23 Operating Expenses
52,861	1,439,760	—	778	1,941,719	—	—	33,095	33,095	—	—	421	421	—	(201)	(201)	(1,928,924)	(91,651)	(2,020,575)	29,586
—	—	—	—	588	—	—	22,665	22,665	—	—	15	15	—	—	—	(1,248)	(216)	(1,464)	26,360
52,816	1,425,790	—	10	1,917,532	—	—	7,700	7,700	—	—	285	285	—	(1)	(1)	(1,897,719)	(90,869)	(1,988,588)	1
45	10,689	—	768	19,679	—	—	200	200	—	—	100	100	—	(200)	(200)	(21,995)	(566)	(22,561)	1
—	—	—	—	190	—	—	2,530	2,530	—	—	4	4	—	—	—	(2,530)	—	(2,530)	2,346
—	3,281	—	—	3,730	—	—	—	—	—	—	17	17	—	—	—	(5,432)	—	(5,432)	878
1	720,612	—	—	1,130,521	—	—	367,845	367,845	—	—	4	4	—	(11,498)	(11,498)	(982,458)	(164,567)	(1,147,025)	344,247
1	720,612	—	—	885,551	—	—	367,845	367,845	—	—	4	4	—	(1)	(1)	(982,458)	(131,741)	(1,114,199)	143,600
—	—	—	—	244,970	—	—	—	—	—	—	—	—	—	(11,497)	(11,497)	—	(32,826)	(32,826)	200,647
2,809	62,959	5,077	619	630,293	—	—	—	—	—	—	509	509	—	(1)	(1)	(112,992)	(3,068)	(116,060)	561,180
127	62,959	3,999	271	593,181	—	—	—	—	—	—	292	292	—	(1)	(1)	(92,444)	(1,760)	(94,204)	522,227
2,682	—	1,078	348	6,696	—	—	—	—	—	—	216	216	—	—	—	—	(1,308)	(1,308)	28,283
—	—	—	—	30,416	—	—	—	—	—	—	1	1	—	—	—	(20,548)	—	(20,548)	10,670
13	—	100	80	798	—	—	—	—	—	—	14	14	—	(1)	(1)	—	(978)	(978)	3,059
—	—	—	80	213	—	—	—	—	—	—	—	—	—	—	—	—	(977)	(977)	1
—	—	—	—	399	—	—	—	—	—	—	1	1	—	(1)	(1)	—	(1)	(1)	890
13	—	100	—	186	—	—	—	—	—	—	13	13	—	—	—	—	—	—	2,168
—	—	1	190	7,309	—	—	—	—	—	—	212	212	—	(1,956)	(1,956)	(9,300)	(372)	(9,672)	17,908
—	—	—	—	122	—	—	—	—	—	—	—	—	—	—	—	—	—	—	1,011
—	—	1	190	7,187	—	—	—	—	—	—	212	212	—	(1,956)	(1,956)	(9,300)	(372)	(9,672)	16,897
55,684	2,223,331	5,178	1,667	3,710,640	—	—	400,940	400,940	—	—	1,160	1,160	—	(13,657)	(13,657)	(3,033,674)	(260,636)	(3,294,310)	955,980

MINISTRY SUMMARY
(\$000)

	Restated Estimates 2021/22	Estimates 2022/23	Increase (Decrease)	Variance Explanations
VOTED APPROPRIATION				
Vote 43 - Ministry Operations	916,122	955,980	39,858	Cabinet Confidences; Advice/Recommendations; Government Financial Information
<hr/>				
CAPITAL EXPENDITURES	3,506	5,005	1,499	
<hr/>				
LOANS, INVESTMENTS AND OTHER REQUIREMENTS	-	-	-	
<hr/>				
REVENUE COLLECTED FOR, & TRANSFERRED TO, OTHER ENTITIES	-	-	-	
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MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

CORE BUSINESS SUMMARY

(\$000)

OPERATING EXPENSES	Restated Estimates 2021/22	Estimates 2022/23	Increase (Decrease)	Variance Explanations
Core Business				Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications
Transportation and Infrastructure Improvements	16,497	29,586	13,089	
Public Transportation	327,986	344,247	16,261	
Highway Operations	550,680	561,180	10,500	
Commercial Transportation Regulation	3,059	3,059	-	
Executive and Support Services	17,900	17,908	8	
TOTAL OPERATING EXPENSE	<u>916,122</u>	<u>955,980</u>	<u>39,858</u>	
CAPITAL EXPENDITURES				
Core Business				



Highway Operations

3,506

5,005

1,499

Cabinet Confidences; Advice/Recommendations; Government
Financial Information

TOTAL CAPITAL EXPENDITURES

3,506

5,005

1,499



MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

OPERATING EXPENSE BY CORE BUSINESS

(\$000)

Voted Appropriations	Restated Estimates 2021/22	Estimates 2022/23	Increase (Decrease)	Variance Explanations
TRANSPORTATION AND INFRASTRUCTURE IMPROVEMENTS				Cabinet Confidences; Advice/Recommendations; Government Financial Information
Transportation Policy and Programs	13,295	26,360	13,065	
Transportation Investments	1	1	-	
Partnerships	1	1	-	
Port and Airport Development	2,334	2,346	12	
Enhancing Economic Development	866	878	12	
	<u>16,497</u>	<u>29,586</u>	<u>13,089</u>	
PUBLIC TRANSPORTATION				
Public Transit	129,697	143,600	13,903	
Coastal Ferry Services	198,289	200,647	2,358	
	<u>327,986</u>	<u>344,247</u>	<u>16,261</u>	

HIGHWAY OPERATIONS



Maintenance and Operations

511,727

522,227

10,500

Cabinet Confidences; Advice/Recommendations; Government
Financial Information

Commercial Vehicle Safety and Enforcement

28,283

28,283

-

Inland Ferries

10,670

10,670

-

550,680

561,180

10,500



MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

OPERATING EXPENSE BY CORE BUSINESS

(\$000)

Voted Appropriations	Restated Estimates 2021/22	Estimates 2022/23	Increase (Decrease)	Variance Explanations
COMMERCIAL TRANSPORTATION REGULATION				
Container Trucking Commissioner	1	1	-	
Passenger Transportation Board	890	890	-	
Passenger Transportation Branch	2,168	2,168	-	
	<u>3,059</u>	<u>3,059</u>	<u>-</u>	
EXECUTIVE AND SUPPORT SERVICES				
Minister's Office	1,003	1,011	8	Cabinet Confidences; Advice/Recommendations; Government Financial Information
Corporate Services	16,897	16,897	-	
	<u>17,900</u>	<u>17,908</u>	<u>8</u>	
Vote 43 - Ministry Operations	916,122	955,980	39,858	



MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE
MINISTRY GROUP ACCOUNT CLASSIFICATION SUMMARY

GROUP ACCOUNT CLASSIFICATION	Restated Estimates 2021/22	Estimates 2022/23	Increase (Decrease)	Variance Explanations
Salaries and Benefits	150,305	151,207	902	Cabinet Confidences; Advice/Recommendations; Government Financial Information
<hr/>				
Operating Costs	3,233,793	3,710,640	476,847	
STOB 60 Consulting				
STOB 69 Maintenance & Operating contracts				
STOB 70 Operating Equipment				
STOB 72 Capital Projects				
<hr/>				
Government Transfers	340,183	400,940	60,757	
Grants: BCTFA, BC Transit, Translink, Local Govts,				



Other Expenses	1,165	1,160	(5)	Cabinet Confidences; Advice/Recommendations; Government Financial Information
Internal Recoveries				
Recoveries between ministries	(13,909)	(13,657)	252	
External Recoveries	(2,795,415)	(3,294,310)	(498,895)	
BCCTFA, Federal Govt, BC Hydro, TI Corp, ICBC, BC Railway Company, and others				
TOTAL OPERATING	<u>916,122</u>	<u>955,980</u>	<u>39,858</u>	



Resource Summary

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates ²	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)³				
Transportation and Infrastructure Improvements	16,497	29,586	29,586	26,986
Public Transportation ⁴	327,986	344,247	344,300	343,689
Highway Operations	550,680	561,180	561,180	561,180
Commercial Transportation Regulation	3,059	3,059	3,059	3,059
Executive and Support Services	17,900	17,908	17,923	17,923
Total	916,122	955,980	956,048	952,837
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Highway Operations	3,506	5,005	4,373	4,373
Total	3,506	5,005	4,373	4,373

¹ For comparative purposes, the amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

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

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

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

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Advice/Recommendations ; Cabinet Confidences ; Government Financial Information

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Ministry of Transportation
30-60-90

Issue	Status/Key Milestones/Next Steps
30 Days	
<i>Passenger Transportation Act</i> amendments for fall 2022	Legislation scheduled for introduction in late October. If passed, the legislation enables the establishment of the accessibility program for spring 2023.
Economic evaluation of B.C.'s Transportation Sector	Issuing an RFP for a consultant(s) to provide in-depth quantitative analysis of British Columbia's interconnected transportation sector's economic impact.
Launch of BC Air Access Program	Launch the 2023/24 intake of the BC Air Access Program (funded by Transport Canada).
Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications	
Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications	
Advice/Recommendations; Cabinet Confidences; Interests of an Indigenous People; Intergovernmental Communications	
Surrey Langley SkyTrain (SLS)	Advice/Recommendations; Cabinet Confidences; Interests of an Indigenous People Advice/Recommendations; Interests
Belleville Terminal Redevelopment Project	Summarizing results from recent public engagement . Continue to engage with stakeholders and Indigenous groups and complete business case.
Highway Reinstatement Program – Highway 5 (Atmospheric River Event)	Cabinet Confidences; Government Financial Information
Highway Reinstatement Program – Highway 1 (Atmospheric River Event)	Procurement decision for three agreements.
Highway Reinstatement Program – Highway 8 (Atmospheric River Event)	Advice/Recommendations; Cabinet Confidences

Issue	Status/Key Milestones/Next Steps
60 Days	
Clean Transportation Action Plan (CTAP)	Multi-minister review and confirmation of strategy and launch for 2023.
Electronic logging devices (ELDs)	Advice/Recommendations; Cabinet Confidences
Trucking Modernization - Electronic Logging Devices Regulations	Advice/Recommendations; Cabinet Confidences
Surrey Langley SkyTrain	Procurement for the third SLS contract, Trackwork RFQ expected to begin early December.
90 Days	

Advice/Recommendations; Cabinet Confidences; Government Financial Information

Goods Movement Strategy	Phase 1 will be completed by the end of the month (report and preliminary regional engagement complete, engagement plan developed). Phase 2 (stakeholder engagement and policy analysis) will be initiated end of month. Strategy finalized – targeting Spring 2023
Passenger Transportation Accessibility Program (PTAP)	Open intake for single funding stream (operations/maintenance reimbursements) and announce program. Disburse funding before fiscal year end.
Advice/Recommendations; Cabinet Confidences; Government Financial Information	
Advice/Recommendations; Government Financial Information	
Highway 91/17 Upgrade Project	Anticipating substantial completion of project.
Advice/Recommendations; Cabinet Confidences	
Highway Reinstatement Program – Highway 8 (Atmospheric River Event)	Advice/Recommendations; Cabinet Confidences

MAJOR CORPORATE ISSUE NOTE

Ministry/Ministries: Ministry of Transportation and infrastructure

Issue: Highway 1 – Fraser Valley Platform and Mandate Commitments

Background:

In November 2020, a mandate commitment was made to: “Widen Highway 1 through the Fraser Valley to ease congestion, with a goal of completing the widening of the highway as far as Whatcom Road by 2026.”

The region’s changing needs extend beyond congestion and constraints to the economic potential of the region. Stakeholder engagement and Ministry planning/design work has identified issues with safety and reliability on the Highway 1 corridor. Transit and active transportation options are limited. Vulnerability to climate events became apparent during the November 2021 Atmospheric River.

Infrastructure investments are being developed to address these needs and support other platform commitments, ministerial mandates, and government priorities. The ministry has taken a holistic approach to planning the Fraser Valley Highway 1 Corridor Improvement Program, integrating the highway improvement project with surrounding land uses and the strategic plans of First Nations and local and regional governments.

Cabinet Confidences; Advice/Recommendations

Issue/Opportunity:

The Fraser Valley urgently needs integrated transportation solutions. Current issues impacting the Highway 1 Corridor are related to safety, congestion, and limited choice of alternate/lower carbon travel modes, which result in negative economic and quality of life impacts for British Columbians.

The Fraser Valley Regional District population is expected to grow in the next 30 years from 320,000 to over 500,000 residents. Travel times on Highway 1 would nearly double in that period, negatively impacting the \$65B in goods that move along the corridor annually. If improvements are not made, these issues will continue to escalate and further impact the region's livability and economic competitiveness.

The ministry has taken a holistic approach to project development, working closely with 4 First Nations Communities, regional, and local governments, and key stakeholders to develop a fully integrated project with scope elements that extend beyond simply widening.

The November 2021 atmospheric river resulted in a 10-day closure of Highway 1 in the Fraser Valley. This closure had a \$1.8B impact on the economy, or \$180M per day. The impact of the flooding has changed the way this critical corridor is viewed and how future investments should be made. The flooding took place just East of Highway 11/Sumas, past Whatcom, and to the Vedder canal.

As a result of the factors noted above, there is a need to adjust the approach taken to meet the intent of the original mandate commitment while also delivering a project that addresses the broader transportation challenges in the Fraser Valley and that is built to a climate-resilient standard.

Next Steps:

Advice/Recommendations; Cabinet Confidences; Interests of an Indigenous People

MAJOR CORPORATE ISSUE NOTE

Ministry/Ministries: Ministry of Transportation and Infrastructure

Issue: Highway Reinstatement Program

Background: The Highway Reinstatement Program is the permanent rebuild of Highways 1 (Fraser Canyon), 5 (Coquihalla), and 8 (Merritt to Spences Bridge) after the Nov 2021 atmospheric river event.

Advice/Recommendations A combination of procurement models, including collaborative contracting, are being used to deliver the program. Project specific labour agreements are being used to meet hiring objectives for underrepresented groups, apprentices, and Indigenous People.

Highway 1

There are three projects on the Highway 1 (South – North) – Falls Creek, Tank Hill and Nicomen Bridge that are being delivered using a collaborative contract model. The projects are in procurement with preferred proponents identified by mid-October.

There are three projects on Highway 1 (South – North) – Gladwin Culverts, Nicomen Slide, and Nicomen Community Bridge that are being delivered using design-bid-build procurement. The projects are in design.

Highway 5

There is one project on Highway 5 that covers three locations (South – North) – Jessica Bridges, Juliet Bridges, and Bottletop Bridges. The project is being delivered using a collaborative contract model. The team delivering the project with the Owner is a general partnership between Peter Kiewit & Sons and Emil Anderson Construction with Peter Kiewit & Sons providing engineering services. The project is in the design and early construction stage.

Highway 8

Highway 8 remains closed as response work continues. There are 30 sites on Highway 8 – eighteen sites are complete, eleven sites are in progress, and one site is in design. 4 families remained evacuated from their homes until mid-September, when a temporary 4-wheel-drive connector road was implemented and fully reconnected the Highway. The permanent repairs on Highway 8 are planned to commence in 2023 following a Treasury Board request for funding.

Issue/Opportunity:

Indigenous Hiring – Indigenous partner and joint venture companies have participated in the response effort and, on Highway 8, indigenous employment is around 25% of the workforce. There is an opportunity in the permanent rebuild of Highway 8 to continue this employment success.

Next Steps:

Highway 1

Complete permanent reinstatement procurement (October 2022)

Highway 5

Commence permanent reinstatement construction (October 2022)

Highway 8

Reconnect and re-open under temporary repairs (November 2022)

MAJOR ISSUE NOTE

Kicking Horse Canyon Phase 4

Background:

The Kicking Horse Canyon Phase 4 Project will upgrade the final 4.8 kilometres of the 26-kilometre Kicking Horse Canyon section of the Trans-Canada Highway to a modern, four-lane standard with median barrier and wider shoulders to accommodate cyclists. The project is to be completed in 2024 and the project budget is \$601 million. This project incorporates the Community Benefits Agreement (CBA) with labour sourced through BC Infrastructure Benefits (BCIB).

The Project objectives include improving traveler safety, improving highway capacity and reliability, mitigating rock-fall and avalanche hazards, and reducing vehicle-wildlife collisions through fencing and passage structures.

There is strong public support for Kicking Horse Canyon Phase 4. Public consultation and stakeholder involvement, including engagement with Indigenous communities was carried out during delivery of the previous three project phases and during the development and implementation of Phase 4. Dialogue and information-sharing is ongoing with key stakeholders, local government and the community to maintain positive relationships.

The Project requires significant traffic management, including half-hour lane closures, available two-hour and regular overnight closures, along with 24/7 extended closures up to six weeks in duration during the fall and spring. An alternate route via Hwy 93S and Hwy 95 is available during these periods. The Project has worked closely with stakeholders and other agencies to make improvements to the alternate route which improve safety and address public concerns related to wildlife impacts associated with the increased traffic.

Issue/Opportunity:

- The first three phases of the Kicking Horse Canyon Project are complete and in operation.
- Kicking Horse Canyon Phase 4 is the fourth and final phase of the Kicking Horse Canyon Project and will address the last unimproved segment of highway running through the mountain terrain east of Golden, where the collision rate is more than three times the provincial average.
- A Design-Build (DB) contract for the fourth and final phase of the Project was awarded to Kicking Horse Canyon Constructors on November 6, 2020. The contract value is \$440.6 million.
- The traffic management arrangements were established and incorporated into the design-build contract following extensive consultation with key stakeholders and the community at large.

Next Steps:

- The Project is under construction. Construction of the fourth and final phase to complete the remaining 4.8 km is expected to be substantially completed in winter 2023-24. Advice/Recommendations; Government Financial Information
- Fall 2022 extended 24/7 closure – September 26 through December 1, 2022.

MAJOR CORPORATE ISSUE NOTE

Ministry/Ministries: Ministry of Transportation and Infrastructure

Issue: Fraser River Tunnel Project

Background:

The Highway 99 Tunnel Program consists of the Fraser River Tunnel Project (FRTTP or Project) as well as four Corridor Improvement projects along Highway 99 that will be delivered ahead of construction of a new tunnel to replace the existing George Massey Tunnel. FRTTP will deliver a new, eight-lane immersed tube tunnel on Highway 99, inclusive of rapid bus and active transportation capacity. It is anticipated to be complete in 2030, with an estimated Project cost \$4.15 billion.

FRTTP is the most significant infrastructure project in the Ministry of Transportation and Infrastructure's capital plan and remains one of the Province's top priorities. The Province has been actively engaging the Government of Canada to cost share the Project; however, no commitment has been made to date, and the Project is currently being funded by the Province.

Advice/Recommendations

Issue/Opportunity:

Technology: The immersed tube tunnel technology was endorsed by the Metro Vancouver Board as the right crossing technology choice for the region.

Cabinet Confidences; Advice/Recommendations

Advice/Recommendations; Government Financial Information

Advice/Recommendations; Government Financial Information; Intergovernmental Communications

Next Steps:

- Steveston Interchange: Site preparation has begun and the project will be complete by 2025.
- Corridor Improvements: Construction is underway with completion by 2023.

Advice/Recommendations; Intergovernmental Communications

MAJOR ISSUE NOTE

Belleville Ferry Terminal Replacement

Issue:

The existing Belleville Ferry Terminal (Terminal) serves as an important international gateway that provides cross-border transportation services between Vancouver Island and Washington State. The Terminal is a significant contributor to the Canadian, provincial, and regional economies but needs to be replaced since it does not meet the United States Customs pre-clearance border security model or abide by the Canada-US Agreement on Land, Rail, Marine, and Air Transport Preclearance (LRMA). In addition, the Terminal's inefficient operations and goods processing needs to be addressed and the marine assets and buildings are at the end of their economic life and will become a public safety risk.

Background:

- The Terminal is located on the traditional territory of the Lekwungen peoples in Victoria's inner harbour and is a major tourism gateway. It also provides international cross-border service for transporting travellers, goods, and services, and connecting families and businesses between Vancouver Island and the US Pacific Northwest.
- Black Ball (Port Angeles) and Clipper (Seattle) operations have grown considerably over the decades and Belleville now serves as a major tourism gateway and port of entry with over 680,000 travellers transported in 2019¹, which resulted in them spending approximately \$174 million in the Greater Victoria Region, which generated \$268 million in provincial economic output and \$155 million in provincial gross domestic product (GDP). The Terminal also supports approximately 1,700 regional jobs, generates 220,000 overnight visitors, and sells over 16,000 vacation packages annually to their passengers, all of which are provided by local businesses in Victoria.
- The City of Victoria views Belleville as a major component of its "liveable and working harbour" plan while also being critical to south Vancouver Island's visitor economy. Figure 1 provides a layout of the existing site facilities at Belleville.

Advice/Recommendations; Cabinet Confidences

Issue/Opportunity:

- The Terminal does not currently comply with the LRMA and must be upgraded or US Customs services will leave.
- Without US Customs services, the viability of the terminal and the associated economic benefits will be at risk.

¹ Source: Black Ball and Clipper annual passenger volume data.

- The existing terminal also has aging infrastructure that needs to be addressed to ensure public safety and the terminal's inefficient operations and goods processing needs to be addressed.
- The proposed new terminal will respond to current and long-term environmental requirements by implementing the highest energy efficiency standards, increasing the resilience of the transportation system to a changing climate, reducing greenhouse gas emissions, mitigating site contamination, and integrating renewable materials into its design.
- The new facility would be an international gateway for goods, services, and passengers that will continue to drive the regional, provincial, Canadian, and International economies. It is anticipated the new facility will generate \$257 million in visitor spending and 3,200 jobs a year in 20 years.
- The Project is also projected to grow the skilled labour workforce through apprenticeships and skills training, as well as include employment opportunities for Indigenous peoples, women, and underrepresented groups. The improvements will aim to implement GBA+ and barrier-free accessibility principles to provide a safe, equitable and accessible transportation facility with strong community presence and accessible multimodal connections.
- A new preclearance Belleville facility has been identified as the priority tourism infrastructure project by multiple stakeholders, including Destination Greater Victoria, because of its significant economic contribution to southern Vancouver Island's tourism industry.
- Advice/Recommendations; Government Financial Information; Intergovernmental Communications
- The ministry has applied to the federal National Trade Corridors Fund Program for the Belleville Terminal Commercial Vehicle Facilities Strategy, which if approved, would provide approximately \$4-4.5 million of federal funding for the Project.

Next Steps:

- The ministry launched public engagement from September 20th to Oct 20th, 2022. As part of the public engagement, the ministry has established a project website and a government engagement site to provide information about the proposed project and is seeking input via a questionnaire, written responses, presentations to stakeholder and community groups.
- Advice/Recommendations; Government Financial Information; Intergovernmental Communications
- The ministry will continue to pursue up to a 50% cost-share partnership with the federal government.
- The ministry will continue to engage and work collaboratively with the Indigenous groups to identify opportunities to showcase the cultural and geographical significance of the project's location in Victoria's Inner Harbour, as well as support short and long-term economic opportunities for Indigenous groups.

MAJOR ISSUE NOTE

Community Benefits Agreement (CBA) and Project Labour Agreements (PLA) on Transportation Projects

Background:

The Provincial Government seeks to advance its Environment, Social and Governance (ESG) goals (formerly community benefits goals) through its transportation infrastructure projects. Three mechanisms to meet the labour objectives are typically applied: Community Benefits Agreement (CBA), project-specific Project Labour Agreements (PLA), and/or through Procurement and Contract Terms (P&CT).

Issue/Opportunity:

The CBA is a project labour agreement established in 2018 between 19 building trade unions (Allied Infrastructure and Related Construction Council (AIRCC)) and the Ministry of Finance's crown corporation BC Infrastructure Benefits Inc. (BCIB). Under the CBA, the project workforce become employees of BCIB, which is responsible for supplying labour to contractors through a BCIB-Contractor labour supply agreement; BCIB also manages the implementation of the labour objectives of the ESG framework (equity hiring, training and apprenticeship). CBA application, monitoring and reporting is also led by BCIB.

The CBA is currently applied to the following transportation projects: Pattullo Bridge Replacement Project, Broadway Subway Project, TransCanada Highway 1 Four-Laning Program (including the Kicking Horse Canyon Phase 4 Project), and the Surrey Langley SkyTrain Project.

Like the CBA, a PLA also details the terms and conditions of working on a project (i.e., no strike / no lockout, working hours, recruitment, dispute process, etc.) and may specify that equity groups and/or apprentices should be prioritized in the hiring process. A PLA can be negotiated by the Province on a project-specific basis with the unions (e.g., with BC Building Trades) and require the preferred proponent for the project to execute the pre-negotiated PLA with the union. The successful contractor and the union then arrange and manage the supply of labour. The contractor and subcontractors would remain the employer of their employees. PLA application, monitoring and reporting is led by the Owner organization (Ministry of Transportation and/or TI Corp).

PLAs are currently being used for the following transportation projects: Steveston Interchange Project, Highway 99 Bus-on-shoulder, Bridgeport Road Bus Connection, and the Highway 1 Reinstatement Program.

Procurement and Contract Terms (P&CT) are written into the procurement documents and construction contract respectively and define the contractor's obligations for achieving equity and training targets as prescribed by the Province (e.g., minimum hiring targets for equity groups and/or apprentices). Contract terms require the contractor to regularly report against these targets, ensuring transparency and accountability. The construction contract can also incorporate an incentive structure to reward contractors for exceeding the targets set by the Province. P&CT are commonly paired with a PLA for increased effectiveness.

P&CT are currently being used for the following transportation projects: Steveston Interchange Project, and Highway 1 Reinstatement Program.

Next Steps:

Advice/Recommendations; Cabinet Confidences

MAJOR ISSUE NOTE

Pattullo Bridge Replacement Project (PBRB)

Background:

The Pattullo Bridge was built in 1937 and connects the cities of New Westminster and Surrey.

The bridge is vulnerable to various risks, including seismic, river scour, deck delamination, and collision risks. The Mayors' Council has called for replacement of the Pattullo Bridge. In February 2018, the Province announced it would completely fund, deliver and own the Pattullo Bridge Replacement Project. TransLink, the owner of the Pattullo Bridge, will operate and maintain the existing bridge until the new bridge opens in 2024. The PBRP has an approved budget of \$1.377 billion and is being delivered through a Design-Build-Finance contract.

The new bridge will feature four lanes built to modern safety standards, two-way pedestrian and cyclist facilities and wider lane widths to accommodate commercial vehicles. The Project also includes network improvements in Surrey and New Westminster, and removal of the existing bridge once the new bridge is operational. The new bridge is being built to allow for potential future expansion to six lanes if needed. The Province will monitor the new bridge's traffic performance and will consult with the municipalities and the Mayors' Council to develop an appropriate response based on the regional transportation demand management framework. Expansion to six lanes would be put into place only after consultation among the Province, Indigenous groups, the cities of New Westminster and Surrey and the Mayors' Council.

Issue/Opportunity:

In February 2020, the Province awarded the Design-Build-Finance contract to Fraser Crossing Partners, a joint venture between Aecon and Acciona. The new cable stay bridge and road connections are currently under construction.

Ongoing Indigenous participation in the Project also includes consultation on art and cultural recognition, fish and fish habitat, fishing and other marine use, and protecting Indigenous cultural resources.

Next Steps:

- Construction is well underway and the new bridge is scheduled to open in 2024.
- The Project is being delivered under B.C.'s Community Benefits Agreement (CBA) and the project workforce is being provided by BC Infrastructure Benefits Inc. (BCIB).
- The Province will own and maintain the new bridge when complete.

MAJOR CORPORATE ISSUE NOTE

Ministry/Ministries: Ministry of Transportation and Infrastructure; Ministry of Environment and Climate Change Strategy and Minister Responsible for TransLink.

Issue:

- Millennium Line SkyTrain Extension from Arbutus to the University of British Columbia (UBCx)

Background:

- UBCx presents a significant opportunity for the Province, City of Vancouver, UBC, TransLink, MST partners, and other stakeholders to work together to achieve shared goals related to affordable housing, reconciliation, reducing greenhouse gas emissions, and increasing access to equitable transit systems.

Advice/Recommendations; Cabinet Confidences; Government Financial Information

Issue/Opportunity:

Integrated Development

Advice/Recommendations; Cabinet Confidences; Government Financial Information

Jericho Lands

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

Partnerships and Governance

- The UBCx project is unique and will require cooperation and collaboration between Federal, Provincial, and local governments, alongside Indigenous partners and the University.

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

Anticipated Next Steps:

Advice/Recommendations; Intergovernmental Communications

MAJOR ISSUE NOTE

Broadway Subway Project (BSP)

Background:

The Broadway Subway Project is a 5.7 km extension of the Millennium SkyTrain Line from VCC-Clark Station to Broadway and Arbutus. The BSP has a budget of \$2.827 billion. The Broadway Subway Project is a key part of the rapid transit program in Metro Vancouver's Mayors' Council 10-Year Vision.

BSP will provide fast, frequent and convenient SkyTrain service to B.C.'s second largest jobs centre, world-class health services, an emerging innovation and research hub, and growing residential communities, and will reduce congestion along Broadway.

The Broadway Subway Project is being primarily constructed by underground tunneling methods. Twin tunnels with an excavation diameter of six metres will be built using two tunnel boring machines. The design-build finance contract was awarded to the Broadway Subway Project Corporation, an Acciona-Ghella joint venture, in late August 2020, with the official announcement on September 3, 2020. The contract value is \$1.728 billion.

Community and business communication and engagement is ongoing, including stakeholder meetings, in-person business outreach walks, construction notifications, and enquiry response management. The BSP is being delivered under the provincial Community Benefits Agreement (CBA).

Issue/Opportunity:

- The project team and contractor have worked hard over the last two years to maintain the project schedule in the face of difficulties that have included:
 - global supply chain issues;
 - technical issues associated with structural elements/anchors found in the path of the inbound Tunnel Boring Machine (TBM);
 - concrete supply challenges earlier this summer (that affected the timing of the pouring of the concrete base slab that the TBMs are launched from).
- The tunnel boring phase of work is now underway – about four months later than originally expected. This work is complex and the most challenging phase of the project.
- The Project team is working closely with the contractor to mitigate schedule impacts. More information will be available once TBM productivity stats are known.

Next Steps:

- This year, the contractor is focused on building the columns for the elevated guideway, completing traffic decks along Broadway, excavating for stations and tunneling.

MAJOR ISSUE NOTE

Surrey Langley SkyTrain (SLS) Project

Background:

In 2019, further to the request of the City of Surrey, the Mayors' Council suspended the Surrey-Newton-Guildford Light Rail Transit (LRT) Project to proceed with planning and project development for a Surrey Langley SkyTrain (SLS). In January 2020, TransLink submitted a business case to the Province which assumed TransLink ownership and delivery of the project with funding of \$1.63 billion (approved LRT Project) for seven kilometers of the 16-kilometre project. In fall 2020, the Province committed to delivering a full 16-kilometre line from King George SkyTrain Station to Langley City Centre.

The SLS Project will provide a reliable and sustainable rapid transit option for people around the region, especially those south of the Fraser, and provide opportunities for the growth of active transportation, and transit-oriented development, including more housing options, social services, and community amenities. The project includes eight new stations and three new transit exchanges. Engagement with Indigenous groups and stakeholders is ongoing, and a public engagement took place in spring 2022.

The provincial business case was approved by Treasury Board and announced in July 2022. The \$4.01 billion project budget includes active transportation elements investments, such as cycling and pedestrian paths.

Issue/Opportunity:

Procurement for SLS is through a multiple contracts approach with three different contracts: Guideway, Stations, and Systems/Tracks. This approach will increase competition and will enable smaller and more local companies to bid on different elements of the project. The first Request for Qualifications (RFQ) was issued on August 2, 2022, to identify a contractor to design, build and partially finance the guideway, roadworks, and utilities, as well as active transportation elements, such as cycling and walking paths along the extension. The second RFQ was issued on October 3, 2022, for the construction of the eight new SkyTrain stations, including active transportation elements, such as cycling and walking paths around the stations. The final RFQ for the design and installation of SkyTrain trackwork, as well as the design, installation, and integration of electrical systems, such as power, telecommunication, and automatic train control, is expected to begin as early as December 2022. The multiple contract RFP process will begin in 2023.

The project will be delivered under the provincial Community Benefits Agreement (CBA). Costs associated with the CBA are reflected in the Project budget. Planning for a new Operations and Maintenance Centre (OMC5) to support the new extension is underway (joint work by the Province and TransLink).

Next Steps:

- Advance works, such as property acquisition and utility relocation, are underway. Major construction is expected to begin in 2024. The SkyTrain extension is expected to be in operation in fall 2028.
- The first RFQ for the guideway contract went live on August 2, 2022, and will close on November 1, 2022. The second RFQ for the stations contract opened on October 3, 2022, and will close on January 5, 2023. The final RFQ for Systems and Trackwork is expected to be issued in December 2022 and close in spring 2023. The multiple contract RFP process will begin in 2023.
- Continue to work with Identified Indigenous Groups on the application of the Community Benefits Agreement.

MAJOR ISSUE NOTE

Container Trucking (Drayage) Industry

Background:

- The container trucking industry in the B.C. lower mainland is regulated by the newly appointed container trucking commissioner Glen MacInnes. The industry operates under the *Container Trucking Act* and Regulation
- The Container Trucking Commissioner (CTC) enforces compliance with the *Act*; issues licenses to container trucking service providers; enforces regulatory compliance; facilitates ongoing reviews of rates, policy and regulatory matters in consultation with industry; sets trucking rates and remuneration for licensees; and oversees the confidential complaint process for container trucking activity.
- There have been labour disruptions and port shutdowns over the years, the last one occurred in 2014 leading to a 14-point action plan to get truckers back to work, and the appointment of the CTC to set operating conditions for the industry through licensing, and enforcement of fair minimum rates.
- The guiding principles for the container trucking industry are stability, fairness, efficiency and competitiveness.
- Stakeholders in the industry include labour organizations such as the United Truckers Association, Unifor and Teamsters; the Port of Vancouver; trucking companies; marine container terminals (DP World, GCT); and shippers (Canadian Tire, Costco etc.).
- There are 81 licensed companies and approximately 1,600 drivers (about 50/50 mix of company drivers and independent operators. The industry is currently shifting with some trucking companies selling their trucking fleets to focus on warehousing and trans-loading. And some large transloading companies are compiling trucking fleets in order to realize efficiencies
- Gateway industries account for 14.3% of BC's economy. BC's West Coast ports compete with Seattle/Tacoma, Washington and LA-Long Beach, California ports for international shipping business.

Issue/Opportunity:

- Advice/Recommendations
-
-

- Advice/Recommendations

Next Steps:

- Container Trucking Commissioner sets overtime rates, notifies industry, audits and enforces.
- Conduct rate review in 2023. Rate reviews are undertaken approximately every two years to ensure rates are keeping up with expenses.

MAJOR ISSUE NOTE

Goods Movement Strategy

Background:

With the largest port in Canada and an ever growing Port in Prince Rupert, the movement of goods across British Columbia is not only a critical factor in a thriving provincial economy, but supports economic interests of both Western provinces and all of Canada. Recent supply chain issues stemming from the pandemic, global unrest and the November 2021 atmospheric river event have highlighted this. As such, StrongerBC committed to developing a Goods Movement Strategy, to be led by MOTI.

The Goods Movement Strategy will focus on strengthening the broad goods movement sector (including ensuring its resiliency, reliability, and efficiency), supporting BC exporters, and accelerating BC innovation to advance climate objectives. Research and early engagement work has been undertaken, including the development of the foundational components of a strategy document that provides a description of the current landscape. Broad preliminary engagement with community and regional district staff, and industry took place over summer of 2022. Comprehensive, and targeted stakeholder engagement is planned for fall 2022, with a strategy release targeted for 2023.

Issue/Opportunity:

The **Goods Movement Strategy** will establish the pillars of a strengthened supply chain and goods movement ecosystem in BC and it will yield an action plan to advance key initiatives, leverage partnership opportunities, and create new goods movement data that can support long-term operational decision making and inform capital investments. The strategy will also provide tools to improve the understanding of the significance of goods movement to transportation and its role in supporting sustainable economic development. It will inform policy and planning, such as through new or updated supply chain data and metrics that can be incorporated into the options assessment process and business cases.

Next Steps:

Commencing fall 2022, comprehensive engagement will be initiated to advance the pillars and objectives of the **Goods Movement Strategy**. This will include comprehensive cross-sector engagement, opportunity identification, baseline supply chain and competitiveness analysis. Ongoing research and policy analysis will support this work. The following phase of work will focus on consolidation of feedback, further analysis and opportunity assessment based on the findings of earlier work and engagement to yield an action plan and strategy by spring 2023.

MAJOR ISSUE NOTE

Clean Transportation Action Plan

Background:

The Province is targeting a 27-32% reduction in transportation emissions by 2030, relative to 2007 levels. *CleanBC: Roadmap to 2030* provided a strategy for achieving this target while also strengthening policy objectives related to zero-emission vehicles, travel behaviour, commercial goods movement, and cleaner fuels.

CleanBC included a commitment to release a Clean Transportation Action plan (CTAP) in 2023 to meet specific targets by 2030, co-developed by MOTI and EMLI and aligned with the Climate Action Secretariat. Potential actions are being developed through fall 2022 for government consideration in early 2023.

Issue/Opportunity:

The ministry's investments in public and active transportation are a key element of the **CTAP** mandate. The transportation sector contributes nearly 40% of provincial GHGs, and presents some of the most timely, cost-effective, and equitable opportunities for emissions reductions. Improving access to safe and convenient transit options allows households to reduce commuting costs (countering inflation), decreases the number of private vehicles on the road, improves public health, and provides an opportunity for sustained transportation emission reductions.

Commercial trucking and industries supporting the efficient movement of goods will also be included in CTAP. Federal and provincial policies and regulations that govern these industry partners will be evaluated, as will opportunities to advance technology and infrastructure to expedite uptake of electric and alternative fuel vehicles, ships, etc., and shift goods movement to lower GHG producing modes and routes.

Next Steps:

The next step for **CTAP** in fall and early winter 2022 is technical modelling of costs and GHG reductions related to potential policy measures which have been identified. This will be followed by evaluation and prioritization of the policy measures by spring 2022. The proceeding review stage will result in a recommendation plan by summer 2023. A data-oriented ongoing reporting framework will follow to track the progress of CTAP actions in relation to 2030 targets.

MAJOR ISSUE NOTE

Federal Funding for BC Infrastructure Projects

Background:

The Ministry of Transportation and Infrastructure has secured funding for transportation, transit and infrastructure improvements under a series of historic federal infrastructure programs including:

- New Build Canada Fund - Kicking Horse Canyon Phase 4 project, Highway 97/17 Corridor project and several projects that are part of the Trans-Canada Highway Expansion Program.
- Investing In Canada Infrastructure Program (ICIP) allocated under five streams including \$2.7 billion for Public Transit Infrastructure (managed by the Ministry) and the remaining \$1.2 billion divided between a Green Infrastructure, Rural and Northern Community, Community, Culture and Recreation and COVID Response streams (administered by Municipal Affairs).

The Government of Canada also has several national merit-based programs the Ministry is working to securing funding including:

- National Trade Corridor Fund projects that increase and improve the flow of goods and people through Canada.
- Disaster Mitigation and Adaptation fund projects that supports climate mitigation and adaptation of public infrastructure from future.
- Electric Vehicle and Alternative Fuels program that supports fueling infrastructure across Canada.

As part of Budget 2021, the Government of Canada announced a new \$14.9 billion Permanent Transit Fund (PTF) over the next eight years including \$5.9 billion in interim and \$9 billion in permanent funding. The \$9 billion permanent transit fund is set to fund transit projects in 2026/27.

The Province is also seeking cost-sharing opportunities with the Federal Government on key infrastructure priorities including: Fraser River Tunnel Project (\$4.3 billion) and Belleville Ferry Terminal (\$257 million) both are fully funded by Provincial Sources and would benefit from a Federal Funding commitment. To date, the Federal Government has indicated interest however have not formally committed to funding these projects at this time.

Issue/Opportunity:

Infrastructure Canada (INFC) has initiated consultations on the vision and program design of the future Permanent Transit Fund (PTF). INFC has also indicated an interest in allocating future funding on a competitive model that would require Provincial applicants to submit investment plan that demonstrate how federal funding could support Federal targeted outcomes.

Provincial priorities for future infrastructure programs include:

Advice/Recommendations

INFC will be presenting the results and recommendations for the PTF and future programming to Federal Cabinet in late 2022.

Next Steps:

The Province has provided both a verbal and written response to INFC that addresses BC's expectations for future Federal Programs.

The Ministry continues to engage with the Federal Government to identify expanded funding opportunities within existing and future Federal infrastructure programs.

Advice/Recommendations

MAJOR ISSUE NOTE

Transit-Oriented Development

Issue:

- Transportation and land use decisions that include transit-oriented development (TOD) are an important tool for achieving BC's housing supply and affordability goals. TOD supports provincial priorities including Planning Together BC, 2023 Housing Strategy, CleanBC and StrongerBC by leveraging infrastructure investments to better achieve co-benefits in affordable housing, childcare, climate action, resiliency, and economic prosperity.

Background:

- TOD is an urban planning principle that integrates people, buildings, and public space near frequent transit services. TOD creates walkable, connected, high-density, and mixed-use centres within a generally defined walking distance (usually 800 metres, an estimated 10-minute walk) of transit. Research indicates that TOD has an impact on travel behaviour and increases transit use by 20 to 40 percent while supporting other key goals of affordability and active transportation.
- To enable building complete communities, the provincial government introduced an amendment to the *Transportation Act* (Bill 16) on April 5, 2022, to allow the Province, through the BC Transportation Financing Authority (BCTFA), to acquire land for the purpose of building housing and community amenities to serve people near transit stations and bus exchanges. Bill 16 received Royal Assent on June 2, 2022, and established regulations to bring the legislation into force and establish 800 metre distance within which a TOD can be developed.
- Cabinet Confidences; Advice/Recommendations

Issue/Opportunity:

TOD: Project Development

Cabinet Confidences; Advice/Recommendations

- Through regional transportation planning, the ministry has identified several properties that are required for TOD and transit facilities in Intergovernmental Communications
Intergovernmental As regional planning projects evolve, even more properties will be identified across the province.

Overall Benefits of TOD and Integrated Station Development:

- Incentivizes development along transit corridors that reduces urban sprawl and supports economic competitiveness by requiring less investment in roads and infrastructure.
- Reduces household spending on housing and transportation.
- Increases overall transit ridership and Active Transportation.
- Reduces GHG emissions.
- Integration of employment, housing, and transit reduces the reliance on vehicles to travel between home and work, time spent commuting, improves overall quality of life, community and personal health.

Linkage with Local Government

- Under the *Planning Together BC*, TOD direct link is to enable land use planning and transportation at the local and regional levels with private sector development, non-profits and First Nations.
- The TOD will complement local government official community plans, regional district growth strategies, Transport 2050: 10-Year Priorities, and regional transportation plans.

Provincial Policy Considerations:

- Ensure alignment between transportation and land-use, as it follows the policy and objectives of the *Planning Together BC* Strategy.
- Shape growth by providing services, employment, childcare, and housing at station sites, thereby increasing transit ridership.
- Support *Homes for BC, A 30-point plan for housing affordability in BC* the provincial commitment to deliver 114,000 affordable homes between 2018-2028 via an investment of \$6.6 billion and the new 2023 Housing Strategy.
- Support working directly with communities to expand their networks of active transportation to meet provincial CleanBC goals of doubling trips taken by walking, biking, and other kinds of active networks by 2030.
- Support delivery of connected and complete communities as outlined in *CleanBC: Roadmap to 2030*.
- Preserve provincial land ownership in perpetuity, ensuring that transportation requirements in the future can be addressed.
- Generate revenue through long-term leases to non-profit and market developers, which in turn supports investment into future transportation infrastructure.

Anticipated Issues:

- Ensuring TOD rollout and best practices are aligned with 2023 Housing Strategy.

Advice/Recommendations; Cabinet Confidences

Advice/Recommendations

- Clearly identified roles and responsibilities to deliver TOD, particularly with TransLink as they implement their real estate development business plan.

Next Steps:

- Continue working with Office of the Housing and Construction Standards and MUNI on 2023 Housing Strategy.

Advice/Recommendations; Cabinet Confidences

MAJOR ISSUE NOTE

Vancouver-Seattle-Portland Ultra High-Speed Ground Transportation

Background:

The Washington State Department of Transportation (WSDOT) has been leading work on the concept of an Ultra High-Speed Ground Transportation corridor (UHS GT) connecting Vancouver British Columbia, Seattle, and Portland. The proposed concept would cut transportation time between Seattle and Vancouver from three hours to approximately one hour. In 2021, Premier Horgan and Governors Jay Inslee (Washington) and Kate Brown (Oregon) signed a Memorandum of Understanding (MOU) committing to advancing the UHS GT corridor project.

WSDOT completed a 2019 Business Case Study that estimated construction costs of up to \$42 billion, between 1.7 and 3.1 million one-way trips annually by 2040, with revenues expected to cover project costs by 2055.

BC has provided funding totalling \$900,000 (CND) in three installments to support this work: \$300,000 (CND) in 2019 and \$300,000 (CND) in 2020 through the Ministry of Jobs, Economic Recovery and Innovation (JERI); and more recently \$300,000 (CND) through the Ministry of Transportation and Infrastructure (MOTI) in 2022.

BC is also actively engaged in and supporting continued work on the UHS GT corridor through the working group/committee structure organized by WSDOT. This includes representation from BC (MOTI and Intergovernmental Relations Secretariat), Washington, Oregon, and regional planning entities on the Policy Committee (executive/leadership) and the Technical Committee (staff level).

Issue/Opportunity:

WSDOT has delivered two sets of reports on the UHS GT concept, including a Feasibility Study (2018) and a Business Case Analysis (2019). The 2019 Business Case Study showed that this project presents significant benefits, such as:

- Shorter travel times between Vancouver-Seattle.
- Tourism and economic opportunities, and enhance trade ties between BC, Washington and Oregon;
- Economic activity equalling up to \$355 billion; and
- Creation of up to 200,000 jobs.

Further analysis will help determine the specific economic opportunities and benefits for BC.

Current phase of work

In 2022, the Washington Legislature provided \$4 million in funding to commence the UHS GT work envisioned by the tri-lateral MOU. The next phase of study, led by the WSDOT in partnership with BC, Oregon and other regional and local agencies, intends to: address roles, responsibilities and future funding requirements of the Project; develop a regional public outreach and engagement strategy; explore land use and regional transportation planning; and develop plans for future environmental review processes, engineering, and design requirements.

Planned key objectives and milestones of this phase include:

- Develop and advance the project vision
- Identify and implement legislative requirements (USA)
- Prepare for potential future funding opportunity through USA Federal programs
- Deliver a report on the progress of work completed

Canada Infrastructure Bank

As of September 2022, the Canada Infrastructure Bank (CIB) has communicated interest in supporting the UHSGT work, including a potential funding commitment for advisory services and to support current work being led by WSDOT. Members of the Technical Committee are aware and supportive of CIB's involvement. Further work is required to determine the scope of CIB's inclusion in the working group moving forward.

Next Steps:

- Policy Committee: The executive level Policy Committee, with representation from the Deputy Minister's of MOTI and IGRS, is scheduled to meet December 8th, 2022. Agenda topics include update on current state/gap identification work and USA federal funding grant application.
- Governance, Funding, and Project Development: WSDOT will lead in partnership with BC, Oregon and other regional and local agencies a framework for: responsibilities and future funding requirements of the Project; develop a regional public engagement strategy; explore land use and regional transportation planning; and develop plans for future environmental review processes, engineering, and design requirements.
- Technical Committee: The Technical Committee is meeting on a regular biweekly basis for updates on the project. WSDOT has engaged a consultant to support the current phase of work. MOTI represents BC at this table.

MAJOR ISSUE NOTE Island Rail Corridor (IRC)

Background:

- As a result of a Court of Appeal decision, the federal government has until March 14, 2023, to decide on the future of rail along the 289-kilometre Vancouver Island rail corridor, which has not had any operating passenger rail service since 2011.
- If no commitment is made by the deadline to reinstate rail, the Island Corridor Foundation will very likely lose control over some portions of land in the corridor, thereby raising doubts about the future contiguous use of the corridor for a transportation purpose (whether rail or otherwise).
- In September 2022, ministry staff began an initial round of engagement with First Nations and local government.
- Ministry staff have reached out to 14 First Nations to engage on the IRC including:

Intergovernmental Communications

- As of Sept 30th, ministry staff have met with 28 local governments and key stakeholders including:

Stakeholders	
City of Colwood	District of Sooke
City of Courtenay	City of Victoria
The Village of Cumberland	Town of View Royal
City of Duncan	Alberni-Clayoquot Regional District
Corporation of the Township of Esquimalt	Capital Regional District
District of Highlands	Comox Valley Regional District
Town of Ladysmith	Cowichan Valley Regional District
City of Langford	Nanaimo Regional District
District of Lantzville	BC Transit
District of Metchosin	Destination BC – Oct 7th
City of Nanaimo	BC Cycling Coalition
Municipality of North Cowichan	Friends of Rails to Trails Vancouver Island
City of Parksville	BC Trucking Association – to be confirmed
City of Port Alberni	Vancouver Island Economic Alliance
Town of Qualicum Beach	

- Ministry will meet with local government officials (Mayor and Council) after the October elections, and local MLAs will be invited to participate in these meetings as appropriate.
- Concurrent to this engagement the ministry is working with a consultant, HDR, to undertake an assessment of the economic feasibility of freight by rail on the IRC. Ministry staff and our consultant are engaging with the various Port Authorities, Ministries, and Industry Stakeholders. As of October 3, the Ministry and HDR have met with the following stakeholders:

Stakeholders
Island Rail Group
Island Corridor Foundation
Nanaimo Port Authority
San Group Terminals
Port Alberni Port Authority
Top Shelf Feeds
Southern Railway of British Columbia (SRY/SVI)
Harmac Pacific
Seaspan
Mosaic Forests
Univar Solutions
Centurion Lumber
Ministry of Forests: Coast Area, West Coast Region, Tenures, Pricing and Administration
Ministry of Forests: Economic Analysis
Energy, Mines, and Low Carbon Innovation: Clean Transportation Branch
Jobs, Economic Recovery, and Innovation: Various Groups
Energy, Mines, and Low Carbon Innovation: Mines Competitiveness and Authorizations
Vancouver Island Economic Alliance

- Other engagements are scheduled, and engagement letters have been sent to various identified key stakeholders.

Issue/Opportunity:

- Lots of public interest around the future of this corridor – working closely with GCPE on messaging as engagement advances.
- Transport Canada will be the final decision maker on this matter as they are specifically named in the Court of Appeal decision. However they have stated they will look heavily to the Province for a recommendation, provided it aligns with First Nations.

Next Steps:

- The ministry is working with a consultant, Lucent Quay, who will be preparing two engagement summary reports. One is for the local government engagement, and another is for the First Nations engagement. These reports will summarize the comments and feedback received and identify general themes.

- These reports will be shared with Transport Canada and considered initial engagement on the IRC to provide current information and perspective from Vancouver Island local governments and First Nations.
- Upon completion of the freight engagement, a matrix of opportunities will be prepared by HDR detailing opportunities, volumes, and the likelihood of those occurring along with the various impacts that they may have on GHG Emissions Reduction, economic development, resiliency, as well as other identified factors.
- The final report prepared will include this matrix and other items such as operational characteristics, key aspects to facilitate volumes, and factors such as producers and facility locations that may contribute to volumes.
- HDR report timeline: The due date for the report including the Matrix of Opportunities is October 31, 2022.

MAJOR CORPORATE ISSUE NOTE

Ministry: Transportation and Infrastructure

Issue:

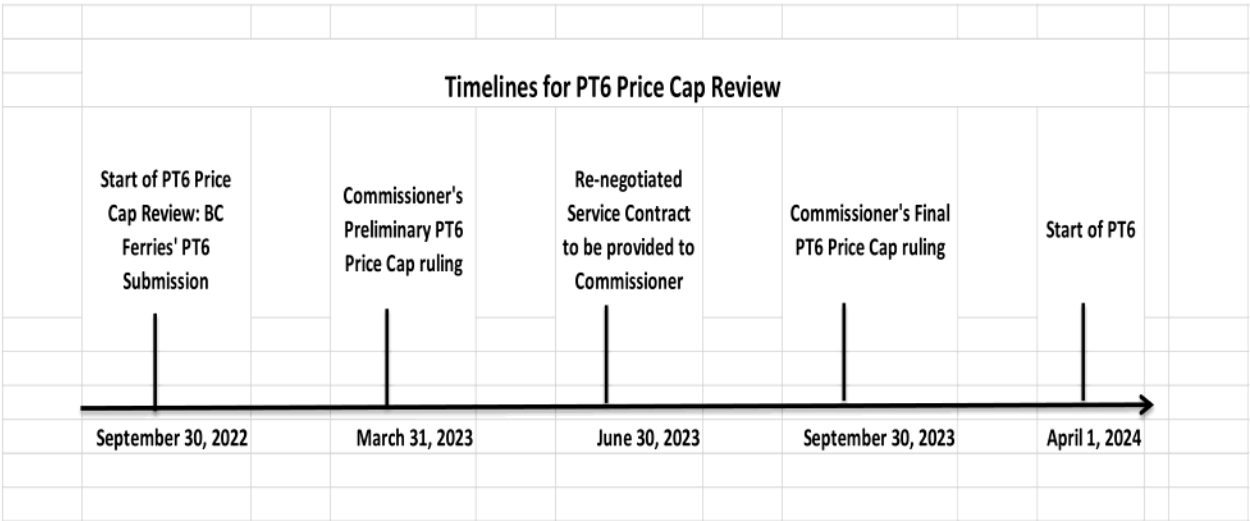
Upcoming independent regulatory review process from BC Ferries Commissioner to determine ferry fare increases for the four-year period 2024-28, the next BC Ferries performance term (PT6).

Background:

By September 30, 2022, BC Ferries is legislatively required to file a submission with the BC Ferry Commission (BCFC) in preparation for price cap review process that occurs every four years. The Commission will use that information to determine the price caps, the maximum average annual fare increases, for the four-year period starting in 2024.

Under the Coastal Ferry Act, once reports are filed with the BC Ferry Commission (BCFC), the information will be published on the BCFC’s website with a request for public comments. The BCFC will review the information and announce a preliminary price cap decision by March 31, 2023. The Province and BCFS must file a PT6 contract with the BCFC by June 30, 2023, which will include any changes to minimum service levels, changes to the Service Fee and/or administrative amendments.

The BCFC will develop the preliminary price cap decision in the context of any changes to contract, public feedback received and any significant new information that may impact ferry operations in the new performance term. The final price cap decision will be released by September 30, 2023, with new fare increases commencing April 1, 2024. The graphic below outlines timelines.



Issue/Opportunity:

Advice/Recommendations; Cabinet Confidences; Intergovernmental Communications

Finance and Risk Management Division

ADM & EFO Responsible: Heather Hill

Core Business/ Program Area Description/Critical Business Processes:

The Finance and Risk Management Division (FRM) provides finance, procurement and risk management services to both the ministry and the BC Transportation Financing Authority (a Crown corporation) and its subsidiaries. FRM works closely with government's central agencies, including the offices of the Comptroller General and Office of the Auditor General, Citizens' Services and Treasury Board Staff.

The division is responsible for the following key functions:

- Financial management including planning, forecasting, and reporting, treasury and debt portfolio management, accounting and payment services, financial systems and policy support
- Debt and cash flow management
- Procurement, contract and risk management including leadership and governance of the ministry's procurement, contracting and risk management programs, including claims and litigation services.
- Facilities management including lease administration, space planning and tenant improvements.
- Financial risk mitigation through compliance and governance including promoting adherence to policies, procedures and regulations, strengthening control frameworks, and providing advice on compliance risk management.

Budget:

Gross budget	\$6,634,000
Less recoveries	<u>(\$2,724,000)</u>
Net budget	<u>\$3,910,000</u>

Full Time Equivalents (FTEs): 57

Related Legislation:

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

Organizational Chart:



Finance, Major Projects Branch

ADM Responsible: Heather Hill

Branch Description:

Patricia Marsh, Executive Director

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

The branch supports the ministry by working with crown corporations for which the Ministry of Transportation and Infrastructure (the ministry) is responsible, specifically the British Columbia Transportation Financing Authority (BCTFA), British Columbia Railway Company (BCRC), and Transportation Investment Corporation (TI Corp).

The branch works with other areas of the ministry, including the Highways and Regional Services Division, the Integrated Transportation and Infrastructure Services Division, and the Properties and Land Management Branch. The branch also works closely with the Ministry of Finance: Treasury Board Staff, the Office of the Comptroller General and Provincial Treasury.

This branch assists in:

- providing the overall direction for the development, implementation, monitoring and evaluation of the financial stewardship for the Province's major multi-year transportation infrastructure projects ensuring that the projects are accounted for in such a way that governments economic agenda and fiscal plan is not impacted negatively;
- providing direction and leadership in financial management for the ministry's major projects, ensuring appropriate budgeting, forecasting, financing and the supporting financial controls, processes and reporting are in place to ensure major project finances are managed according to relevant statutory requirements, legislation, policies and procedures;
- the development and maintenance of governance and oversight frameworks of the crown corporations to support government in achieving its objectives;
- reviewing the financial information in Crown corporation service plans, strategic plans, quarterly forecasts and annual reports, and conducting analyses of information to ensure government objectives and requirements are reflected and met; and
- reviewing Cabinet and Treasury Board submissions, ensuring the financial implications of the options for consideration are accurately outlined.

Budget:

Gross budget	\$1,172,000
Less recoveries	(\$1,172,000)
Net budget	<u>\$0</u>

Full Time Equivalents (FTEs): 7

Related Legislation:

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

Finance Management Branch

ADM Responsible: Heather Hill

Branch Description:

Ellen Slanina, Chief Financial Officer

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

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

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

Budget:

Gross budget	\$3,368,000
Less recoveries	<u>\$1,247,000</u>
Net budget	<u>\$2,121,000</u>

Full Time Equivalents (FTEs): 26

Related Legislation:

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

Financial Policy, Compliance & Governance Branch

ADM Responsible: Heather Hill

Branch Description:

Stacy Johnson, A/ED Financial Policy, Compliance & Governance

Financial Policy, Compliance and Governance:

- provides leadership and guidance to promote compliance with regulations and/or policies and procedures with the objective of mitigating financial risks
- provides leadership and guidance on compliance risk management to promote adherence with regulations and/or policies and procedures and strengthening of the control frameworks
- governs the ministry's compliance management program, evaluates compliance risks, provides advice on compliance risk management
- administers the ministry's compliance management program

Budget:

Gross budget	\$446,000
Less recoveries	\$0
Net budget	<u>\$446,000</u>

Full Time Equivalents (FTEs): 4

Procurement, Contracts and Risk Management Services

ADM Responsible: Heather Hill

Branch Description:

Vicki Willow, Executive Director

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

The PCRMS branch includes:

- Executive Directors Office provides strategic leadership to support Ministry programs
- Corporate Procurement and Contracts advises on and develops policy and practices
- Highway Reinstatement Team supports and advises on collaborative procurement models for the Highway Reinstatement Program
- Insurance and Securities advises on and develops risk management policy and practices
- Claims and Litigation coordinates and manages claims by/against the ministry and litigations

The PCRMS branch acts as a center of excellence, providing corporate guidance and expertise to guide effective and consistent practices. This includes the responsibility to deliver on government priorities, evolving procurement transformation initiatives and the adaptation of new procurement models on ministry projects. The risk management team provides advice and direction that minimizes risk exposure (losses to the Province) and maximizes financial recoveries through effective claims management.

PCRMS collaborates and supports program areas, regions, districts and all other departments in project delivery and related policy work to meet mandated commitments. Staff engage and consult regularly with other ministries, legal services, and a vast number of industry stakeholders including associations, contractors, and insurance/bonding agencies.

Primary responsibilities include:

- Implementation and adaptation of new procurement models for use in MoTI (ie. Alliance Contracting)
- Implementation and support of ministry/government-wide procurement transformation initiatives
 - BCBid Replacement project – planning and implementation
 - Indigenous Procurement – review, align with govt initiative, adopt new strategies
 - BC Highway Reinstatement Program – strategic and procurement expertise
- Governance and compliance – legislation, policy, trade agreements, contract law
- Procurement and contracting policy, process and best practices

- Resolution of procurement, contract performance issues and disputes
- Evolving indigenous procurement and contracting practices
- Administration of construction and consulting services contracts
- Policy research, interpretation, data and performance management; Reporting
- Risk management expertise – insurance, bonding, indemnity to all program areas of the ministry including major projects
- Administration and resolution of claims by/against the ministry (approx. 1500 claims annually)
- Coordination and management of litigations against the ministry – currently 450 open litigations

Budget:

Gross budget	\$1,060,000
Less recoveries	\$150,000
Net budget	<u>\$910,000</u>

Note: This does not include budget for the Highway Reinstatement Program related costs as this budget is with Highway Regional Services Division.

Full Time Equivalents (FTEs): 17 plus 4 FTEs fully dedicated to the HRP – total 21

Highway and Regional Services Division

ADM Responsible: Kevin Richter, Associate Deputy Minister

Core Business/ Program Area Description/Critical Business Processes:

The Highway and Regional Services (HRS) Division delivers capital and rehabilitation projects to provide a safe, reliable and resilient transportation network and is responsible for the delivery of 28 maintenance service contracts across the province, covering over 47,000 kilometres of highway and side roads. The division also maintains a provincial communication network to support the avalanche program, leads the ministry's emergency response efforts and ensures the safe movement of commercial and passenger transportation through regulations, compliance and education. Strengthening and supporting relationships with Indigenous communities, local governments, key transportation industry stakeholders and the travelling public is a critical component of HRS work.

HRS is responsible for all aspects of the provincial highway network consisting of:

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

The division has three regions and 11 districts:

South Coast Region

- Lower Mainland District
- Vancouver Island District

Southern Interior Region

- Rocky Mountain District
- Okanagan-Shuswap District
- Thompson-Nicola District
- Cariboo District
- West Kootenay District

Northern Region

- Peace District
- Fort George District
- Bulkley-Stikine District
- Skeena District

Budget:

Gross budget	\$611,918,000
Less recoveries	(\$72,703,000)
Net budget	<u>\$539,215,000</u>

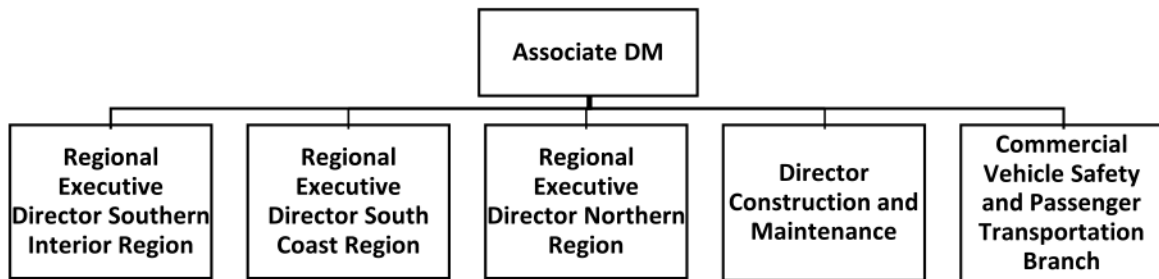
This budget includes contracted services (R&B, electrical, PM and Hydro)

Full Time Equivalents (FTEs): 923

Related Legislation:

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

Organizational Chart:



Commercial Vehicle Safety and Enforcement

Associate DM Responsible: Kevin Richter

Branch Descriptions:

Steve Haywood, Executive Director

Commercial Vehicle Safety and Enforcement (CVSE) is a provincial compliance and enforcement agency active in all areas of the province, providing education and enforcement programs aimed at continually improving safety of commercial vehicles on BC's highways. CVSE officers use their expertise to visually inspect hundreds of thousands of vehicles each year. Through visual inspections, on average, 25,000 vehicles are submitted annually for a more fulsome inspection, whereby 35% of vehicles are placed out of service and unable to operate further until the identified deficiencies are rectified. CVSE operates 21 inspection/weigh stations and six self-weigh sites with permanent weigh scales.

CVSE staff administer safety certificates for more than 36,000 B.C.-based carriers operating more than 140,000 commercial vehicles that operate across North America. Carrier Safety Inspectors (CSIs) monitor carriers and drivers to ensure compliance with the National Safety Code Program. As part of the monitoring process, CSIs conduct investigations, inspections, compliance reviews and quantifiable audits in accordance with national standards. Approximately 500 compliance reviews and audits are triggered each year due to on-road performance and 70 follow-up audits are requested due to previous failed audits.

CVSE oversees approximately 1,850 privately operated Designated Inspection Facilities, 350 Carrier Preventative Maintenance Programs and 6,500 Authorized Inspectors who conduct over 315,000 vehicle inspections per year from those facilities. Area Vehicle Inspectors audit these facilities and also inspect 3,000 school buses and 500 taxis annually.

The ministry centralized permit functions at the Provincial Permit Centre located in Dawson Creek, allowing enforcement staff around the province to focus on vehicle safety and mechanical inspections. The center issues more than 162,000 vehicle permits in 2021/22, worth more than \$17M.

CVSE manages a network of weigh-in-motion and automatic vehicle identification technologies known collectively as Weigh2GoBC. This technology can, at highway speeds, identify vehicles and validate credentials. This technology permits compliant carriers to move efficiently across the provincial highway infrastructure. There are currently 11 inspection/weigh stations participating in the Weigh2GoBC Program and over 500 carriers and over 5,100 vehicles have enrolled. It is estimated that a reduction in driver times and fuel costs has saved the industry over \$50M and a reduction of over 3.2M kgs in greenhouse gas emissions.

Budget:

Gross budget	\$29,246,000
Less recoveries	<u>\$(1,308,000)</u>
Net budget	<u>\$27,938,000</u>

Related Legislation:

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

Full Time Equivalents (FTEs): 274



Construction and Maintenance Branch

Associate DM Responsible: Kevin Richter

Branch Description:

Rodney Chapman, Executive Director

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

Asset Preservation Section

Responsible for maximizing infrastructure performance by extending the service life of assets through timely preservation treatments. This section oversees the delivery of the preservation program, which annually delivers more than 600 projects valued at more than \$500M. The asset preservation section collects and manages information about the condition of the highway system such as pavement and bridge condition and traffic volumes to make investments decision that maximize asset performance, reduce the demand for new facilities and ensure the highest priority infrastructure projects are undertaken.

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

Maintenance Section

Responsible for establishing maintenance standards for the highway network and the procurement of province wide maintenance agreements valued at more than \$500M/year. The maintenance section oversees and assists district staff with the administration and delivery of highway winter and summer maintenance as well as electrical maintenance and pavement marking services.

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

Snow Avalanche and Weather Programs section

The Avalanche and Weather Programs section is responsible for developing and delivering operational safety policies, procedures and standards for implementation by district staff. They provide environmental sensing services by designing, building and maintaining four distinct types of weather stations. These include Road Weather Stations used by our Maintenance Contractors, Remote Avalanche Weather Systems, used by our Avalanche Forecasters, Frost Probes, used to predict frost levels and determine if commercial load limits are required, and Road Weather Stations with overhead message signs for use in locations where crashes have been attributed to poor weather conditions. They also provide support for specialized projects such as Port Mann and Alex Fraser cable ice mitigation program as well as weather monitoring for the Elephant Hill debris flow forecasting. There are a total of 289 weather stations and sensors across the province. They also maintain and support our Remote Avalanche Control Systems in Kootenay Pass, Duffey Lake, Terrace and Revelstoke.

Development Services

Provides Policy, support, guidance, processes, mediation, website services and electronic tools to Development Services staff across the province. Participates in cross-ministry groups and policy creation, as well as primary contact point for stakeholders. Provides guidance and assistance to executive when dealing with significant legal, policy, and file issues.

Utility Services

Administration of MoTI's Utility Policy Manual and protocol agreement between MoTI and various utility providers in British Columbia. Oversees the telecommunications program which ensures cell phones and Wi-Fi service providers pay annual fees for use of highway land. Assist staff with standards, policies, procedures, and issues surrounding utility installations.

Radio and Telecommunications Section

The Radio and Telecommunications section is responsible for ensuring that radio communications are maintained for a safer highway system. With a network of more than 160 mountain top radio repeater sites, the section is responsible for providing the means for ministry employees and road maintenance contractors to communicate with one another in all parts of the province at all times especially during emergency events when traditional means of communications may not be available.

Finance and Administration Services

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

Budget

Gross Operating Budget	\$30,947,000
Recoveries	<u>(\$14,560,000)</u>
Net Operating Budget	<u>\$16,387,000</u>

Net Road and Bridge Maintenance Contracts: 2022/23	\$439,710,000
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Related Legislation:

- *Transportation Act*
- *Motor Vehicle Act*

FTE's: 59

Northern Region

Associate DM Responsible: Kevin Richter

Darrell Gunn, Executive Regional Direction

The Northern Region of the Highway and Regional Services Division spans across four districts and five business units;

- Corporate & Operational Services
- Project Delivery
- Planning & Partnerships
- Business Services
- Indigenous Relations
- Fort George District
- Peace District
- Bulkley-Stikine District
- Skeena District

Northern Region is responsible for all aspects of the provincial highway system, the northern highway network consists of:

- 13,996km of highway and side roads
- 676 bridges and other structures such as retaining walls and snow sheds

Key programs within the Highway Operations Department are:

Maintaining and Operating Highways: Private contractors in 10 service areas deliver road maintenance services such as snow plowing, sanding and salting, pothole repair, and ditching. District staff monitor these contractors to ensure they are meeting the ministry's maintenance standards.

Highway Preservation: Regional staff deliver projects throughout the province that preserve and rehabilitate the highway system. Within the preservation program are the following subprograms:

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

Highway Expansion and Upgrading: Regional staff plan, design and deliver large projects that add capacity and improve safety and mobility on the highway system.

Emergency Response: District & Regional staff respond to natural disasters, including flooding, landslides, washouts and rockfalls. Ministry staff and maintenance contractors are typically first on the scene and quickly mobilize crews and equipment to protect property and restore access

Regional Indigenous Relations: Highway Operations Indigenous relations staff engage with First Nations and Indigenous people in several areas, such as, resolving tenure of highways through First Nation lands, employment and training opportunities on major construction projects, archeological investigations, and protection of special sites. Indigenous Relations staff provide strategic advice to ministry staff and coordinate with other agencies to ensure ministry initiatives support broader government objectives

Development Services and Permits: provides guidance and develops policy for operational development services staff across the province. Ensuring program staff have access to the tools, resources, policies, training and reference materials needed to complete their work in accordance with regulations, legislation, and ministry and provincial policy. Ensures the preservation of highway capacity through access and controlled area permits and protects highway safety through special events and work permits. Ensures sustainable rural land development that is consistent with good land use planning. Regional staff are responsible for subdivision approval in rural B.C., as well as zoning and subdivision near main highways within municipalities.

Budget:

Gross budget	\$20,527,000
Less recoveries	<u>\$(10,389,000)</u>
Net budget	<u>\$10,138,000</u>

Full Time Equivalents (FTEs): 113

Passenger Transportation Branch (PTB)

Associate DM Responsible: Kevin Richter

Branch Description:

Steve Haywood, Executive Director

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

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

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

Budget:

Gross budget	\$2,168,000
Less recoveries	\$0
Net budget	<u>\$2,168,000</u>

Full Time Equivalents (FTEs): 32

Related Legislation:

- *Passenger Transportation Act*
- *Passenger Transportation Regulation*
- *Motor Vehicle Act*

South Coast Region

Associate DM Responsible: Kevin Richter

Branch Description:

Ashok Bhatti, Executive Director

The South Coast Region's Highways and Regional Services Division is made up of two districts which overlap with four regional services groups and eight major programs, as follows:

- District highway operations:
 - Vancouver Island District
 - Lower Mainland District
- Regional service groups:
 - Corporate Services & Transportation Management Centre for B.C.
 - Project Delivery
 - Properties and Partnerships
 - Rehab, Maintenance, and Provincial Procurement
 - Indigenous Relations
 - Planning & SCR Major Projects
 - Business Management Services
 - Concessions
- Major programs:
 - Fraser Valley Highway 1 Corridor Improvement Program
 - South Island Transportation Strategy

South Coast Region is responsible for all aspects of the provincial highway system, the SCR highway network consists of.

- 9,363 road km of highway and side roads
- 1,117 bridges and 1,515 structures such as retaining walls, tunnels, sign structures and snow sheds including the following life-line structures:
 - George Massey Tunnel
 - Oak Street Bridge
 - Alex Fraser Bridge
 - Pattullo Bridge
 - Iron Works Memorial Bridge
 - Lions Gate Bridge
 - Port Mann Bridge
 - Queensborough Bridge
 - Pitt River Bridge
 - Mission Bridge
 - Agassiz Rosedale Bridge
 - Second Narrows Bridge
 - Annacis Channel E Bridge
 - Annacis Channel W Bridge

Throughout the entire region, our core business functions are ensuring that our highways are well maintained and operational year-round; responding to emergencies to ensure safe and effective coordination of traffic, in addition to temporary fixes to structures and roadways; permanent fixes and rehabilitation efforts through project delivery and planning; and responding to major emergency events such as the atmospheric river and forest fires. In all aspects staff strive to deliver a high level of customer service to clients, local government and indigenous communities.

SCR business operations were heavily impacted in parts of Vancouver Island and the Fraser Valley Region by the 2021 November Atmospheric River event. Staff respond to natural disasters, including flooding, landslides, washouts and rockfalls. Ministry staff and maintenance contractors are typically first on the scene and quickly mobilize crews and equipment to protect property and restore access.

Priorities within the South Coast Region are:

- **Maintaining and Operating Highways:**

Highway Maintenance Services in SCR are delivered through seven (7) service areas with 10-year Highway Maintenance Agreements.

With the mountainous terrain the region is home to the majority of avalanche programs. These programs reduce the risk of natural avalanche activity impacting travel corridors by performing avalanche control through helicopter delivered explosives or remote avalanche controls systems (RACS) located on Highway 1, 3, 5, and 99.

SCR also manages the Provincial 365/24/7 Transportation Management Centre for British Columbia (TMC BC) which reports on highway incidents and closures as well as coordinating response for emergency coordinators (RCMP, Highway Patrol, Fire Services, etc.) across BC. The TMC BC is also responsible for managing the DriveBC notifications and social media updates for incidents. The TMC BC also monitors the health of the provincial camera network (800 cameras).

SCR is also responsible for managing 2 major concession corridors (Sea-to-Sky, Highway 17) in South Coast and for monitoring and audits the performance of those Concession Contracts.

- **Highway Preservation:** Regional staff deliver projects throughout the province that preserve and rehabilitate the highway system. Within the preservation program are the following subprograms:

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

In fiscal year 22/23 SCR is delivering 110 projects for a total investment of \$1.436B, this does not include projects eligible for funding under the federal DFAA funding.

- **Highway Expansion and Upgrading:** Regional staff plan, design and deliver large projects that add capacity and improve safety and mobility on the highway system. Examples of projects

within this program for SCR include:

- Fraser Valley Highway 1 Improvement Program
- South Island Transportation Strategy
- **Regional Indigenous Relations:** Highway Operations Indigenous relations staff engage with approximately 93 different indigenous communities across the South Coast Region. Recent emergency events have highlighted the importance of these relationships in being able to support communities as we work through recovering our highway networks.

Budget:

Gross budget	\$35,386,000
Less recoveries	<u>(\$10,841,000)</u>
Net budget	<u>\$24,545,000</u>

Full Time Equivalents (FTEs): 162

Southern Interior Region

Associate DM Responsible: Kevin Richter

Branch Description:

Steve Sirett, Executive Director

The Southern Interior Region's Highways and Regional Services Division is made up of five districts which overlap with four regional services groups and three major programs, as follows:

- District highway operations:
 - Cariboo District
 - Okanagan-Shuswap District
 - Rocky Mountain District
 - Thompson-Nicola District
 - West Kootenay District
- Regional service groups:
 - Corporate Services
 - Project Delivery and Planning Services
 - Programming and Partnerships
 - Indigenous Relations
- Major programs:
 - Highway Reinstatement Program
 - Trans-Canada Highway Program
 - Cariboo Road Recovery Program

Provincial Field Services, which provides construction supervision services throughout the province, also operates out of the Southern Interior Region.

Southern Interior Region is responsible for all aspects of the provincial highway system, the SIR highway network consists of. 23,220 road km of highway and side roads, 1,183 bridges and 857 structures such as retaining walls, culverts, tunnels, sign structures and snow sheds

Throughout the entire region, our core business functions are ensuring that our highways are well maintained and operational year-round; responding to emergencies to ensure safe and effective coordination of traffic, in addition to temporary fixes to structures and roadways; permanent fixes and rehabilitation efforts through project delivery and planning; and responding to major emergency events such as the atmospheric river and forest fires. In all aspects staff strive to deliver a high level of customer service to clients, local government and indigenous communities.

All aspects of the SIR business operations have been heavily impacted by extreme weather events such as the 2020 wildfire season and the 2021 November Atmospheric River event. Staff respond to natural disasters, including flooding, landslides, washouts and rockfalls. Ministry staff and maintenance contractors are typically first on the scene and quickly mobilize crews and equipment to protect property and restore access.

Priorities within the Southern Interior Region are:

- **Maintaining and Operating Highways:**

Highway Maintenance Services in SIR are delivered through eleven service areas with 10-year Highway Maintenance Agreements. Service Area 11 in the East Kootenays will be renewed in 2023 and is currently in the procurement process.

SIR operations staff also support Marine Branch with 8 inland ferry services that connect communities and highway corridors

With the mountainous terrain the region is home to the majority of avalanche programs. These programs reduce the risk of natural avalanche activity impacting travel corridors by performing avalanche control through helicopter delivered explosives or remote avalanche controls systems (RACS) located on Highway 1 and 3.

- **Highway Preservation:** Regional staff deliver projects throughout the province that preserve and rehabilitate the highway system. Within the preservation program are the following subprograms:

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

In fiscal year 22/23 SIR is delivering 276 projects for a total investment of \$241 M, this does not include projects eligible for funding under the federal DFAA funding.

- **Highway Expansion and Upgrading:** Regional staff plan, design and deliver large projects that add capacity and improve safety and mobility on the highway system. Examples of projects within this program for SIR include:

- Highway Reinstatement Program- Highway 1, 5 and 8 Atmospheric River recovery projects
- Trans-Canada Highway Program- Hope to Alberta 4 lane program
- Cariboo Road Recovery Program- repairs from 2017 and 2018 Freshet events

- **Regional Indigenous Relations:** Highway Operations Indigenous relations staff engage with First approximately 60 different indigenous communities across the Southern Interior Region. Recent emergency events have highlighted the importance of these relationships in being able to support communities as we work through recovering our highway networks.

Budget:

Gross budget	\$53,934,000
Less recoveries	(\$35,605,000)
Net budget	<u>\$18,329,000</u>

Full Time Equivalent (FTEs): 283

Integrated Transportation and Infrastructure Services Division

ADM Responsible: Kevin Volk, Assistant Deputy Minister, Integrated Transportation and Infrastructure Services

Core Business/ Program Area Description/Critical Business Processes:

The Integrated Transportation and Infrastructure Services (ITIS) Division develops and promotes a world class transportation network through innovation and collaboration. ITIS oversees aspects of strategic planning, capital programming, land management and major project delivery for the ministry. ITIS is also the primary interface between government and two Crown Corporations: BC Rail and Transportation Investment Corporation (TI Corp).

ITIS is responsible for:

- Integrated Transportation Planning
- Goods Movement
- Properties and Land Management
- Transit Oriented Development and Land Value Capture
- Capital Planning and Programming
- Major project policy and delivery including the TI Corp relationship
- Engineering and Technical Services
- Engineering Standards

The division has eight branches:

1. Integrated Property Development.
2. Integrated Transportation Planning
3. Major Projects & Alternate Procurement
4. Planning and Programming
5. Properties & Land Management
6. Highway 91/17 and Deltaport Way Upgrade Project
7. Chief Engineer
8. Engineering Services

Budget:

Gross budget	\$93,104,000
Less recoveries*	(\$80,726,000)
Net budget	<u>\$12,378,000</u>

*Based on TFA recoveries from 22-23 Estimates budget (excludes TI Corp Projects)

Full Time Equivalents (FTEs): 357

Related Legislation:

- *Transportation Act*
- *Land Act*
- *Land Title Act*
- *Expropriation Act*
- *Transportation Investment Act*
- *British Columbia Transit Act*
- *Insurance Corporation Act*

Chief Engineer's Office

ADM Responsible: Kevin Volk

Branch Description:

Ian Pilkington, Chief Engineer

The Chief Engineer's Office is responsible for managing and approving the engineering policies and standards including climate resiliency standards used on ministry designs. Led by the Chief Engineer this office ensures compliance of the standards and policies through the oversight of the Professional Governance Act and reviews and approves any variance to those standards. Is also responsible for overseeing the Engineer-in Training Program, Engineering Systems and the ministry's Corporate Emergency Programs.

Engineer-in-Training Program

The ministry's training program that ensures new engineering staff are properly educated on how to undertake engineering designs in compliance with the B.C. engineering regulations and ensures they achieve sufficient experience to become registered professional engineers in BC. This program is also a key piece of the ministry's succession strategy for engineering staff.

Engineering Systems

Responsible for coordinating engineering information for use by internal and external designers and for procurement purposes through the creation of electronic data rooms. Maintains the Ministry's engineering and construction as-built drawing repository. Oversees graphic design services, construction webcams and Geographical Information System applications in development in the ministry. Responsible to direct and produce videos for the ministry to showcase, recognize ministry programs, projects, staff and initiatives and provide special project staffing and services for the ministry.

Corporate Emergency Programs

Leads ministry wide efforts to prepare for, respond and recover from major emergencies including the delivery of strategic plans, systems and initiatives from site specific incidents on the highway network, to catastrophic events such as large earthquakes. Following a large earthquake in the province and activation of the Catastrophic Emergency Response and Recovery Centre (CERRC) the ministry is responsible for providing the overall leadership for the Transportation Branch (TB) of the Infrastructure Group, and leading the Road, Rail, Marine and Air sections of the Transportation Branch. This branch is the principle point of prioritization and coordination of all the transportation functions and resources in the provincial emergency response.

Budget:

Gross budget	\$906,000
Less recoveries	\$0
Net budget	<u>\$906,000</u>

NOTE: All engineering recoveries are centralized under the Executive Director, Engineering Services

Full Time Equivalents (FTEs): 13

Engineering Services Branch

ADM Responsible: Kevin Volk

Branch Description:

Kenedee Ludwar, Executive Director

Engineering Services develops engineering and environmental solutions to support the provincial transportation system. Several distinct engineering sections provide expert advice to business and program areas across the ministry and allied organizations for the planning, design, construction, maintenance, and rehabilitation of B.C.'s provincial transportation infrastructure.

Transportation Systems and Road Safety Engineering

Researches, develops and implements advanced traffic management solutions as well as developing standards and policies for traffic management, electrical and highway safety engineering. Manages the vision and strategic planning for several systems including provincial Intelligent Transportation Systems and the ministry Collision Information System which reports on safety throughout the highway network. Works with federal and provincial regulatory agencies, railway companies and harbour boards on issues related to navigable water and railway crossings.

Highway Design and Geomatics

Provides highway design and geomatic expertise and resources in support of new capital projects, rehabilitation projects, safety initiatives and development services. Researches, develops and implements highway designs and geomatic guidelines and standards. Manages eRISP (Electronic Registration, Identification, Selection and Performance), a professional service procurement system.

Geotechnical, Materials and Pavement Engineering

Reviews new materials for use in construction, rehabilitation and maintenance projects, new pavement design methods, and directs the ministry's gravel management program. Provides geotechnical expertise, including foundation and retaining wall design, to support capital and rehabilitation projects. Carries out landslide and terrain evaluations and often involved in large infrastructure/specialized projects, such as seismic retrofit construction. This section also assists with emergency response to geohazards by managing investigations and remediation for contaminated sites on provincial infrastructure.

Structural Engineering

Develops, implements and advises on bridge design, construction, inspection, evaluation, rehabilitation, seismic and hydrotechnical engineering policies, standards and procedures. Provides structural expertise and design, including construction supervision, on capital and rehabilitation projects. Manages the ministry's Enhanced Bridge Inspection Program, structural health monitoring and seismic instrumentation programs and the evaluation of bridges for extraordinary overweight vehicle permits.

Environmental Management

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

Budget:

Gross budget	\$30,875,000
Less recoveries	<u>(\$22,628,000)</u>
Net budget	<u>\$8,247,000</u>

Full Time Equivalents (FTEs): 188

Highway 91/17 and Deltaport Way Upgrade Project

ADM Responsible: Kevin Volk

Branch Description:

Thomas Chhun, Associate Project Director

The Highway 91/17 and Deltaport Way Upgrade Project is a combination of improvements to the existing Highway 91, Highway 17, Highway 91 Connector and Deltaport Way to improve travel safety, reliability and efficiency.

These upgrades will improve local and commercial travel time and reliability in the area, reduce conflicts between commercial vehicles and other traffic, and support community and economic development.

These upgrades also complement the recently completed 72nd Avenue Interchange Project and the Alex Fraser Bridge Improvements.

Funding partnership with the National Infrastructure component of the New Building Canada Fund, Vancouver Fraser Port Authority, the Province of B.C., and Tsawwassen First Nation.

This project will be completed on schedule in 2023.

Budget:

- Approved capital Project budget: \$260,176,672
 - MOTI \$ 87,500,000
 - VFPA \$ 87,500,000
 - NBC \$ 81,671,139
 - TFN \$ 3,505,533

Full Time Equivalent (FTEs): 8

Integrated Property Development Branch

ADM Responsible: Kevin Volk

Branch Description:

Shannon Price, Executive Project Director

Integrated Development core business is evaluating existing BCTFA properties for suitability for Transit Oriented Development (TOD) and applying integrated development and TOD principles to major infrastructure projects. Integrated Development leads the planning, development, and approvals for TODs while working collaboratively with other ministry branches partnering ministries, the Transportation Investment Corporation (TIC) and local governments.

The Branch is responsible for the development of the provincial TOD Framework and related policies and works across ministries to support policy development, regulations, and legislation.

The branch supports regional planning initiatives to identify TOD opportunities early in the transportation planning process to align integrated planning principles and leverage land acquisition strategies that maximize co-benefits for the community.

Budget & FTEs:

- Pending, as the branch is being created out of the Properties and Land Management Branch and resourcing is still being determined.

Related Legislation:

- *Transportation Act*
- *Land Title Act, Land Act*
- *Expropriation Act*

Integrated Transportation Planning Branch

ADM Responsible: Kevin Volk

Branch Description:

Kathryn Weicker, A/Executive Director

The Integrated Transportation Planning Branch (ITPB) is responsible for advancing the principles of integrated transportation planning and enhancing the competitiveness of B.C.'s transportation trade network. The branch leads two key initiatives:

- The **Integrated Transportation and Development Strategy** is a province-wide initiative to align transportation/land use decisions and co-leverage investments to achieve broader government objectives, such as compact, complete, connected communities, and to contribute to and support CleanBC and StrongerBC initiatives. As this work progresses, these goals and objectives are being applied in partnership with other ministries, local governments and others on region-specific projects, such as the Fraser Valley Highway 1 Corridor Improvement Program, Central Okanagan Integrated Transportation Strategy, Surrey-Langley Skytrain, and Moray Area Planning Study (partnering with YVR).
- The **Goods Movement Strategy**, a commitment of the StrongerBC Economic Plan, will strengthen the transportation and logistics sector, support exporters, and accelerate innovation while advancing climate objectives. The province's ability to export and drive economic growth is reliant on a competitive, reliable and resilient transportation trade network. The Goods Movement Strategy will position B.C. to effectively support these economic and social objectives.

The branch also represents the province's interests in a range of planning forums at the federal, provincial, and territorial level and leads projects, policy development and the implementation of tools and levers that support the successful implementation and advancement of these strategies.

Budget:

Gross budget	\$2,346,000
Less recoveries	\$0
Net budget	<u>\$2,346,000</u>

Full Time Equivalents (FTEs): 26

Major Projects & Alternate Procurement Branch

ADM Responsible: Kevin Volk

Branch Description:

Peter Argast, Executive Director

The Major Projects and Alternate Procurement Branch (MPAP) is responsible for all aspects of strategic planning, programming, alternative procurement and delivery of the Ministry's major transportation projects throughout the province. MPAP's major capital projects are typically valued at greater than \$250 Million and include elements of complexity with respect to design and procurement. MPAP leads the planning, development, and approvals for major capital projects, as well as plays a key role in the procurement and delivery of the projects.

MPAP works collaboratively with Transportation Investment Corporation (TI Corp), TransLink, the Environmental Assessment Office, Infrastructure BC, Infrastructure Canada, Metro Vancouver, as well as other ministries, key stakeholders, and Indigenous Groups.

Current projects in planning and pre-development stages include a SkyTrain extension to UBC, the SFU Gondola, and Burrard Inlet Rapid Transit.

Projects in or scheduled for construction include:

- Fraser River Tunnel Project (\$4.15B)
- Surrey Langley SkyTrain (\$4.01B)
- Broadway Subway Project (\$2.83B)
- Pattullo Bridge Replacement (\$1.38B)
- Kicking Horse Canyon Project – Phase 4 (\$601M)
- Highway 91/17 Improvements (\$260M)
- Steveston Interchange Project and Corridor Improvements (\$137M)

Budget:

Gross budget	\$709,000
Less recoveries	\$709,000
Net budget	<u>\$0</u>

Full Time Equivalents (FTEs): 24

Related Legislation:

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

Planning and Programming Branch

ADM Responsible: Kevin Volk

Branch Description:

James Postans, Executive Director

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

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

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

Budget:

Gross budget	\$1,381,000
Less recoveries	(\$777,000)
Net budget	<u>\$604,000</u>

Full Time Equivalents (FTEs): 10 (7 Current)

Properties and Land Management Branch

ADM Responsible: Kevin Volk

Branch Description:

Ryan Spillett - Executive Director

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

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

PLMB's core business includes:

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

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

Budget:

Gross budget	\$22,562,000
Less recoveries	<u>(\$22,561,000)</u>
Net budget	<u>\$1,000</u>

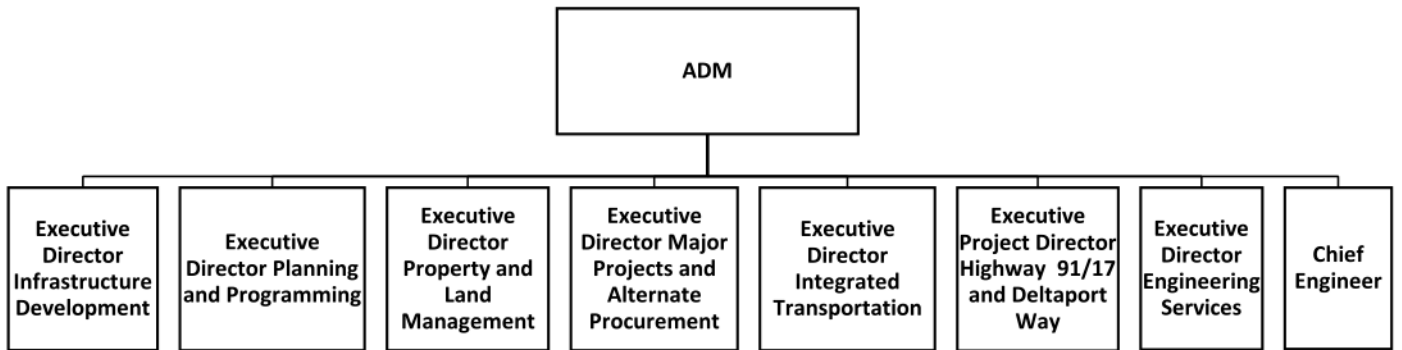
Full Time Equivalent (FTEs): 20 (+6 BCRP)

PLMB also oversees BC Rail Properties staff (6) who serve as land agents for the BC Railway Company.

Related Legislation:

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

Organization Chart:



Policy, Programs and Partnerships Division

ADM Responsible: Reg Bawa

Core Business/ Program Area Description/Critical Business Processes:

The Policy, Programs and Partnerships (PPP) Division is responsible for transportation policy and legislation, transit programs, inland and coastal ferry systems, design and delivery of programs (e.g. active transportation, climate action, accessible taxis), and supporting people-oriented transportation service sectors including air and rail. The division has oversight of key relationships with TransLink, BC Transit, and BC Ferries and maintains strategic relationships with the Passenger Transportation Board, BC Ferries Commissioner, BC Ferries Authority, and other levels of government entities with shared interests across Canada.

The division has four branches:

1. Policy and Legislation
2. Transportation Programs
3. Marine
4. Transit

Budget:

Gross budget	\$774,098,000
Less recoveries	<u>(\$392,821,000)</u>
Net budget	<u>\$381,277,000</u>

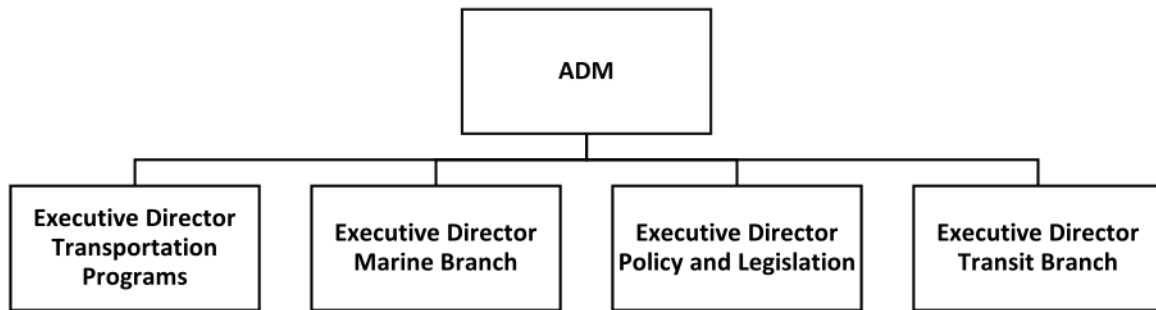
Full Time Equivalents (FTEs): 73

Related Legislation:

PPP is involved in drafting of legislation, including amendments, as well as OICs for any of the following:

- *B.C. Rail Benefits (First Nations) Trust Act*
- *BC Transportation Financing Authority Transit Assets and Liabilities Act*
- *British Columbia Railway Act*
- *British Columbia Transit Act*
- *Coastal Ferry Act*
- *Commercial Transport Act*
- *Container Trucking Act*
- *Industrial Roads Act*
- *Land Title Act*
- *Motor Vehicle Act*
- *Passenger Transportation Act*
- *Public Works Agreement Act*
- *Railway Act*
- *Railway Safety Act*
- *Significant Projects Streamlining Act*
- *Transport of Dangerous Goods Act*
- *Transportation Act*
- *Transportation Investment Act*
- Statutes under the Minister of Environment and Climate Change Strategy and Minister Responsible for TransLink's administration that pertain to TransLink: *South Coast British Columbia Transportation Authority Act (1998)*

Organizational Chart:



Marine Branch

ADM Responsible: Reg Bawa

Branch Description:

Kirk Handrahan, Executive Director, Marine Branch

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

Budget:

FY 2022/23	Coastal Ferry Services	Inland Ferry Services	Transportation Investments**	Total
Gross budget	\$244,970,000	\$31,218,000	\$31,234,129	\$307,422,129
Less recoveries*	-\$44,323,000	-\$20,548,000	-\$31,234,129	-\$96,105,129
Net budget	\$200,647,000	\$10,670,000	\$0	\$211,317,000

* Includes Provincial (estimated Medical Travel Assistance Program), Federal recoveries, and BCTFA/TIP recoveries.

** Includes MV Balfour Retro Fit; Lax Kw'alaams Ferry Dock Repairs; Cable Ferry Replacement (substantially complete); Pre-project development/planning for Barnston Island Ferry and Lax Kw'alaams Ferry (both are operating expenditures recoverable through TIP); and Kootenay Lake Ferry Service Improvement Project (a 'Major Capital Project > \$50M' as reported in the Ministry's Annual Service Plan).

Full Time Equivalent (FTEs): 10

Transit Branch

ADM Responsible: Reg Bawa

Branch Description:

Jodi Dong, Executive Director

The Transit Branch is responsible for implementing provincial transit policy, budget and program development, negotiating and administering funding and cost sharing agreements as well as implementing and monitoring transit capital investments and other transit-related initiatives. The Branch also oversees and supports BC Transit (Crown corporation) to ensure it carries out its responsibilities; as well as supporting TransLink (an independent transit authority) in the agency's medium and long-term planning to ensure British Columbia has a reliable, affordable and safe public transit system.

Budget:

Operating and Capital:

Gross	\$427,022,000
Less recoveries*	-\$283,422,000
Net Transit Branch Budget	<u>\$143,600,000</u>

*Includes Federal and BCTFA recoveries

Full Time Equivalents (FTEs): 16

Related Legislation:

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

BC Transportation Financing Authority (BCTFA) Transit Assets and Liabilities

Transportation Act (SBC 2004)

British Columbia Transit Act (RSBC 1996)

Statutes under the Minister of Environment and Climate Change Strategy and Minister Responsible for TransLink's administration that pertain to TransLink:

South Coast British Columbia Transportation Authority Act (1998)

Transportation Policy and Legislation Branch

ADM Responsible: Reg Bawa

Branch Descriptions:

Jeremy Wood, Executive Director

The branch develops and implements transportation policy across all transportation modes of provincial responsibility to advance innovative and integrated transportation services and systems for the people of B.C.

The branch provides expertise for corporate and strategic initiative policy and legislation development, and a strategic partner for ministry-wide program policy.

The branch is responsible for the ministry's legislative program, including development of Orders in Council, regulations, and orders for appointments to boards, tribunals and other entities under the ministry's responsibility. The branch also supports and advocates for transportation policy aligning with provincial and ministerial objectives in various federal/provincial and Canada/U.S. forums.

Budget:

Gross budget	\$1,668,000
Less recoveries	<u>\$170,000</u>
Net budget	<u>\$1,498,000</u>

Full Time Equivalents (FTEs): 11

Transportation Programs Branch

ADM Responsible: Reg Bawa

Branch Description:

Trish Rorison, Executive Director

Transportation Programs Branch is responsible for the delivery of Ministry programs in support of active transportation, climate action, clean transportation, air policy, rail safety (Registrar of Rail Safety) and grant programs. It has the responsibility, with the Ministry of Energy, Mines and Low Carbon Initiatives, for the development and delivery of the Clean Transportation Action Plan as part of CleanBC's Roadmap to 2030. The branch also continues to identify opportunities to double the percentage of active transportation trips by 2030 and deliver a number of climate action programs in support of CleanBC targets.

The branch supports and delivers several grant programs including the BC Air Access Program that provides infrastructure funding for aviation facilities in B.C. and the BC Active Transportation Grants Program which provides infrastructure and network planning grants for Indigenous and local governments in the province. Transportation Programs also provides administrative support for three streams of the Investing in Canada Infrastructure Plan – Community, Culture and Recreation, Rural and Northern Communities and Green Infrastructure funds.

Budget:

Gross budget	\$2,691,000
Less recoveries:	
BCTFA	(1,004,000)
Federal Gov't	(216,000)
Net budget	<u>\$1,471,000</u>

Full Time Equivalent (FTEs): 26

Grants (STOB 80) budget \$22,665,000

(Includes Active Transportation Grants & Programming, Heavy Duty Vehicle Efficiency & Electric Vehicle Charging Stations)

Strategic and Corporate Priorities Division

ADM Responsible: Paula Cousins

Core Business/ Program Area Description/Critical Business Processes:

The Strategic and Corporate Priorities (SCP) Division is a newly formed division responsible for leading key strategic cross-ministry and corporate initiatives. The division oversees delivery and implementation of strategic and business planning services, coordinates large priority strategies such as CleanBC and StrongerBC, leads ministry efforts with reconciliation, GBA+ and diversity, equity, and inclusion, is responsible for human resources, workforce planning, employee engagement and Information Management and Technology.

The division currently has four branches*:

1. Information Management and Technology
2. Strategic Human Resources
3. Indigenous Relations
4. Transportation Services

*SCP is undergoing an organizational review to better structure teams around emerging priorities. The new structure is anticipated to be in place for early 2023 and branches/responsibilities may shift.

Budget:

Gross budget	\$22,800,000
Less recoveries	\$11,465,000
Net budget	<u>\$11,335,000</u>

Full Time Equivalents (FTEs): 139

Related Legislation:

Federal:

- Canadian Charter of Rights and Freedoms
- Canadian Labour Code

Provincial:

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

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

Organizational Chart:



Corporate Indigenous Relations Branch

ADM Responsible: Paula Cousins

Branch Description:

Nicholas Nixon, A/Executive Director

Corporate Indigenous Relations develops and implements strategies, policy and processes to help ensure safe and secure transportation access, drive economic development, and promote collaboration with Indigenous communities and Indigenous peoples as it applies to the transportation sector.

It leads the ministry in support of government's commitment to reconciliation and to advance the principles of the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation calls to action and the Draft Principles that Guide the Province's Relationship with Indigenous Peoples through collaboration, coordination, relationship building and training.

The team works closely with the Associate Deputy Minister and Strategic Human Resources to deliver programs and policies to progress our ministry's reconciliation journey and provides expertise and support to the ministry's Regional Indigenous Relations teams and other Divisions.

Budget:

Gross budget	\$764,000
Less recoveries	\$644,000
Net budget	<u>\$120,000</u>

Full Time Equivalents (FTEs): 2

Information Management Branch

ADM Responsible: Paula Cousins

Branch Description:

Alexander Ritchie, Executive Director and Chief Information Officer

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

The IMB works with central agencies to ensure support for overall strategic direction within government's Digital Operating Model. In addition, the IMB is responsible for digital and data governance, policy, strategic planning, development of digital services, data strategy and services, security and information and privacy management.

The IMB provides the following services to the ministry:

- Digital technology strategy to enable service delivery
- Digital and data Governance Framework
- Data strategy to enable evidence informed decision making and service delivery
- Digital and IT Procurement, Contracting, Licensing and Vendor Management
- Digital service and application development
- Digital project delivery in partnership with the business areas
- Technology services including user hardware, software and telecommunication support, corporate projects (workstation refresh, unified communications etc.) and Intelligent Transportation Systems (ITS) and the ministry's fiber network support

Budget:

Gross budget	\$18,250,000
Less recoveries	\$10,645,000
Net budget	<u>\$7,605,000</u>

Full Time Equivalents (FTEs): 103

Strategic Human Resources Branch

ADM Responsible: Paula Cousins

Branch Description:

Kim Kennedy, Executive Director

Strategic Human Resources Branch (SHR) supports the ministry with innovative future-focused human resource initiatives, programs, and activities related to internal communications, workforce planning, engagement, organizational development, and corporate liaison and initiatives.

The SHR team focuses on the strategic needs of the ministry ensuring we have the people and skills needed for the ministry to thrive and provide excellent services to the citizens of British Columbia. The SHR team is a trusted partner in the development and delivery of corporate initiatives including supporting and promoting a Talented, Trusted, Modern and Diverse workforce.

Budget:

Gross budget	\$1,049,000
Less recoveries	\$0
Net budget	<u>\$1,049,000</u>

Full Time Equivalents (FTEs): 7

Transportation Services Branch

ADM Responsible: Paula Cousins

Branch Description:

Sandra Toth Nacey, A/COVID Lead and Executive Director

The Transportation Services Branch delivers corporate and strategic services to support the ministry, its employees, partners and stakeholders under various program areas:

COVID-19 Lead:

The Executive Director of the Transportation Services Branch leads the ministry's COVID-19 Recovery Task Force which guides and supports staff to make decisions about safe workplaces and client interactions. This work is supported by branch staff and other divisions.

Business Services:

Manages key ministry programs and publications including the Disaster Financial Assistance Arrangements, Business Continuity Planning, Ministry Operations Center, Corporate Safety and the annual Quick Facts Book. In addition to acting as a management hub for special projects and ad hoc requests the team manages large scale ministry events, such as the Union of British Columbia Municipalities Annual Convention, First Nations Leaders Gathering, B.C. Contractor of the Year Awards of Excellence and the B.C. Transportation Consulting Engineers Awards.

Corporate Planning:

Leads corporate and strategic planning and reporting including Annual Service Plans and Reports and the ministry's contribution to cross-government plans, reports and strategic initiatives and tracks/reports ministry progress on corporate priorities such as CleanBC, StrongerBC and mandate letter commitments.

Web and Social Media Services:

Lead's the ministry's web and content strategy, public engagement/education, emergency communications and customer service while running various programs and applications including DriveBC, B.C. Highway Camera Program, TranBC and the Customer Satisfaction Survey. The ministry's online presence as a trusted and reliable resource for the travelling public and media has made it one of the most actively engaged web and social media platforms in the B.C. government.

Budget:

Gross budget	\$2,395,000
Less recoveries	\$176,000
Net budget	<u>\$2,219,000</u>

Full Time Equivalents (FTEs): 25

BRIEFING NOTE
CROWN AGENCIES

Name: **British Columbia Railway Company (BCRC)**

Legislative Authority:

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

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

Mandate:

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

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

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

Current Appointees:

Under the British Columbia Railway Act, the board consists of up to nine members appointed by the Lieutenant Governor in Council. Kaye Krishna, Deputy Minister of Transportation and Infrastructure, is the sole Director, appointed under OIC 241/21, April 19, 2021; serving at pleasure (without expiry).

Appointments required:

- **No appointments required**

Issue(s):

- Crown Agencies Secretariat (CAS) is currently undertaking a review of BCRC's corporate structure, board governance and executive succession planning.

Key Contact:

Name – Gord Westlake
Title – President and CEO
Phone – 604-202-5920



BRIEFING NOTE
CROWN AGENCIES

Name: BC Transit

Legislative Authority: *British Columbia Transit Act*

Mandate:

BC Transit is the provincial Crown agency responsible for planning, acquiring, constructing, maintaining and operating public passenger transportation systems that support regional growth strategies, official community plans and economic development. BC Transit operates across British Columbia except for those areas serviced by TransLink (Metro Vancouver). More than 1.8 million British Columbians in over 130 communities across the province have access to BC Transit local and regional transit services.

Current Appointees:

BC Transit Board of Directors

Per *British Columbia Transit Act* s. 4, the Board is appointed by Lieutenant Governor in Council to hold office during pleasure. The Board consists of:

Prescribed Member(s)	Current Appointee(s)
Two individuals who are members of the Victoria Regional Transit Commission	Susan Brice (Councillor, District of Saanich) Lisa Helps (Mayor, City of Victoria)*
Two individuals who are each a mayor of a municipality or chair of a regional district with a transit service agreement with BC Transit	Karen Elliott (Mayor, District of Squamish)* Lyn Hall (Mayor, City of Prince George)*
Three other individuals	Catherine Holt, Chair Wendal Milne Blair Redlin

The Board Chair is appointed by Lieutenant Governor in Council from among the directors, to hold office during pleasure.

*No longer serving in office as of November 5, 2022.

Victoria Regional Transit Commission

The *British Columbia Transit Act* s. 25(7) prescribes the composition of the Victoria Regional Transit Commission and requires that they are appointed by Lieutenant Governor in Council to serve during pleasure. If the member ceases to hold office, the appointment is terminated. The Chair is designated by the Minister.

Prescribed Member(s)	Current Appointee(s)
Mayor of Victoria	Lisa Helps*
Victoria Councillor	Charlayne Thornton-Joe*
Mayor of Esquimalt or Oak Bay	Kevin Murdoch (District of Oak Bay)
Mayor of Saanich	Fred Haynes*
Saanich Councillor	Susan Brice (Chair)
Mayor of Sidney or North Saanich or Central Saanich	Geoff Orr (District of North Saanich)*
One of mayors from: Colwood, Metchosin, View Royal, Langford, the Highlands, Sooke or director of the Juan de Fuca electoral area.	Rob Martin (City of Colwood)* and Maja Tait (District of Sooke)

No longer serving in office as of new council term. Current term ends immediately before the first council meeting after the election, date varies depending on local bylaws.

Appointments required:

At least eight new appointments to the BC Transit Board of Directors and Victoria Regional Transit Commission will be required to fill vacancies following local government elections.

Issues:

Ridership Recovery

- Due to COVID-19, ridership in BC Transit systems experienced a 70 to 80 percent ridership loss starting in March 2020. BC Transit ridership is continuing to recover and as of August 2022, the annual ridership forecast is approximately 75 percent of pre-pandemic levels, which exceeds the Service Plan target of 73 percent. Full recovery is expected sometime after 2024/25.
- The Province and federal government provided \$116.4M in Safe Restart funding to BC Transit in 2020/21 and 2021/22 to support local governments facing fare revenue shortfalls expected through 2024/25.

Free Transit for Children 12 and Under

- In September 2021, the Province launched free transit for children 12 and under.
- Budget 2021 provided up to \$10.8M to BC Transit for program development and administration costs, Advice/Recommendations; Government Financial Information; Intergovernmental Communications
-

Low Carbon Fleet Program

- BC Transit's Low Carbon Fleet Program (LCFP) is a 10 to 15-year strategy to transition its current diesel-based fleet to low carbon alternatives, primarily battery electric and compressed natural gas, to support the Province's legislated CleanBC greenhouse gas emissions targets.
- BC Transit has ordered its first 10 battery electric buses which will begin service in Victoria starting in summer 2023.
- Phase 1 of the LCFP includes approximately 200 buses and associated charging infrastructure by 2025/26.
- Advice/Recommendations

Sea to Sky Regional Transit

- Local governments and First Nations in the Sea to Sky corridor are eager to have regional transportation connecting Pemberton/Mount Currie, Whistler, Squamish and Vancouver.
- Advice/Recommendations; Intergovernmental Communications
-
- The local partners are assessing this option and re-visiting the 2017 BC Transit service proposal.
- The local partners will be reporting to elected officials in early September.

Labour Issues

- Like many other transit systems across Canada, BC Transit systems are currently experiencing driver and staffing shortages.
- To address labour shortages, BC Transit and its operating companies have recruitment campaigns underway.
- There are 15 collective agreements covering 24 transit systems (out of 86 in total), which are expired and being negotiated, including Victoria, where BC Transit is the employer. Transit workers in Vernon and Salmon Arm represented by Unifor Local 114 employed by First Canada, have voted in favour of job action.

Key Contact:

Jodi Dong
Executive Director Transit Branch, Policy Programs and Partnerships Division, Ministry of Transportation and Infrastructure
778-698-3399

BRIEFING NOTE
CROWN AGENCIES

Name: BC Transportation Financing Authority

Legislative Authority: *Transportation Act*

Mandate:

The BC Transportation Financing Authority (BCTFA) was established in 1993 with a mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure throughout B.C. While BCTFA owns most provincial highways and land held for construction of future transportation infrastructure, administration, regulatory responsibility and operational authority for management of highways, as set out in the Transportation Act, are the responsibility of the Minister and the Ministry of Transportation and Infrastructure.

The BCTFA is a taxpayer-supported Crown, with its own set of financial accounts. While it is outside of the Consolidated Revenue Fund, the BCTFA financial accounts and forecasts are included in the consolidated Public Accounts and the Provincial Fiscal Plan.

As of March 31, 2022, its statement of financial position reflects approximately \$18.7 billion in transportation infrastructure assets and land and \$14.9 billion net borrowings (fiscal agency loans and public-private-partnership debt obligations).

The BCTFA's long-term capital plan, the Transportation Investment Plan, reflects its mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure. The plan is financed through the BCTFA through direct borrowings, public-private-partnerships, federal and local government cost-sharing, and tax revenue from the Province (motor fuel tax of 6.75 cents per litre and car rental tax of \$1.50 per car rental day).

Current Appointees:

The Minister of Transportation and Infrastructure is the sole director and chair of the board. The Deputy Minister of Transportation and Infrastructure is the CEO. The BCTFA has no direct staff. Program delivery and financial management of the authority is provided by ministry staff and executive, and the cost is recovered from the BCTFA.

The DM and ADMs of the Ministry of Transportation and Infrastructure are appointed as officers of BCTFA. Appointments may be required if there are any changes in the ministry executives.

Appointments required:

- N/A

Issue(s):

- 90 Days - The Minister of Transportation and Infrastructure, as chair of the board of BCTFA, is required to approve the Annual Budget and Service Plan forecasts in January each year.

Key Contact:

Heather Hill, ADM and Executive Financial Officer

BRIEFING NOTE
CROWN AGENCIES

Name: Transportation Investment Corporation (TI Corp)

Legislative Authority: TI Corp was established under the *Transportation Investment Act*. TI Corp is a taxpayer-supported crown corporation and became a subsidiary of the BC Transportation Finance Authority on April 1, 2018. In June 2018, the Government of B.C. re-purposed TI Corp to become the Ministry of Transportation and Infrastructure's major project governance and delivery organization. TI Corp must meet the requirements common to other government corporations and organizations under the *Financial Administration Act* and the *Budget Transparency and Accountability Act*.

Mandate: TI Corp has a mandate to provide enhanced oversight, management, procurement, and delivery of assigned major capital projects. TI Corp is committed to building capacity internally and, by extension, within the BC Public Service. The organization applies robust and consistent project and financial controls and practices across the major transportation projects.

TI Corp is currently delivering \$13.3 billion in major infrastructure projects. TI Corp is accountable to the Minister of Transportation and Infrastructure for transportation sector projects which include the Pattullo Bridge Replacement Project, the Broadway Subway Project, Kicking Horse Canyon Project – Phase 4, the Fraser River Tunnel Project and the Steveston Interchange Project (components of the Highway 99 Tunnel Program), and the Surrey-Langley SkyTrain Project. TI Corp is also accountable to the Minister of Tourism, Arts, Culture and Sport for the Collections and Research Building Project.

TI Corp's annual budget for 2022/23 is \$29.6 million and currently has a staff of 169 employees.

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

Member	Title at time of Appointment	Commencement of Appointment	Expiry of Appointment
Sabine Feulgen (Board Chair)	Private Consultant	December 16, 2019	December 1, 2022
Nicole Asselin	Private Consultant	January 31, 2020	December 1, 2022
Terry Brown	Private Consultant	March 15, 2021	March 31, 2023
Allan Bruce	Private Consultant	March 15, 2021	March 31, 2023
Glen Coping	Private Consultant	May 20, 2020	March 31, 2025
Marina Pratchett	Private Consultant	April 1, 2020	March 31, 2025

Advice/Recommendations

Key Contact:
Peter Argast
Executive Director, Major Projects
778-974-3608



Ministry of Transportation and Infrastructure

2022/23 – 2024/25 Service Plan

February 2022



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[Ministry of Transportation and Infrastructure](#)

Published by the Ministry of Transportation and Infrastructure



Minister's Accountability Statement



The *Ministry of Transportation and Infrastructure 2022/23 – 2024/25 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in dark ink, appearing to read "Rob Fleming". The signature is fluid and cursive, with the first name "Rob" being more prominent.

Honourable Rob Fleming
Minister of Transportation and Infrastructure
February 8, 2022

Minister of State's Accountability Statement



I am the Minister of State for Infrastructure and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2022/23:

- a) work with the Minister of Transportation and Infrastructure to advance critical pieces of transportation infrastructure that will benefit communities across B.C. and support B.C.'s economic recovery from the COVID-19 pandemic;
- b) work with the TransLink Mayors' Council through its 10-year planning process to continue work to extend the Millennium Line to Arbutus Street, with an eventual terminus at UBC, and ensure prompt design and construction of the Surrey-Langley Skytrain;
- c) continue to support planning to improve the movement of goods and people in the Fraser Valley, including the widening of Highway 1;
- d) work with the Minister of Transportation and Infrastructure to advance a replacement for the George Massey Crossing to support communities on both sides of the Fraser River;
- e) work with the Minister of Transportation and Infrastructure to advance the successful completion of the Pattullo Bridge Replacement Project;
- f) work with Cabinet colleagues, communities, and regions to support the planning and development of key transit projects, like high-speed transit links for the North Shore and the expansion of rail up the Fraser Valley, which will bring cleaner transit, support economic growth and deliver more construction jobs for B.C. workers;
- g) submit to Cabinet a report on the results referred to in paragraphs (a) to (f) on or before March 31, 2023.

A stylized, handwritten signature in black ink, reading "Bowinn".

Honourable Bowinn Ma
Minister of State for Infrastructure
February 10, 2022

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Purpose of the Ministry

The Ministry of Transportation and Infrastructure plans transportation networks, provides transportation services and infrastructure, develops and implements transportation policies, and administers many related acts, regulations and federal-provincial funding programs. The Ministry strives to build and maintain a safe and reliable transportation system and provide affordable, efficient and accessible transportation options for all British Columbians. This work includes investing in road infrastructure, public transit, coastal and inland ferry service delivery, active transportation network improvements and other more socially and environmentally responsible modes of transportation, reducing transportation-related greenhouse gas emissions, and strengthening the economy through the movement of people and goods.

The Ministry invests in highway rehabilitation and side road improvements, which includes road resurfacing, bridge rehabilitation and replacement, seismic retrofits, intersection improvements and upgrades to smaller side roads to help connect communities.

Two provincial cost-sharing programs are also managed by the Ministry: the [British Columbia Active Transportation Infrastructure Grant Program](#) and the [British Columbia Air Access Program](#). These programs help local communities invest in improvements to active transportation infrastructure and local airports respectively.

The Ministry is responsible for four Crown corporations: the [BC Transportation Financing Authority](#) (BCTFA); [BC Railway Company](#) (BCRC); [Transportation Investment Corporation](#) (TI Corp); and [BC Transit](#).

Strategic Direction

In 2022/2023, the Government of British Columbia will continue its whole-of-government response to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each ministry's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first; working toward lasting and meaningful reconciliation; supporting equity and anti-racism; ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets; and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how the Ministry of Transportation and Infrastructure will support the government's priorities including the foundational principles listed above and selected action items identified in the [November 2020 Minister's Mandate Letter](#) and [Minister of State for Infrastructure's Mandate Letter](#).

Economic Statement

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

Performance Planning

Goal 1: Invest in rural and urban infrastructure improvements that help build a strong, sustainable economy

Objective 1.1: Use Provincial investment dollars effectively to complete priority projects on budget and on time

Key Strategies

- Lead infrastructure planning needs of rural and urban B.C., in partnership with other Provincial ministries to support local government's priority infrastructure projects.
- Develop strategic partnerships with federal and other local government agencies, communities and the private sector to invest in priority rehabilitation and improvement projects, including flood recovery efforts, that serve the best interest of British Columbians.
- Streamline consultation, tendering, and construction of infrastructure projects to ensure projects are delivered without unnecessary delays.
- Lead negotiations for the next round of federal-provincial infrastructure programs.
- Use innovative solutions and best practices to deliver the most cost-effective transportation investment plans.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1 The percentage of projects that meet their budget and schedule	91.5%	91.5%	91.5%	91.5%

Data source: Ministry of Transportation and Infrastructure

Linking Performance Measure to Objective

This performance measure reflects the goal of being cost-conscious and evaluates all Ministry capital construction and rehabilitation projects completed each year, within the overall Transportation Investment Plan. This performance measure allows the Ministry to assess how efficiently and effectively it delivers this large suite of projects, and the consistent target represents the ability to maintain a high level of achievement despite challenges and the broad range of projects included in the target. This enables continued investment in projects that benefit rural and urban British Columbians, including those listed in the Capital Expenditures section.

Goal 2: Improve transportation network efficiency to provide British Columbians with safe and reliable access to the services they depend on

Objective 2.1: Improve highway safety and reliability

Key Strategies

- Monitor highway safety and improve high-risk locations.
- Maximize highway safety and reliability through safety-focused enhancements and low-cost improvements.
- Work with public safety partners to identify areas for safety improvements.
- Examine highway safety and reliability issues, considering climate forecasts, seismic hazards and the adaptive capacity of transportation infrastructure.
- Enhance commercial vehicle safety and enforcement in B.C.

Performance Measure	2015-19 Baseline ¹	2021/22 Forecast ²	2022/23 Target ²	2023/24 Target ²	2024/25 Target ²
2.1 Serious collision rate on Provincial Highways (Collision per Million Vehicle Kilometre) ¹	0.155	0.139	0.135	0.132	0.129

Data source: The RCMP and ICBC

¹The baseline value represents the serious collision rate for the five-year period of 2015 to 2019.

²The forecast and target are based on historical trends of the 5-year rolling average serious collision rate between 2011 and 2020.

Linking Performance Measure to Objective

Targeted safety improvements, together with sound regulations/policy, ongoing monitoring and enforcement in cooperation with public safety partners, and the use of information systems and other technologies, creates a safer highway network with a reduced rate of serious crashes. The Ministry is committed to the safety and reliability of the transportation network to address areas of greatest need.

Objective 2.2: Ensure a high standard of provincial highway rehabilitation and maintenance

Key Strategies

- Administer highway maintenance contracts and assess service delivery.
- Invest in the provincial highway system to maintain safety and efficiency and to mitigate the onset of deterioration and maximize the return on infrastructure investment.
- Systematically assess the condition of provincial infrastructure to determine priority in the annual resurfacing and structure rehabilitation and replacement programs.
- Integrate climate change and seismic resilience considerations into rehabilitation projects.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Rating of Maintenance Contractor performance using Contractor Assessment Program	93%	93%	93%	93%

Data source: Ministry of Transportation and Infrastructure

Linking Performance Measure to Objective

Ensuring the safety and reliability of the provincial highway system through a high standard of highway maintenance protects the safety of citizens in both rural and urban settings, reduces delays and closures and increases traveller confidence in our transportation network. Information about the [obligations of Maintenance Contractors](#) is available on the Ministry's website.

Maintenance contracts were retendered over the last few years. The new maintenance contracts include increased standards, resulting in enhanced winter maintenance, expanded sweeping along cycling routes and more communication with the public regarding rapidly changing road conditions during severe weather events and other incidents affecting travel on B.C. roads.

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

Objective 2.3: Provide excellent service to all British Columbians

Key Strategies

- Communicate and engage efficiently and effectively with the Ministry's stakeholders.
- Undertake annual surveys to better understand expectations and levels of service.
- Evaluate survey results to determine how to enhance service and act on the findings.
- Ensure a GBA+ lens is applied to the planning of services and policies that impact Ministry stakeholders and the general public.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3 Survey of stakeholder and citizen satisfaction with Ministry services and processes, rated on a scale of 1 to 5	4.1	4.1	4.1	4.1

Data source: The Ministry's survey is based on the Common Measurement Tool, a survey framework designed by the Institute for Citizen Centered Service to be administered by public sector organizations to facilitate the measurement of citizen satisfaction.

Linking Performance Measure to Objective

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

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

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

Key Strategies

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

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1 Annual public transit ridership in B.C.	165 million	246 million	267 million	270 million

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

Linking Performance Measure to Objective

Increased use of public transit (higher ridership) supports growth of local economies and helps to reduce greenhouse gas emissions generated by motor vehicles. Public transit improves the effectiveness of the transportation network by opening up capacity, diminishing the carbon footprint and providing a lower cost transportation alternative for people getting to work, school and services. Provincial transit ridership levels are gradually recovering from substantial declines in 2020/21 due to impacts of the COVID-19 pandemic. As of December 2021, total ridership for BC Transit and TransLink has recovered to over 60 percent of pre-pandemic levels, reflecting improving economic activity, post-secondary institutions returning to in-person classes, more people returning to their workplaces, and other factors. Ridership levels are forecast to continue rebuilding gradually over the service plan period, supporting reduction of greenhouse gas emissions from the transportation sector - a priority for Government under its [CleanBC: Roadmap 2030](#) strategy.

Objective 3.2: Reduce greenhouse gas emissions from the transportation sector

Key Strategies

- Shift to more efficient and lower-carbon emitting modes of transportation, and cleaner fuels such as hydrogen and electricity, and pursue pilot projects that explore new transportation technologies including electric kick scooters.
- Implement CleanBC transportation initiatives like the electrification of the provincial inland ferry fleet and the implementation of Move. Commute. Connect., the provincial active transportation strategy.
- Support the adoption of zero emission vehicles (ZEVs) by contributing to a provincial network of EV charging stations, so that ZEV drivers can feel confident travelling throughout B.C.
- Continue to work with the public transit agencies as they transition to low carbon fleets through BC Transit's Low Carbon Fleet Program and TransLink's Low Carbon Fleet Strategy, and support TransLink's other climate action initiatives for Metro Vancouver captured in the agency's new 30-year Regional Transportation Strategy, Transport 2050.
- To reduce greenhouse gas (GHG) emissions from the commercial transportation sector, continue to invest in the Heavy-duty Vehicle Efficiency Program, reduce permit wait times, increase the use of weigh in motion technology at inspection stations, build rail grade separations, and improve rural road infrastructure.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.2 Number of locations with public EV charging installed or supported by the Ministry	26	30	34	38

Data source: Ministry of Transportation and Infrastructure

Linking Performance Measure to Objective

Promoting the use of zero-emission vehicles (ZEVs), including EVs and other lower-carbon emitting transportation options, contributes to the overall health of our communities by reducing greenhouse gas emissions generated by motor vehicles. Tracking the number of EV charging stations along provincial highways and in rest areas provides a measure of the effectiveness of the EV charging station network. A robust charging network accelerates EV adoption in the province and EV use for inter-community trips. Because it is not always easy to get access to electric power in remote areas of B.C., future targets for this measure can be unpredictable and may change from year-to-year. The Ministry continues to research off-grid options to expand the province's EV charging network.

Strong communities and economies are integral to continued provincial prosperity. Through the development of multi modal transportation network, the Ministry is supporting economic innovation and community health.

Resource Summary

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates ²	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)³				
Transportation and Infrastructure Improvements	16,497	29,586	29,586	26,986
Public Transportation ⁴	327,986	344,247	344,300	343,689
Highway Operations	550,680	561,180	561,180	561,180
Commercial Transportation Regulation	3,059	3,059	3,059	3,059
Executive and Support Services	17,900	17,908	17,923	17,923
Total	916,122	955,980	956,048	952,837
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Highway Operations	3,506	5,005	4,373	4,373
Total	3,506	5,005	4,373	4,373

¹ For comparative purposes, the amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

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

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

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

BCTFA Statement of Operations:

	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Revenue (\$000)				
Tax revenue ¹	467,000	474,000	477,000	480,000
Amortization of deferred contributions ² ...	172,175	171,026	168,494	170,434
Other operating revenue ³	32,823	37,484	32,492	27,646
Total	671,998	682,510	677,986	678,080
Expenditures (\$000)				
Highway Operations	741,526	782,990	706,341	831,469
Transit Programs	137,470	182,493	228,781	225,612
Ferry Operations	24,752	24,123	24,042	23,985
Other	143,132	152,501	159,383	153,382
Debt Servicing Costs ⁴	413,118	463,403	559,439	668,632
Total	1,459,998	1,605,510	1,677,986	1,903,080
Net Loss (\$000)				
Net operating loss	(788,000)	(923,000)	(1,000,000)	(1,225,000)

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

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

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

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

Transportation Investments

(\$ millions)	2022/23 Budget	2023/24 Plan	2024/25 Plan	Total
Provincial Investments:				
Highway Corridor Rehabilitation	343	232	233	808
Side Road Improvements	183	119	122	424
Pattullo Bridge Replacement	300	206	191	697
Highway 99 Tunnel Program	91	149	318	558
Highway 1 to Alberta Border	283	277	172	732
Broadway Subway	411	374	136	921
Transit Infrastructure ¹	290	442	316	1,048
Transportation and Trade Network Reliability	420	397	218	1,035
Safety Improvements	42	30	30	102
Community and other programs	13	26	19	58
Total Provincial Transportation Investments	2,376	2,252	1,755	6,383
Investments funded through contributions from Federal Government and Other Partners:				
Contributions from all partners	551	521	590	1,662
Total Investments in Transportation Infrastructure²	2,927	2,773	2,345	8,045

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

²Total investments include operating and capital spending.

Capital Expenditures

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
<u>Highway 91 – Alex Fraser Bridge Capacity Improvements</u>	2019	66	4	70
<p>Objective: Implement a counter-flow system during peak travel times through the addition of a seventh lane, a moveable barrier system and a delay time information system.</p> <p>Costs: The estimated cost is \$70 million. The Government of Canada is contributing half of eligible costs up to a maximum of \$33 million under the National and Regional Priorities of the new Building Canada Fund. The Project completed in 2020. The asset has been put into service and only trailing costs remain.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Improve traffic capacity and reduce travel time delays for commuters and goods movement during peak times. Respond to community and local government concerns. <p>Risks:</p> <ul style="list-style-type: none"> This project is substantially complete. No significant risks remain. 				
<u>Highway 1 – Illecillewaet Four-Laning and Brake Check</u>	2021	71	14	85
<p>Objective: This portion of the Highway 1 Kamloops to Alberta program involved expanding the existing brake check area and four-laning a two-kilometre section of Highway 1, 42 kilometres east of Revelstoke. Construction was completed in November, 2021. The project included:</p> <ul style="list-style-type: none"> Expansion of the existing brake check area to accommodate 15 trucks Four-laning of two kilometres to increase vehicle storage during winter closures and to improve passing opportunities year round Acceleration and deceleration lanes for the brake check Improved geometrics to 100 km/h design standard Turn-around to enable trucks and cars to choose an alternative route <p>Costs: The gross project cost is \$85.22M with a contribution of \$15.5M from the Government of Canada under the Provincial-Territorial Infrastructure Component of the New Building Canada Fund, bringing the provincial net cost to \$69.72M. The estimated total project cost includes engineering, construction, First Nations consultation, environmental and project management.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Improve safety, mobility, reliability and efficiency for users of this highway section, which include commercial transporters, tourists, local residents and general interprovincial and regional travellers. Improve travel speeds and relieved congestion, which will reduce driver frustration and improve safety. Improve capacity and safety for queued vehicles and reduced traveller delay due to highway closures during winter storm and avalanche control events. Improve brake check safety and capacity. Provide an opportunity for vehicles to safely turn around in the event of extended highway closures. Improve rural highway passing capability and safety. <p>Risks:</p> <ul style="list-style-type: none"> This project is substantially complete. No significant risks remain. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – Lower Lynn Corridor Improvements	2021	173	25	198
<p>Objective: Construction of replacement structures over Highway 1 at Mountain Highway, and Keith Road and Main Street/Dollarton Highway as well as municipal improvements on Keith Road/Bridge. The Project also includes the construction of two westbound collector-distributor lanes and the construction of two new structures on either side of the existing Highway 1 Lynn Creek Bridge.</p> <p>Costs: The estimated cost is \$198 million, inclusive of property acquisition costs and contingencies with contributions from other parties totalling \$121 million.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety for all road users. • Reduce congestion and improve travel times through a key corridor. • Support community connectivity. <p>Risks:</p> <ul style="list-style-type: none"> • This project is substantially complete. No significant risks remain. 				
Highway 99 – 10 Mile Slide	2021	70	14	84
<p>Objective: Long-term stabilization of the Ten Mile Slide, approximately 17 kilometres northeast of Lillooet and located within Xaxli'p's Fountain Reserve 1A.</p> <p>Costs: The estimated cost is \$84 million, which includes planning, engineering, construction, mitigation, site supervision, First Nations accommodation and contingency. Phase 2, the main stabilization contract, commenced construction in September 2019 and completed in October 2021.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety and reliability. • Maintain direct connection between Lillooet and Kamloops. • Maintain community connectivity and cohesiveness for the Xaxli'p community. • Limit future costs associated with extraordinary maintenance and stabilization measures. <p>Risks:</p> <ul style="list-style-type: none"> • Managing gravel road surface until paving in 2023. • Construction claims. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
<u>Highway 4 – Kennedy Hill Safety Improvements</u>	2022	41	13	54
<p>Objective: Upgrade the 1.5-kilometre section of Highway 4 located along Kennedy Lake known as Kennedy Hill, to a standard that meets a minimum design speed of 50 km/h with 3.6 m wide lanes and minimum shoulder width of 1.5 m to accommodate cyclists.</p> <p>Costs: The approved project budget is \$54 million.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety and mobility of traffic. • Facilitate economic development and tourist travel. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Environmental impacts. • Maintaining traffic flow during construction. • Construction claims. 				
<u>Highway 14 Corridor Improvements</u>	2022	43	34	77
<p>Objective: To enhance safety, introduce opportunities for travel time savings and promote mobility options and transit use to help build a stronger local and regional economy. These objectives will be met by resurfacing and shoulder widening 10 kilometres of Highway 14 between Otter Point Road (west) and Woodhaven Road, and by realigning and four laning with median division over 1.5 kilometres of the highway generally between Connie Road and Glinz Lake Road, including an underpass sideroad connection to Gillespie Road that includes a new Park and Ride transit facility.</p> <p>Costs: \$77 million total Capital cost made up of \$29 million in funding from the Government of Canada, and \$48 million in Provincial funding.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Mobility improvements via the introduction of wider paved shoulders for cyclists and improved sideroad connections and the new Park and Ride transit facility. • Safety improvements via wider paved shoulders, better surface conditions, straighter alignments, intersection upgrades, median barrier division, channelization and lighting. • Reliability improvements as a result of the safety benefits associated with reduced collisions and associated highway closures, as well as new passing opportunities. <p>Risks:</p> <ul style="list-style-type: none"> • Properties. • Construction and Traffic Management. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – Chase Four-Laning	2023	59	161	220
<p>Objective: Upgrading approximately 4.9 kilometres of the Trans-Canada Highway to increase safety and capacity by expanding narrow two-lane sections, constructing safer access points to local communities and promoting safer pedestrian and cycling inter-community access.</p> <p>Costs: Estimated project cost is \$220 million, with the Government of Canada contributing \$12.1 million under the Provincial-Territorial Component of the new Building Canada Fund. The Chase Four Laning project is composed of the following phases:</p> <ul style="list-style-type: none"> Phase one, Chase Creek Road to Chase West, will be completed in Fall 2022 Phase two, Chase West to Chase Creek Bridge, will be completed in Fall 2023 Phase 3, Hoffman’s Bluff to Chase West has released the associated federal funding and been removed from the Chase Four Laning project to allow for additional consultation with the Neskonlith Indian Band. The Ministry is continuing with the detailed design process, determining the property requirements and working closely with the Neskonlith Indian Band to address any concerns and impacts the design could have on the band. <p>Benefits:</p> <ul style="list-style-type: none"> Improve safety, mobility and reliability of this section of Highway 1 for all road users. Better capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial and national economic growth. Improves intersections and accesses for local residents of the Village of Chase and Indigenous communities. Improves pedestrian and cyclist accommodation for the communities. <p>Risks:</p> <ul style="list-style-type: none"> Potential additional costs related to completing property acquisition. Potential cost increase and delays related to evaluation of scope change requests following stakeholder input. Potential for changed conditions during construction. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – Salmon Arm West	2023	67	88	155
<p>Objective: Upgrade 3.2 kilometres of the Trans-Canada Highway to four lanes to improve safety, mobility and reliability on this key section of the corridor. The Project includes four-laning, intersection improvements, replacement of Salmon River Bridge, construction of an interchange with frontage road connections at 1st Avenue SW, construction of frontage roads to consolidate access to and from Highway 1, and a multi-use pathway for pedestrians, cyclists and other non-motorized users. Includes up to four intersections, a new bridge across the Salmon River, a new interchange, and approximately four kilometres of frontage roads.</p> <p>Costs: The current estimate is \$155 million including a \$31 million Government of Canada contribution under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund. The Project is composed of two segments and will be delivered in two phases. The first phase, from 1st Avenue SW to 10th Avenue SW, was tendered 2020.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve the safety, mobility and reliability of the Trans-Canada Highway corridor. • Improve safety for the City of Salmon Arm, local Indigenous community members and the surrounding area with improvements to intersections and accesses. • Improve pedestrian and cyclist accommodation with construction of a multi-use pathway that will integrate with the community trail networks. • Mitigate impacts of projects on Indigenous interests including archaeological, environmental and cultural interests. <p>Risks:</p> <ul style="list-style-type: none"> • Archaeological impacts. • Potential additional costs or delays related to completing property acquisition. 				
Highway 91 – Highway 17 Deltaport Way Corridor	2023	157	103	260
<p>Objective: A combination of improvements to the existing Highway 91, Highway 17, Highway 91 Connector and Deltaport Way to improve travel safety and efficiency. These upgrades will improve local and commercial travel in the area and reduce conflicts between commercial vehicles and other traffic. They also complement the Alex Fraser Bridge improvements and 72nd Avenue Interchange projects.</p> <p>Costs: The estimated cost is \$260 million, with the Government of Canada contributing \$81.7 million, the Port of Vancouver \$87.5 million, the Province of B.C. \$87.5 million, and the Tsawwassen First Nation \$3.5 million.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Reduce congestion to improve travel time and reliability through Delta. • Improve traffic safety for goods movers and the travelling public, with lowered collision risk and better operating hours at the Nordel commercial inspection facility. • Support community and economic development, with better access to employment areas, faster access between South Delta and North Delta/Surrey, improved cycling connections, and improved permitting and inspection service for commercial vehicle operators. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Traffic management during construction. • Archeological finds. • Utility relocations. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
<u>Kootenay Lake Ferry Service Improvements</u>	2023	36	49	85
<p>Objective: To replace the aging MV Balfour with a new, larger electric-ready ferry; as well as improve safety and accessibility at both ferry terminals (Balfour and Kootenay Bay).</p> <p>Costs: The approved project budget is \$85 million. The project is cost shared between the provincial and federal governments. Federal funding of \$17 million is being provided through the New Building Canada Fund – Provincial-Territorial Infrastructure Component.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Provide service continuity after the retirement of MV Balfour. • Improve capacity to meet demand during summer peaks. • Reduce GHG emissions. • Improve traffic flow in/out of both ferry terminals (Balfour and Kootenay Bay). • Improve safety and accessibility for motorists and pedestrians using the terminal. <p>Risks:</p> <ul style="list-style-type: none"> • Project delays may impact ferry service. • Vessel assembly in a remote location. • Archaeological and geotechnical conditions. • Market conditions may impact project pricing and vessel delivery. 				
<u>West Fraser Road Realignment</u>	2023	33	70	103
<p>Objective: Reconstruct 5.6 kilometres of two-lane West Fraser Road on a new alignment that by-passes a closed eroded section that was washed out in 2018 and is located in an active landslide area. A new bridge will be constructed over Narcosli Creek along a new alignment. This project will improve the connectivity of local Indigenous and non-Indigenous communities in the area by eliminating the need to take a substantial detour which has been in place since the closure.</p> <p>Costs: The estimated cost is \$103 million, and the Project is eligible for reimbursements from the Government of Canada through the Disaster Financial Assistance Arrangements (DFAA).</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improves travel time and reliability for residents affected by the detour. • Better connects Indigenous communities that are separated by the closure. • Improves the ability for local industries to get their goods and resources to their destinations. • Improves safety of all road users through lower collision risk. • Avoids active slides and rockfall areas. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Archeological finds. • Potential for changed conditions during construction. • Potential for flooding in Narcosli Creek drainage area. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
<u>Highway 1 – Quartz Creek Bridge Replacement</u>	2024	26	95	121
<p>Objective: Upgrading approximately 4.4 kilometres of the Trans Canada Highway to four lanes, including a replacement of the existing Quartz Creek bridge, rehabilitation and extension of the existing Wiseman Creek Culvert, a new wildlife underpass structure, and access improvements to forest service roads.</p> <p>Costs: Approved project budget is \$121 million, with the Government of Canada contributing \$50 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety, mobility, and reliability for all users on this section of the Trans Canada Highway. • Increase capacity on a vital transportation link between British Columbia and the rest of Canada, supporting regional, provincial, and national economic growth. • Improve safety for accessing forest service roads. <p>Risks:</p> <ul style="list-style-type: none"> • Third party agreements. • Schedule delays. • Geotechnical conditions. 				
<u>Highway 1 – 216th to 264th Street Widening</u>	2024	24	211	235
<p>Objective: Extension of 10 kilometres of High Occupancy Vehicle (HOV) lanes in both directions of the Trans Canada Highway between 216th and 264th streets in Langley. The project will include a new interchange at 232nd Street; the replacement of Glover Road Underpass and the CP Rail Underpass and a parking lot for up to 150 commercial vehicles and 45 passenger vehicles.</p> <p>Costs: The approved project budget is \$235 million, with the Government of Canada contributing up to a maximum of \$109 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety for all road users. • Reduce congestion and improve travel times through a key corridor. • Support HOV use. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Archeological impacts. • Environmental impacts and contaminated soils. • Replacement of the Canadian Pacific Railway crossing of Highway 1 while keeping rail traffic moving along the Roberts Banks Rail Corridor. • Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans. • Construction cost escalation. • Access to partnership funding. • Schedule delays due to market situation as a result of flood recovery efforts. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
<u>Highway 1 – Ford Road to Tappen Valley Road Four-Laning</u>	2024	5	238	243
<p>Objective: The Trans Canada Highway 1 Ford Road to Tappen Valley Road Four-Laning project will upgrade approximately 4.3 km of the Trans-Canada Highway (TCH) and replace the Tappen Overhead bridge. The western limit of the project begins at Ford Road and extends through to its terminus 400 metres east of Tappen Valley Road.</p> <p>Improvements include:</p> <ul style="list-style-type: none"> • 4.3 kilometre section of the Trans-Canada Highway widened from two to four lanes • New east bound commercial carrier pullout • New frontage road system to provide safer access to the highway • Modified protected T-intersection at Tappen Valley Road • Replacement of the existing Tappen Overhead bridge • Installation of median barrier <p>Costs: The total project cost is estimated at \$243 million. This includes up to \$82 million from the Government of Canada under the Provincial-Territorial Infrastructure Component of the New Building Canada Fund. The estimated total project cost includes engineering, property acquisition, environmental, construction, First Nations consultation, archaeology, and project management.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety, capacity and movement of goods and services. • Provide safer access to local roads for residents, commercial vehicles, tourists and travellers. • Reduce travel times during peak travel periods. • Wider shoulders and new frontage road system to support cyclists, pedestrians, and people using other modes of active transportation. <p>Risks:</p> <ul style="list-style-type: none"> • High potential archaeology sites. • Extensive Section 35 Process with Little Shuswap Lake Band. • Geotechnical concerns and rock horizon variances. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
<u>Highway 1 – Kicking Horse Canyon</u>	2024	256	345	601
<p>Objective: Upgrade the final 4.8 kilometres of the Kicking Horse Canyon section of the Trans-Canada Highway to a modern, four-lane standard, completing the corridor improvements from the junction of Highway 95 at Golden to the western boundary of Yoho National Park. This portion of the Trans-Canada Highway serves as a gateway between British Columbia and the rest of North America and is a key part of the province's inter-provincial trade, tourism and resource economies. The first three phases of the project have been completed and are now in operation.</p> <p>Costs: The current estimate for Phase 4 is \$601 million. The Government of Canada is contributing \$215 million under the National Infrastructure Component of the new Building Canada Fund.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Increase the safety, reliability and capacity on a critical provincial and national gateway. • Strengthen economic development through increased tourism and efficient movement of goods and services. <p>Risks:</p> <ul style="list-style-type: none"> • Challenging climatic and geographic conditions. • Traffic management during construction. 				
<u>Pattullo Bridge Replacement</u>	2024	419	958	1,377
<p>Objective: A new four-lane bridge that meets current seismic and road design standards and provides a safe and reliable crossing for vehicles, pedestrians and cyclists and network connections in Surrey and New Westminster.</p> <p>Costs: The estimated cost is \$1.377 billion which includes planning, engineering, construction, site supervision, property acquisition, regulatory approvals, removal of the existing Pattullo Bridge, interest during construction and contingency. The estimated cost includes both capitalized and expensed costs. The new bridge is expected to open in 2024. The removal of the existing bridge will occur after the new bridge is in service.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety for drivers. • Improve seismic resiliency and emergency response capability. • Improve regional connectivity. • Improve the movement of goods. • Provide safer corridors for pedestrians and cyclists. <p>Risks:</p> <ul style="list-style-type: none"> • Managing traffic during construction. • Managing archeological impacts. • Permitting/regulatory processes. • Utility relocations. • Coordinating rail interface. • Third party agreements. • Geotechnical conditions. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Highway 1 – RW Bruhn Bridge	2025	28	197	225
<p>Objective: The R.W. Bruhn Bridge and Approaches Project supports the provincial commitment to accelerate Highway 1 upgrades to the Alberta border, and addresses the immediate needs of the aging bridge infrastructure and associated safety, mobility and reliability issues. The project scope includes four-laning approximately 1.98 kilometres of Highway 1 and replacing the R.W. Bruhn Bridge. The Project extends approximately 2.5 kilometres and includes at-grade intersection improvements at Old Sicamous Road, Old Spallumcheen Road, Gill Avenue and Silver Sands Road. The scope includes a new multi-use path to increase safety for pedestrians and cyclists.</p> <p>Costs: The estimated project cost is \$225 million. The project is cost shared between the provincial and federal governments with a federal contribution of \$91 million and a provincial contribution of \$134 million. Federal funding is being provided through the new Building Canada Fund. The estimated total project cost includes engineering, construction, land acquisition, First Nations consultation, archaeology, and project management.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improve safety and traffic flow along the Trans-Canada Highway corridor. • Replace aging R.W. Bruhn Bridge. • Improve safety of local road connections at the Trans-Canada Highway. • Enhance safety for pedestrians and cyclists along the Trans-Canada Highway corridor. • Continue collaboration with Indigenous people and government on opportunities and accommodation. <p>Risks:</p> <ul style="list-style-type: none"> • Archeological finds. • Geotechnical conditions. • Traffic Management (Vehicle, Marine, Pedestrian/Cyclist) during construction. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Broadway Subway	2025	633	2,194	2,827
<p>Objective: The proposed project is a 5.7-kilometre extension of the existing Millennium Line along Broadway from VCC Clark station, entering a 5-kilometre tunnel at the Great Northern Way campus and continuing as a subway to Arbutus Street. Six underground stations will be built: one at the Great Northern Way campus, and five along Broadway Avenue (Main Street, Cambie Street, Oak Street, Granville Street and Arbutus Street). Upon completion, it will be fully integrated into the regional transportation network and operated by TransLink.</p> <p>Costs: The Broadway Subway Project will cost \$2,827 million and will be funded through contributions of \$1,830 million from the Government of British Columbia, \$897 million from the Federal Government and \$100 million from the City of Vancouver. The Project is a key part of the rapid transit program in Metro Vancouver's Mayors' Council 10-Year Vision, Phase 2. The Vision is funded by the governments of B.C. and Canada, TransLink, and local municipalities.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Provide faster, convenient and more reliable transit service. • Improve transportation options and economic development potential. • Connect communities and regional destinations and fill the gap in the regional transit network. • Help meet future needs by keeping people and goods moving and supporting a growing economy. • Support environmentally friendly transportation options. • Improve regional affordability and access to the Broadway Corridor. <p>Risks:</p> <ul style="list-style-type: none"> • Traffic management during construction. • Geotechnical Conditions. • Third Party Agreements. • Future expandability. • Utility relocations. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
<u>Highway 99/Steveston Interchange Transit and Cycling Improvements</u>	2025	2	135	137
<p>Objectives: Support sustainability of Fraser River communities, facilitate increased share of sustainable modes of transportation, enhance regional goods movement and commerce and support a healthy environment.</p> <p>Costs: The estimated cost of the project is \$137 million including project management, design, construction, property acquisition, interest during construction and contingency. The new transit and cycling improvements are expected to be complete in 2023 and the interchange in 2025.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Relieve congestion at key interchanges within the Highway 99 corridor. • Improve transit reliability and operations within the Highway 99 corridor. • Address significant transit vehicle travel times within the corridor. • Improve travel reliability for priority vehicles such as transit and high-occupancy vehicles/electric vehicles. • Improve long-term mobility and reliability for transit travel within the Highway 99 corridor and support higher capacity transit services. <p>Risks:</p> <ul style="list-style-type: none"> • Higher than anticipated construction material costs. • Environmental and geotechnical conditions. • Protection of proximal infrastructure. • Traffic management during construction. • Third party interfaces (e.g., utilities). • Regulatory and permitting requirements. 				

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Fraser River Tunnel Project	2030	3	4,145	4,148
<p>Objective: A new eight-lane immersed tube tunnel that will provide more capacity for drivers and transit users in both directions, while providing walking and cycling options at this crossing for the first time.</p> <p>Costs: The estimated cost is \$4.148 billion which includes planning, engineering, construction, site supervision, property acquisition, regulatory approvals, removal of the existing George Massey Tunnel, interest during construction and contingency. The estimated cost includes both capitalized and expensed costs. The new tunnel is expected to open in 2030. The removal of the existing tunnel will occur after the new tunnel is in service.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • More capacity for drivers and transit users in both directions. • Improved transit speed and reliability along the Highway 99 corridor. • More travel options for users with a new connection for pedestrians and cyclists. • Improved seismic resiliency and emergency response capability. • Maintains the current clearances for the Fraser River navigational channel. <p>Risks:</p> <ul style="list-style-type: none"> • Geotechnical conditions. • Permitting/regulatory processes. • Managing highway and river traffic during construction. • Managing archeological impacts. • Utility relocations. • Coordinating rail interface. • Third party agreements. 				

Appendix A: Agencies, Boards, Commissions and Tribunals

As of March 31, 2022, the Minister of Minister of Transportation and Infrastructure is responsible and accountable for the following:

BC Transit

BC Transit coordinates the delivery of public transportation across B.C. with the exception of those areas serviced by TransLink (Metro Vancouver). BC Transit's Service Plan is available on their [website](#).

BC Container Trucking Commissioner

The Office of the BC Container Trucking Commissioner enforces compliance with the *Container Trucking Act*, issues Container Trucking Services licences within the Truck Licencing System and facilitates ongoing policy and regulatory review. More information about the role of the BC Container Trucking Commissioner is available at obcctc.ca.

Passenger Transportation Board

The Passenger Transportation (PT) Board is an independent tribunal established under the *Passenger Transportation Act*. In its adjudicative roles, the PT Board operates independently from Government. The PT Board is accountable to the Minister of Transportation and Infrastructure for complying with applicable government administrative, financial and human resources and other policies. More information on the Board's role and its strategic plan is available at ptboard.bc.ca.

Transportation Investment Corporation (TI Corp)

Transportation Investment Corporation (TI Corp) was established under the *Transportation Investment Act*. TI Corp became a subsidiary of BCTFA on April 1, 2018, and has a mandate to provide enhanced oversight, management and delivery of major capital transportation projects, including the new Pattullo Bridge Replacement Project, the Kicking Horse Canyon Project – Phase 4, the Broadway Subway Project, the Fraser River Tunnel Project and the Steveston Interchange Project. TI Corp's Service Plan is available on their [website](#).

Appendix B: Non-Reporting Crowns

BC Transportation Financing Authority (BCTFA)

Organizational Overview:

The BC Transportation Financing Authority (BCTFA) was established in 1993 as a Crown corporation operating under the Transportation Act with a mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure throughout B.C. The BCTFA owns all provincial highways and land held for construction of future transportation infrastructure. However, administration, regulatory responsibility and operational authority for management of highways, as set out in the Transportation Act, are the responsibility of the Minister and the Ministry of Transportation and Infrastructure. The BCTFA has no dedicated staff. Management is provided by staff at the Ministry of Transportation and Infrastructure.

Corporate Governance:

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

The BCTFA has two subsidiaries: Transportation Investment Corporation (TI Corp); and the British Columbia Railway Company (BCRC).

Financial Statements:

BCTFA Audited Financial Statements

BCTFA Statement of Operations

BCTFA Performance Plan 2022/23-2024/25

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

Strategies:

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

British Columbia Railway Company (BCRC)

Organizational Overview:

BCRC's primary mandate is to acquire and hold railway corridor and strategic port lands and to make related infrastructure investments to provide benefits to the province. BCRC owns the former BC Rail railway lands and tracks infrastructure, which is leased to CN Rail through the Revitalization Agreement. Consistent with western trade corridor strategies, BCRC owns and operates the Roberts Bank Port Subdivision rail line (a 40-kilometre track from Surrey to Roberts Bank coal and container terminals). BCRC, through its subsidiary BCR Properties Ltd., also owns port-related lands which are leased to terminal operators, including those upon which the Vancouver Wharves and Squamish Terminals port facilities operate.

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

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

Corporate Governance:

The Deputy Minister of the Ministry of Transportation and Infrastructure is the sole member and Chair of the Board of Directors.

Goals and Strategies:

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

Key Strategies:

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

Goal 2: Participate in joint planning and development initiatives related to western trade corridor strategies

Key Strategies:

- Provide advice and support to further trade corridor strategies;
- Secure through lease, purchase, or other means, lands suitable for supporting trade corridor objectives; and
- Make investments in infrastructure projects that support western trade corridors.

Goal 3: Effective and efficient management of the long-term leases of BCRC's strategic assets, including the Revitalization Agreement with CN Rail, the Vancouver Wharves Operating Lease Agreement with Pembina Pipelines and the property lease with Squamish Terminals

Key Strategies:

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

Government Communications and Public Engagement

Government Communications and Public Engagement (GCPE) is the centralized division responsible for all government communications. The division currently falls under the Ministry of Finance.

- Deputy Minister: Don Zdravec
- Assistant Deputy Minister – Strategic Communications: Sage Aaron
- Assistant Deputy Minister – Communications Operations: Megan Harris
- Assistant Deputy Minister: Government Digital Experience (CITZ) Jeff Groot

Each ministry is assigned a communications office by GCPE that provides support and services such as strategic communications advice and planning, media relations, issues management, media monitoring, event planning, news releases and speeches.

GCPE Transportation and Infrastructure

GCPE MOTI supports both the Minister and Ministry of Transportation and Infrastructure, as well as the Minister of State for Infrastructure. This includes preparing all communication materials related to the Ministers' files such as communications plans, speeches, news releases, issue notes, key messages, QAs, event planning and media relations.

GCPE Transportation and Infrastructure staff		
Name	Position	Primary Responsibilities
Dave Crebo	Communications Director	Overall strategic leadership; GCPE rep on MOTI Executive; primary communications liaison with the Minister's Office.
Rob Duffus	Communications Manager	Staff management, product review, communications director backup
Craig Chambers	Senior Public Affairs Officer	South Coast Highway Operations, Hwy 99 Tunnel Program, Kicking Horse Canyon Phase 4, Fraser Valley Hwy 1 expansion, Planning Together BC, BC Ferries/inland ferries
Max Gordon	Senior Public Affairs Officer	Pattullo Bridge Replacement Project, Federal Infrastructure partnerships, Highway Reinstatement Program, Hwy 91/17 Deltaport Way Project, Belleville Terminal, Passenger Transportation, Commercial Vehicle Safety Enforcement (CVSE).
Brennan Clarke	Senior Public Affairs Officer	Broadway Subway Project, Surrey Langley SkyTrain, BC Transit/TransLink, Container Trucking, Western Trade Corridors, Goods Movement Strategy
Vacant	Public Affairs Officer	Southern Interior Highway Operations, Highway 1, 4-laning,

Name	Position	Primary Responsibilities
Murray Sinclair	Public Affairs Officer	South Coast Highway Operations, South Island Transportation Strategy, Active Transportation, Clean Transportation Action Plan.
Gene Law	Public Affairs Officer	Media Relations and daily reports, Airport Grant Program, E-Mobility, Wildlife Safety, Northern Region Highway Operations

Other divisions within the broader, centralized GCPE operations include:

- **Digital Communications:** The digital communications team manages and promotes the provincial government's social media channels and helps maintain the [BC Gov News site](#). This includes establishing and maintaining all non-gov.bc.ca websites that promote high-priority government programs [i.e. [CleanBC](#)]
- **Marketing Services:** The unit develops and helps manage government's information campaigns. It also set policies and procedures relating to government's communications services, marketing materials, and paid advertising. This includes ensuring all information campaigns meet the [non-partisan advertising criteria](#).
- **Graphic Design Services:** The graphics design team creates print and online publications, event displays, visual presentations, web graphics, and photography for government. They are also the source of graphic standards in the B.C. government [and authorize use of the provincial identity](#) (B.C. logo/BCID).
- **Emergency Communications:** GCPE works with Emergency Management BC (EMBC) and local authorities during disasters such as floods, wildfires, earthquakes, and avalanches. This includes GCPE staff working as communications leads with regional deployment to operation centres and at EMBC operations in greater Victoria.
- **Media Relations:** Provides support for government events, announcements, and activities.
- **Writing & Content Strategy:** Centralized writing services for major government and cabinet priorities that are often cross-ministry in scope, including the Premier's Office.
- **Editorial Services:** Provides speechwriting, research, editing services, and government-wide news release distribution.
- **Event Planning:** Organizes provincial government media events to promote awareness of programs, policies and services.
- **Media Monitoring:** [Today's News Online](#) monitors all major news stories in British Columbia, Canada, and globally that affect the province, including an expanding number of language-specific media outlets.

BC Transit

**2022/23 – 2024/25
Service Plan**

February 2022



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Board Chair's Accountability Statement



The 2022/23 – 2024/25 BC Transit Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2022 have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Transit mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Transit's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in cursive script that reads "Catherine Holt". The ink is dark and the signature is fluid.

Catherine Holt
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how BC Transit will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent BC Transit [Mandate Letter](#).

BC Transit's strategic direction and mandate have been set by the Minister Responsible, the Minister of Transportation and Infrastructure, as per the [2021/22 Mandate Letter](#).

Operating Environment

BC Transit is the provincial Crown agency charged with coordinating the delivery of public transportation across British Columbia with the exception of those areas serviced by TransLink (Metro Vancouver). More than 1.8 million British Columbians in over 130 communities across the province have access to BC Transit local and regional transit services.

In the coming years, BC Transit will continue to focus on increasing ridership, following a decline in transit use due to the COVID-19 pandemic, and the associated restrictions that reduced travel for work, school and social activities. Transit ridership continues to increase, and the communities BC Transit serves have rebounded as activities resume, with transit providing an essential service to get people where they need to go. BC Transit's Strategic Plan *Transforming Your Journey*, released in early 2020, outlines the longer term goals and objectives to 2025. These include a continued focus on safety, customer satisfaction, engaging employees, facilitating effective partnerships, improving transit access for local communities and being responsible stewards of financial resources and the environment.

Safety remains a core value at BC Transit, and is at the forefront of both daily operations and future planning initiatives. Throughout the pandemic, BC Transit has acted quickly on the advice of the Provincial Health Officer and WorkSafe BC, implementing public health measures and enhanced cleaning procedures. As of November 29, 2021, a new mandatory proof of COVID-19 vaccination policy applies to all BC Transit employees and its operating companies. Transit remains a safe method of transportation, and BC Transit will continue to do everything possible to protect employees, customers and communities in B.C. during the ongoing pandemic.

Supporting engaged employees at BC Transit is critical to continuing to deliver safe and reliable transit service throughout British Columbia. BC Transit began its diversity, equity and inclusion journey in 2021 and will continue to identify opportunities to create a work environment that is reflective of all employees and the people and communities BC Transit serves. As a result of the labour shortages being experienced by many service industries in B.C. and Canada, BC Transit will continue to focus on recruitment and retention, particularly for transit operators and maintenance employees.

Following the removal of several COVID-19 restrictions, BC Transit increased service to support the return to in-person learning at post secondary institutions in September 2021. The introduction of fare-free transit for children 12 and under in September 2021 is also expected to have a positive impact on ridership by incentivizing families to take transit and creating riders for life. BC Transit will continue strategies to increase ridership over the next three years, including the introduction of RapidBus service between downtown Victoria and the West Shore and providing key infrastructure projects such as new transit exchanges in several communities across B.C. Transformational technology projects including the introduction of electronic fare collection and the expansion of NextRide automatic vehicle location systems in more communities will enhance the customer experience and help position transit as a mode of choice. Following the initial ridership decline of up to 80 per cent at the beginning of the pandemic, as of February 2022, BC Transit ridership has recovered to approximately 65 per cent across all systems compared to 2019/20 levels.

BC Transit will continue to work with local government partners to identify areas for transit improvement and to maximize the efficiency of resources, including evaluating opportunities to provide service to a greater number of Indigenous communities. BC Transit is developing a strategy for increasing engagement with First Nations and supporting meaningful reconciliation. BC Transit will also continue to enhance the use of GBA+ in public engagement, service planning and infrastructure projects. High quality transit systems benefit British Columbians by creating opportunities to reduce reliance on single occupancy vehicles and rebuild transit ridership while supporting [StrongerBC](#), B.C.'s plan to support people and families, building stronger communities.

In alignment with the [CleanBC Roadmap to 2030](#), BC Transit will focus on actions to support mode-shift to public transit and active transportation, identifying opportunities to help increase the share of trips made by walking, cycling and transit to 30 per cent by 2030. By furthering progress towards the transition to a low carbon bus fleet, BC Transit remains committed to reducing greenhouse gas emissions and taking action on climate change. The first ten battery electric buses will make their debut in the BC Transit fleet in 2022/23, and plans for future low-carbon bus procurement and deployment are underway.

In fall 2020, the Government of Canada and the Province of B.C. announced the provision of \$1.08 billion in Safe Restart funding, of which BC Transit received \$88.3 million to directly compensate local government partners for fare revenue losses, increased expenses resulting from COVID-19, and motor fuel tax revenue losses for the Victoria Regional Transit System. Throughout 2022/23 and in the following years, BC Transit will manage its financial resources to optimize spending and enhance revenue generation, while continuing to improve the customer experience and provide essential levels of transit service as outlined in the Safe Restart Agreement with the Province.

As BC Transit emerges from the COVID-19 pandemic, the organization will continue to focus on the challenges transit helps address, including mitigating climate change, supporting economic recovery by getting people to work and accessing services, providing affordable travel options and increasing transit mode share to reduce traffic congestion. Over the Service Plan period, BC Transit will further its commitment to build confidence in public transit, identify opportunities for improving customers' experiences connecting between BC Transit, TransLink and BC Ferries services, and encourage transit use through key projects that enhance the physical and digital experience for customers.

Government's Economic Statement

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

Performance Planning

Goal 1: Always Safe: BC Transit will put safety first in everything it does.

Objective 1.1: Safety: Maintain high levels of passenger and employee safety.

Key Strategies

- Ensure passenger safety by continuously improving the development of on-road safety programs, such as enhanced driver training focusing on preventative techniques and other similar measures.
- Promote a culture of employee safety through the continuous development of workplace safety and awareness programs, training, policies and procedures.
- Continue to deliver programs and training that aims to reduce the frequency of conflict between operators and passengers.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Passenger injury claims per million passenger trips ¹	2.9	2.5	2.7	2.5	2.4
1.1b Operator assaults per million passenger trips ²	0.6	0.6	0.5	0.3	0.2
1.1c BC Transit employees lost time injury rate ³	11.0	6.0	6.5	6.0	5.5

¹Data source: Passenger injury claims as reported by ICBC and BC Transit internal tracking data

²Data source: BC Transit internal tracking data and reports from BC Transit operating partners

³Data source: BC Transit internal tracking data; BC Transit employees only

Linking Performance Measures to Objective

1.1a The number of passenger injury claims per million passenger trips measures passenger safety with respect to all injuries associated with BC Transit and reported to ICBC. The way in which this measure is calculated reflects passenger injury claims through ICBC and is consistent with industry standard.

1.1b The total number of assaults on operators (as defined by the criminal code) per million passenger trips is an overall safety measure for operators.

1.1c Measure of lost productivity determined from the number of lost time injuries multiplied by 200,000, divided by the total number of hours worked. Representing 100 employees working 50 weeks or approximately one year, 200,000 is the generally accepted baseline for this measure.

Discussion

Even though BC Transit ridership is lower than before the COVID-19 pandemic, the factors that cause on-board passenger injuries remain. These include sudden movements in the vehicle, moving while the bus is in motion, and falling while entering or leaving the bus. The ongoing implementation of closed-circuit television (CCTV) continues to have an impact on reducing the claims going to ICBC. The delivery of new buses through the fleet renewal program mitigates the risk of passenger falls through improved stanchion locations, lighting and technology that reduces acceleration when leaving bus stops and stop lights. Operator training will continue to focus on awareness and prevention of the contributing factors to passenger injuries.

The operator assaults metric measures the effectiveness of programs to improve operator safety. BC Transit has rolled out its “Take Care” program to all new operators, which focuses on operator safety, reporting procedures and techniques for handling customer challenges. Full driver doors have been installed on buses in the BC Transit fleet and will continue to assist in decreasing the frequency of assaults on operators. The installations were accelerated in 2020/21 in response to COVID-19, and new buses are arriving with the full driver door pre-installed. CCTV and radios will continue to reinforce a safe work environment for operators.

The lost time injury rate measure reflects actual impacts of physical and mental health injuries sustained at work. A new minor injury investigation report has been developed to allow supervisors to conduct injury investigations and provide corrective action to better track trends and proactively reduce or eliminate certain types of injuries from happening again. Risk assessments are being conducted on specific job types to determine and provide different types of personal protective equipment for employees. Awareness campaigns such as for winter driving, hydroplaning prevention, seatbelt operation and ergonomics for prevention of musculoskeletal injuries (MSIs) promote overall safety awareness. A safety and wellness fair will be held in 2022 for all employees with a focus on prevention and awareness of MSIs as well as slip/trip and fall injury prevention. A new ergonomics program is being developed and in-house training will provide injury prevention techniques to supervisors.

BC Transit will continue to follow directions from the Provincial Health Officer to provide a safe and healthy working environment for employees and safe transportation for customers during the ongoing COVID-19 pandemic. As of November 29, 2021, a new mandatory proof of COVID-19 vaccination policy applies to all BC Transit employees and operating companies. BC Transit continues to align COVID-19 protocols with the Provincial Health Officer and WorkSafeBC to do everything possible to help prevent the spread of COVID-19 and keep employees, customers and communities in B.C. safe.

Goal 2: Engaged People: BC Transit will support its people to achieve success.

Objective 2.1: Employee Engagement: Improve employee engagement.

Employee engagement is essential to nurturing an innovative workforce that allows BC Transit to do its part to contribute to economic recovery in British Columbia.

Key Strategies

- Continue to focus on growing employee engagement through the work of the Engagement and Culture Group (ECG) who liaise with senior leaders to turn employee feedback into actionable recommendations in all areas of the organization.
- Continued implementation of its people priorities, following the launch of a People and Culture Plan in spring 2020. The plan aims to focus on three specific goals by 2025: grow employee engagement and communication, elevate People and Culture technology and support employee growth and development.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Employee engagement ¹	70	66	68	69	70

Data source: Employee survey

¹Target values for 2022/23 and 2023/24 were adjusted lower from those in the 2021/22 service plan based on 2021/22 Actual results.

Linking Performance Measure to Objective

2.1a Employee engagement measures an employee's involvement, commitment to, and satisfaction with work. Engagement is assessed through an annual survey that models what aspects of the workplace influence employee engagement characteristics.

Discussion

Employee engagement declined in the 2021 Work Environment Survey. This follows a trend seen worldwide, where there is a strong link between external events such as the ongoing COVID-19 pandemic and lower employee engagement scores. Modified targets reflect an expectation that employee engagement will grow in future years as a result of the work of BC Transit's ECG, the goals set out in the 2020-2025 People and Culture Plan and the BC Transit Strategic Plan. The ECG develops recommendations from the annual work environment survey based on employee feedback. For example, these recommendations led to creating more training and development opportunities in all areas of the organization and the launch of a leadership development program in 2021, in which 60 per cent of leadership staff have now participated.

Goal 3: Satisfied Customers: Develop, deliver and continuously improve the transit services which customers and partners can rely on.**Objective 3.1: Ridership: Optimize the effectiveness of provincial transit service to serve more passenger trips.**

BC Transit will continue to work with local government partners to maintain essential transit service levels in 2022/23, and continue increased service levels introduced in September 2021 to accommodate the return to in-person learning at post-secondary institutions. The fare free transit program for children 12 and under launched in September 2021 is also expected to have a positive impact on ridership. BC Transit is continuing to monitor ridership levels and will adjust services to respond to ridership increases as employees return to the workplace and events and tourism rebound. BC Transit will continue to support the [BC Restart Plan](#) moving into the pandemic recovery period.

Key Strategies

- For conventional transit (which serves the general population in more urban settings and offers scheduled service that operates on fixed routes), BC Transit will continue to explore and implement solutions to maximize service efficiency and effectiveness to respond to changes in community growth patterns and customer demand.
- For paratransit (which serves small towns, rural and First Nations communities and some suburban areas using small and medium sized buses and supplemental taxis using flexible routing and schedules), BC Transit will continue to explore and implement solutions to ensure that the service continues to support accessibility and reliability.
- For custom transit (handyDART), which provides door-to-door service for passengers who are unable to use the conventional transit system, BC Transit will continue to explore and implement solutions to ensure services are appropriately matched to customers' needs.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target ⁴	2023/24 Target ⁴	2024/25 Target ⁴
3.1a Total ridership (passenger trips, millions), including taxi ^{1,3}	27.0	36.7	42.9	44.4	45.2
3.1b Total conventional ridership (passenger trips, millions) ¹	25.9	35.3	41.3	42.6	43.3
3.1c Total paratransit ridership (passenger trips, millions), including taxis ¹	0.7	0.8	1.0	1.0	1.1
3.1d Total custom ridership (passenger trips, millions), including taxis ¹	0.4	0.6	0.7	0.8	0.8
3.1e Conventional passenger trips per service hour ^{1,2}	13.9	18.3	20.5	23.4	26.1
3.1f Paratransit passenger trips per service hour, excluding taxis ^{1,2}	3.8	4.4	4.8	5.2	5.5
3.1g Custom passenger trips per service hour, excluding taxis ^{1,2}	1.1	1.7	1.7	1.8	1.9

¹Data source: BC Transit internal tracking data

²Data Source: Passenger trips per service hour measures the effectiveness of, and the demand for, transit services as provided and is determined by dividing passenger trips by service hours

³Total ridership (3.1a) may not be exactly equal to the sum of 3.1b, 3.1c and 3.1d due to the rounding of numbers

⁴Target values for 2022/23, 2023/24 and 2024/25 have been adjusted based on 2021/22 forecast results.

Linking Performance Measures to Objective

3.1a-d Measuring the number of passenger trips provides an indication of how development, delivery and improvement of transit service is contributing to ridership.

3.1e-g Measuring the number of passenger trips per service hour provides an indication of the effectiveness of and demand for transit service.

Discussion

Ridership and rides per service hour targets have been increased to reflect ridership levels recovering more quickly than what was anticipated in Spring of 2021, when the 2021/22 Service Plan targets were developed. The COVID-19 pandemic had a profound impact on BC Transit ridership, however it continues to recover. Over the duration of the Service Plan period and beyond, BC Transit is committed to increasing ridership, and providing high quality service to gain new customers and encourage former customers to return to transit as workplaces and events continue to reconvene in person.

BC Transit will optimize existing services to improve efficiency, which is designed to maximize trips per service hour in the long-term. In particular, for custom transit, this will be supported by the enhanced custom registration program in Victoria, launched in fall 2021, expanded customer travel training and flexible service options that are expected to have a positive impact on ridership. Access to more robust data from the expansion of NextRide in more communities and the launch of the Electronic Fare Collection System will help to refine routing and scheduling

and continue service adjustments to improve efficiency and enhance the customer experience in conventional systems. The implementation of proposed enhancements to custom transit services in B.C. will also be a key priority in the next three years.

In 2022/23, BC Transit will continue to undertake ridership recovery marketing campaigns, implement targeted service changes that adapt to changing demand patterns, evaluate new fare products and innovative options through the electronic fare collection system, expand the NextRide automated vehicle location program and continue public engagement with a GBA+ lens to inform future service decisions. As such, conventional, paratransit and custom passenger trips per service hour are forecast to increase over the three year period. The fare-free transit program for children 12 and under is expected to attract new riders to help increase ridership over the Service Plan period. BC Transit is monitoring the fare-free transit for 12 and under program to determine estimated ridership increases and specific questions on the program have been added to regularly conducted customer satisfaction surveys.

Objective 3.2: Customer Satisfaction: Provide a customer-oriented service.

Customer satisfaction builds the foundation for strong transit use. BC Transit will continue to improve service delivery in order to retain existing customers, encourage previous customers to return and attract new ones.

Key Strategies

- Improve customers' perceptions of public transit through improvements to services delivered, including a continued emphasis on quality customer service, safety and the implementation of improved technology and service reliability.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target³	2023/24 Target³	2024/25 Target³
3.2a Customer Satisfaction ¹	3.53	3.50	3.55	3.60	3.65
3.2b Customer Satisfaction – Custom Transit ²	4.05	3.55	4.00	4.10	4.15

Data source: Annual customer survey, conducted by a third party research firm

¹ Customer Satisfaction is determined by the average rating of customer tracking survey respondents when asked to rate their overall transit experience from one ("very poor") to five ("excellent"). It currently does not distinguish between conventional and custom

² Customer satisfaction – Custom Transit is determined by the average rating of respondents when asked to rate their experience out of 100. This score is then converted to a mark out of five.

³ Target values for 2022/23, 2023/24 and 2024/25 have been adjusted based on 2021/22 forecast results.

Linking Performance Measures to Objective

3.2a Customer satisfaction measures BC Transit's effectiveness in meeting customers' overall expectations and perceptions of their transit experience. Improvements in customer satisfaction indicate a positive transit experience which is a contributing factor to sustaining and increasing ridership. Improved customer services, such as the investment in real-time service information

for more communities and the implementation of enhanced fare technologies, will be a key priority in the next three years.

3.2b This performance measure summarizes the customer satisfaction for custom transit. It measures BC Transit's effectiveness in meeting customers' expectations and perceptions of the custom transit experience. Improvements in customer satisfaction for custom transit indicate an improved transit experience. The implementation of proposed enhancements to custom transit services in British Columbia such as expansion of customer travel training programs and flexible service options, will be a key priority in the next three years.

Discussion

Targets reflect an expectation that customer satisfaction will increase over the Service Plan period. BC Transit continues to work to rebuild customer confidence in using transit and regaining ridership lost during COVID-19. Efforts to enhance customer perceptions of transit service will continue in the coming years. Factors that are expected to positively impact overall scores include improved service reliability, improved cleaning and safety protocols, advanced fare technologies, the second phase of the NextRide program, improved bus stop amenities, ease of connections, service timeliness, and introduction of RapidBus service between Downtown Victoria and the West Shore.

BC Transit will also continue to encourage transit use by improving the customer experience and investing in new infrastructure projects such as the new UVic exchange, Uptown mobility hub and View Royal HandyDART facility. Over the Service Plan period, projects in the planning stages include exchanges in Nelson, Nanaimo, Central Fraser Valley and Kelowna. The satisfaction measure for custom transit customers allows BC Transit to measure the impacts on customers' experience of proposed future enhancements to efficiency and effectiveness. The targets for customer satisfaction – custom transit have been increased from the 2021/22 Service Plan based on the higher score in 2020/21.

Objective 3.3: Service Delivery: Maintain a high quality of service.

Key Strategies

- Improve customers' perceptions of public transit through improvements to services delivered, including a continued emphasis on quality customer service, safety and the implementation of improved technology and service reliability.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target ¹	2023/24 Target	2024/25 Target
3.3 Planned service delivered in conventional transit systems	99.74%	98.26%	99.50%	99.90%	99.90%

¹ Target value for 2022/23 has been adjusted based on 2021/22 forecast results.

Linking Performance Measure to Objective

3.3 The percentage of planned service hours delivered in conventional transit systems measures the quality of transit service and is based upon the percentage of revenue hours that are delivered as planned. The reliability of providing scheduled trips has an effect on the customer experience and the overall perception of transit and reflects BC Transit's ability to respond to emerging operational challenges while delivering transit services that are expected, and relied upon, by transit customers.

Discussion

The Safe Restart funding provided by the Government of Canada and the Province of B.C. in 2020 helped to ensure that essential levels of transit service could be provided. The federal and provincial governments recognized the importance of transit and BC Transit is working with its local government partners to maintain transit service levels while moving into the pandemic recovery period. This contribution provides certainty for communities who rely on transit and allows BC Transit to continue to provide stable and reliable service across B.C. Efforts will persist in managing preventative issues and responding to emerging challenges on the roads.

Goal 4: Thriving Communities: Work with local governments to improve livability and to provide transit service when and where people want it.

Objective 4.1: Proximity to Transit: Deliver operational excellence by expanding conventional, paratransit, and custom services in transit systems in communities across the province.

Key Strategies

- Continue to work with local government partners to identify service enhancements to improve access to conventional and paratransit service. This includes optimizing service to respond to changing travel patterns.
- Continue to create more responsive and reliable services including exploring emerging trends within public transit.
- Continue to improve access to custom transit service by expanding custom transit service as well as implementing recommendations from the custom transit review.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target ⁴	2023/24 Target ⁴	2024/25 Target ⁴
4.1a Conventional service hours per capita ¹	1.29	1.31	1.30	1.17	1.05
4.1b Paratransit service hours per capita ²	0.35	0.35	0.36	0.35	0.35
4.1c Custom service hours per capita ³	0.19	0.20	0.22	0.21	0.21

Data source: BC Transit internal tracking data

¹ Conventional service hours per capita is determined by the number of conventional service hours delivered divided by the population that lives within 400m of fixed route bus service

² Paratransit service hours per capita is determined by the number of paratransit service hours delivered divided by the population that lives within 1,000m of fixed route bus service (includes taxi trips)

³ Custom service hours per capita is determined by the number of custom service hours delivered divided by the population that lives within 1,500m of fixed route bus service (includes taxi trips)

⁴ Target values for 2022/23, 2023/24 and 2024/25 have been adjusted based on 2021/22 forecast results.

Linking Performance Measures to Objective

4.1a-c Measuring service hours per capita provides an indication of how easily and conveniently customers can access transit services and is based on the level of investment and provision of transit service relative to the population that lives within a reasonable proximity of service routes.

Discussion

BC Transit will be able to maintain transit service levels in 2022/23 due to provincial funding and Safe Restart funding provided by the Government of Canada and the Province. In years 2023/24 and 2024/25, the targets reflect that population is anticipated to increase faster than service hours.

Objective 4.2: Partnerships: Strengthen partnerships by improving partner satisfaction and increasing engagement with Indigenous communities.

Key Strategies

- Increase partner satisfaction by cultivating strong relationships with local governments, including efforts to improve service delivery and engaging more extensively with partners in identifying and developing solutions to local transit needs.
- Work with First Nations, the Province, and local government partners to explore opportunities to better meet the transportation needs of a greater number of Indigenous communities.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target ²	2023/24 Target ²	2024/25 Target ²
4.2 Partner Satisfaction ¹	4.17	4.10	4.20	4.25	4.30

Data Source: Annual partner survey, conducted by a third party research organization.

¹ Partnership satisfaction is determined by the average rating of local government transit partner respondents when asked to rate their customer service received from BC Transit from one ("very poor") to five ("excellent").

² Target values for 2022/23, 2023/24 and 2024/25 have been adjusted based on 2020/21 actual results and 2021/22 forecast results.

Linking Performance Measure to Objective

4.2 Partnership satisfaction measures local government partners' perception of BC Transit's customer service.

Discussion

BC Transit will continue to prioritize collaboration with its partners when planning and implementing transit services across the province. As a result, partnership satisfaction scores are expected to increase during the service planning period and targets have been increased from the 2021/22 Service Plan, due to the 2020/21 actual score. BC Transit is working with local government partners to maintain essential service levels as we recover from the COVID-19 pandemic and ensure people can get to jobs, to school and to access essential services.

The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action are driving efforts to expand BC Transit's engagement with Indigenous communities.

Goal 5: Responsible Stewards: Act as a responsible steward for the financial resources that it has been entrusted with.

Objective 5.1: Financial Management and Efficiency: Practice sound corporate financial management by focusing on corporate and administrative cost efficiencies.

Key Strategies

- Seek to increase the operating cost efficiency of conventional and paratransit services by implementing initiatives that encourage ridership growth while also employing strategies to contain costs associated with fuel, labour, and parts and maintenance.
- Given custom services are typically fully subscribed, BC Transit seeks to increase the operating cost efficiency of custom transit services by focusing on the containment of costs associated with fuel, labour, and parts and maintenance.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target ³	2023/24 Target ³	2024/25 Target ³
5.1a Conventional operating cost per passenger trip ^{1,2}	\$8.94	\$7.17	\$6.61	\$6.31	\$6.15
5.1b Paratransit operating cost per passenger trip ¹	\$23.40	\$22.58	\$21.57	\$20.33	\$20.47
5.1c Custom operating cost per passenger trip ¹	\$69.18	\$52.26	\$49.50	\$48.01	\$45.94
5.1d Conventional operating cost per hour ²	\$124.55	\$131.31	\$135.36	\$148.00	\$160.50
5.1e Paratransit operating cost per hour, excluding taxis ²	\$92.48	\$101.86	\$106.76	\$109.70	\$116.92
5.1f Custom operating cost per hour, excluding taxis ²	\$92.56	\$97.83	\$97.68	\$101.18	\$103.98

Data Source: BC Transit financial system and audited financial statements

¹ Operating cost per passenger trip reflects annual operating cost divided by passengers carried. Note: paratransit and custom operating cost per passenger trip includes taxi trip costs and passengers

² Operating cost per service hour is determined by dividing the total direct operating expenses by the service hours.

³ Target values for 2022/23, 2023/24 and 2024/25 have been adjusted based on 2021/22 forecast results.

Linking Performance Measure to Objective

5.1a-c Measuring operating costs per passenger trip provides an indication of the efficiency of providing transit service. Increasing cost per passenger trip indicates that costs are growing at a faster rate than ridership.

5.1d-f Cost per service hour is the average operating cost for each hour of service. It allows BC Transit to compare performance to other transit agencies. Increasing operating cost per hour indicates that costs are growing at a faster rate than service hours.

Discussion

Operating cost per passenger trip targets have been established to drive BC Transit to recover its ridership while continuing to practice responsible financial stewardship. Operating cost per passenger trip for all modes is estimated to decline over the Service Plan period as ridership is regained at a higher rate than the associated operating costs increases (e.g. fuel, labour and maintenance). A stronger ridership recovery will have a positive impact on this performance measure going forward.

Operating cost per service hour (performance measures 5.1d-5.1f) is forecast to increase in 2022/23 as service levels are maintained while operating costs are forecast to increase for the reasons cited above. For 2023/24 and 2024/25, operating cost per service hour is expected to further increase in line with increasing operating costs. BC Transit will be working with the Ministry in 2022/23 to closely monitor ridership recovery to help inform future decisions on service hours for 2023/24 and 2024/25.

Objective 5.2: Greenhouse Gas Emissions: Be accountable for its environmental impact by reducing operational carbon emissions.

Key Strategies

- Deliver its low carbon fleet replacement strategy to support an overall reduction of GHG emissions, in line with provincial CleanBC targets. By 2027/28, all new vehicles purchased by BC Transit are expected to be electric.
- Continue to assess operational energy consumption and reduce, where possible, through replacement of equipment, changing operational processes and building to lower energy use standards (LEED Gold and StepCode).

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target ⁴	2023/24 Target ⁴	2024/25 Target ⁴
5.2a Total GHG emissions ^{1, 2, 3}	61,391	61,000	48,500	47,000	45,000
5.2b Carbon (GHG) intensity per service hour ^{1, 2, 3}	25.04	24.60	19.00	19.00	19.00

¹ Data Source: BC Transit fuel, energy and paper consumption data as defined in scope by provincial regulation.

² Data Source: BC Government Clean Government Reporting Tool data and BC Transit internal tracking data.

³ Unit of measure for GHG emissions is tonnes of carbon dioxide equivalent and carbon (GHG) intensity is kg of GHG per service hour.

⁴ Target values for 2022/23, 2023/24 and 2024/25 have been adjusted based on actions towards the transition to a low carbon fleet.

Linking Performance Measure to Objective

5.2a Measures the overall GHG emissions produced by providing BC Transit services.

5.2b Measures BC Transit's GHG emissions rate.

Discussion

Reducing the reliance on diesel fueled vehicles is a key objective for BC Transit. The performance measures and targets in this objective illustrate BC Transit's commitment to supporting CleanBC targets for reducing GHG emissions.

BC Transit has secured a source of Renewable Natural Gas (RNG) to be used by the Compressed Natural Gas bus fleet around the Province. The resultant drop in GHG emissions will start to be seen in 2022/23 and will be adjusted accordingly if more RNG can be secured.

After 2022/23, further GHG emissions reductions are expected from the introduction of battery electric buses, and improvements to facility energy consumption.

Financial Plan

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Projection	2023/24 Projection	2024/25 Projection
Total Revenue				
Operations	58,864	65,741	66,321	66,548
Provincial Operating	125,734	140,874	140,874	139,829
Local government operating & capital	147,732	150,192	148,582	151,918
Federal government operating	647	-	-	-
Deferred capital contributions ¹	44,104	49,831	49,904	56,651
Investment and other income	4,846	5,192	5,033	5,349
Total Revenue	381,927	411,830	410,714	420,295
Total Expenses				
Operations	194,986	211,468	210,360	208,262
Maintenance	73,347	77,741	76,644	75,586
Administration	39,067	41,731	42,500	43,470
Use of asset	74,527	80,890	81,210	92,977
Total Expenses	381,927	411,830	410,714	420,295
Annual Operating Surplus (Deficit)	-	-	-	-
Other non-operational gain (loss)	57	-	-	-
Total Annual Surplus (Deficit)	57	-	-	-
Total Liabilities²	521,341	630,308	848,386	1,062,784
Accumulated Surplus (Deficit)	25,887	25,887	25,887	25,887
Capital Expenditures	82,279	178,018	291,443	293,171

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹ BC Transit receives capital funding for the construction or acquisition of assets and their use in program/service delivery. Capital contributions are deferred and recognized in revenue over the useful life of the asset, as program/services are delivered, as directed by the Province.

² Net of sinking funds, consistent with prior years' Service Plans.

Key Forecast Assumptions, Risks and Sensitivities

Forecasts reflect changes in costs associated with levels of service for 2022/23 – 2024/25, inflationary pressures related to vehicle maintenance, insurance, competitive contract negotiations with operating companies, operating costs associated with new customer-focused fleet technology (NextRide 2.0 and electronic fare technology), infrastructure projects to promote enhanced customer service and the price of fuel. In addition, passenger revenues reflect a moderate rate of recovery as ridership continues to move towards pre-COVID-19 levels.

Management's Perspective on the Financial Outlook

There remains potential affordability risk for local government partners in the outer years of the plan period given that ridership levels continue to lag pre-pandemic levels. Management will work closely with local government partners to mitigate and respond to any affordability challenges. The price of diesel fuel remains a large financial risk to BC Transit services. The cost of diesel is forecast 28% higher than budget in 2021/22 and diesel pricing remains potentially volatile. BC Transit continues to realize savings from its fuel management supply contracts yet there remains a great deal of uncertainty over the longer term price of oil and the subsequent effect on fuel costs. This risk will decrease in future years as BC Transit has less reliance on diesel vehicles. In addition, key infrastructure investments over the Service Plan period, such as battery electric buses, are requiring longer lead times to implement. This may require BC Transit to extend the useful lives of existing assets resulting in incremental maintenance costs in advance of service levels and funding commitments being finalized. There is also increasing pressure on insurance premiums in all areas which impact operating costs over this Service Plan period. The Canadian exchange rate also poses risk to the budget as a significant portion of bus parts are manufactured in the USA and Europe. Finally, this Service Plan is based on management's best forecast of future environmental and financial conditions which are subject to change. BC Transit and the Ministry of Transportation and Infrastructure will work closely to respond to any changing conditions and adjust the assumptions of future service periods as required.

Capital Expenditures

Significant IT Projects (over \$20 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Electronic Fare Collection System	2025/26	\$1.1	\$23.2	\$23.2
BC Transit has initiated a capital project to implement an Electronic Fare Collection System. This transformational project will improve the customer experience by introducing new forms of payments including mobile app and contactless credit cards.				

Appendix A: Additional Information

Corporate Governance

More information about BC Transit's Senior Leadership Team can be found at:

<https://www.bctransit.com/about/executive>

More information about BC Transit's governance and funding model can be found at:

<https://www.bctransit.com/about/funding-and-governance>

Organizational Overview

More information about BC Transit's vision, mission and values can be found at:

<https://www.bctransit.com/about>

More information about BC Transit's program scope can be found at:

<https://www.bctransit.com/about/facts>

A list of transit systems can be found at:

<https://www.bctransit.com/choose-transit-system>

BC Transit's corporate reports, including Service Plans and Annual Reports, can be found at:

<https://www.bctransit.com/corporate-reports>

Appendix B: Subsidiaries and Operating Segments

Active Subsidiaries

Incorporated in 2011, BC Transit has four wholly owned subsidiaries that held properties intended for future transit development. In the interim period, they operate as rental properties with net revenues attributed back to the Province. The subsidiaries are:

- 0928624 BC Ltd.
- 0925406 BC Ltd.
- 0922667 BC Ltd.
- 0915866 BC Ltd.

Inactive Subsidiaries

Subsidiary	Incorporated	Date became dormant	Activity
TBC Properties Inc.	16-Nov-10	Incorporation	N/A
TBC Operations Inc.	16-Nov-10	Incorporation	N/A
TBC Vehicle Management Inc.	16-Nov-10	Incorporation	N/A

Operating Segments

BC Transit has no operating segments.

Appendix C: Crown Mandate Letter from the Minister Responsible





May 27, 2021

Catherine Holt, Chair
Board of Directors
BC Transit
520 Gorge Road East
Victoria BC V8T 2W6

Reference: 300784

Dear Chair Holt:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Transit, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BC Transit about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and



enhance the public services people rely on and make life more affordable for everyone.

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.



- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for BC Transit, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Rebuild confidence in public transit and support economic recovery from the COVID-19 pandemic by working with local government partners to build back ridership while ensuring the targeted essential service levels under the Safe Restart Agreement are maintained across all transit systems.
- Engage with the Ministry, local governments, TransLink, and other key stakeholders to implement free transit for children up to and including age 12 across British Columbia.
- Guided by the South Island Transportation Strategy, encourage transit-related travel choices by improving transit service and investing in key infrastructure improvements including the UVic Transit Exchange Upgrade and the Victoria handyDART operations and maintenance facility. Continue to work with the Ministry to ensure that the crown lands located at Douglas Street/Uptown in Saanich support the transit-oriented development of a multi-modal transit hub.



- Improve the integrative experience of customers connecting between BC Transit, BC Ferries and TransLink with a focus on opportunities for seamless transfer between services and expanded regional connections and provide a report identifying opportunities by March 2022.
- Make critical investments to support BC Transit's Low Carbon Fleet Program by awarding a contract in 2021/22 for BC Transit's first ten electric buses and charging infrastructure to be ready in 2022/23.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

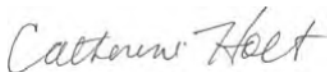
I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



Rob Fleming
Minister

Date: May 27, 2021



Catherine Holt, Chair
BC Transit

Date: June 2, 2021



Susan M. Brice, Director
BC Transit

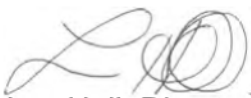
Date: June 2, 2021



Karen Elliott, Director
BC Transit



Date: June 2, 2021



Lyn Hall, Director
BC Transit

Date: June 2, 2021



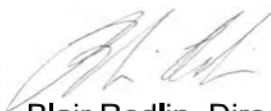
Lisa Helps, Director
BC Transit

Date: June 2, 2021



Wendal Milne, Director
BC Transit

Date: June 2, 2021



Blair Redlin, Director
BC Transit

Date: June 2, 2021



cc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Kaye Krishna
Deputy Minister
Ministry of Transportation and Infrastructure

Erinn Pinkerton
President and CEO
BC Transit

Transportation Investment Corporation

2022/23 – 2024/25 Service Plan

REVISED - August 2022



For more information on Transportation Investment Corporation contact:

Transportation Investment Corporation
Suite 1750 – 401 West Georgia Street
Vancouver, British Columbia
V6B 5A1

Or visit our website at

ticorp.ca/

Published by Transportation Investment Corporation



Board Chair's Accountability Statement



The 2022/23 – 2024/25 Transportation Investment Corporation (TI Corp) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2022 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Transportation Investment Corporation's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of TI Corp's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in cursive script that reads "Sabine Feulgen".

Sabine Feulgen
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how TI Corp will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

TI Corp has been established pursuant to the *Transportation Investment Act* and is a wholly-owned subsidiary of the BC Transportation Financing Authority (BCTFA).

TI Corp's strategic direction and mandate have been set by the Minister Responsible, the Minister of Transportation and Infrastructure, as per the [2021/22 Mandate Letter](#). The current corporate goals reflect TI Corp's focus on the priorities set for the organization and the mandate as outlined below:

- Provide cost effective and flexible delivery, including procurement and commercial oversight, of selected major projects assigned to it by the Province.
- Apply effective and consistent risk management, project and financial processes and controls to all assigned projects.
- Build capacity within TI Corp, and by extension the public service, for delivery of major capital projects.

Operating Environment

Infrastructure development continues to be a key priority for Government and helps to support a sustainable economy while contributing to B.C.'s COVID recovery plan. As part of the team moving development forward, TI Corp and its portfolio of responsibilities continue to grow. To best serve its mandate over the Service Plan period, TI Corp's priorities include both corporate and project-specific goals.

The organization is responsible for the delivery of major infrastructure projects for the Ministry of Transportation and Infrastructure (MOTI) and the Ministry of Tourism, Arts and Culture (TACS). The Pattullo Bridge Replacement Project (PBR) is well into major construction and will provide important improvements for everyone using the new bridge, including people who are driving, cycling or walking, as well as the communities of Surrey and New Westminster. Construction is underway at all six stations of the Broadway Subway Project (BSP) along the 5.7 km extension of the Millennium Line SkyTrain in Vancouver. The extension will save transit time for commuters and relieve congestion along Broadway. The fourth and final phase of the Highway 1 Kicking Horse Canyon Project (KHCP4) is on track and will bring safety improvements by realigning and widening of 4.8 kilometres to four lanes. Other projects are in the procurement phase. Along with MOTI, TI Corp is delivering the Highway 99 Tunnel Program which includes the Steveston Interchange Project (SIP) set to begin construction in June 2022, as well as the Fraser River Tunnel Project (FRTTP) that is planned to enter procurement in 2023. Working closely with the Royal BC Museum (RBCM) and TACS, the Collections and Research Building Project (CRB) is nearing the end of procurement and is expected to be in construction this summer. The project budgets under procurement and delivery total \$9.3 billion.

Other projects are in the planning phase. The next stage of the Royal BC Museum Modernization is the potential redevelopment of the downtown Victoria site. The business case is now complete and with Government for consideration. Finally, the organization is also developing the Surrey Langley SkyTrain (SLS) business case for Government's consideration. This project is being delivered as one consolidated project with advanced work underway and completion expected in 2028.

TI Corp continues to work with BC Infrastructure Benefits Inc. (BCIB) to implement the Community Benefits Agreement (CBA) on each of our three initial projects (BSP, PBR, KHCP4). The CBA is designed to support the development of a sustainable skilled construction workforce in British Columbia.

Refer to Appendices B and C for an overview of the governance structure for TI Corp's assigned major projects.

At the corporate level, TI Corp continues to build internal capacity. Dedicated risk management personnel have been added to strengthen that key facet of project management. Hiring and retaining reskilled and experienced staff, succession planning at the executive level, and fostering mentorship programs are all part of building a successful and sustainable organization. Training and development across the organization is also a corporate priority this fiscal year.

TI Corp continues to develop processes and policies to ensure a framework for the consistent and effective delivery of infrastructure projects. Project controls, scheduling, cost estimation, and

stakeholder management are all using enhanced IT systems to bring uniformity across projects and better manage our oversight of project contractors. The procurement of a new comprehensive and specialized record management and document control system is underway. Enhanced risk management is also a priority for fiscal 2022/23.



Performance Planning

Goal 1: Effectively deliver major projects.

Objective 1.1: Deliver each assigned major project within the approved parameters.

The approved parameters (scope, schedule and budget) for each assigned major projects are defined by the Province.

Key Strategies

- Engaging Infrastructure BC and working with the Ministry of Attorney General to ensure consistency of approach and documentation of procurement activities.
- Maintaining a strong working relationship with BCIB to support the implementation of the CBA for each relevant project.
- Adopting a proactive approach to risk management, which incorporates the guidelines of the Risk Management Branch, and allows for the early identification and effective management of risks through all phases of project delivery.
- Applying best practices to project management, with particular emphasis on cost and schedule management.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Executed Project Agreement ^{1, 2}	0	2	0	1
1.1b Percentage of preferred proponent proposals within affordability requirement ^{1, 2}	100%	100%	100%	100%
1.1c Percentage of projects within budget	100%	100%	100%	100%
1.1d Projects and substantial completion dates ³				
PBR – 2024	On target	On target	On target	On target
BSP – 2025	On target	On target	On target	On target
KHCP4 – 2024	On target	On target	On target	On target
CRB – 2025	On target	On target	On target	On target
SIP – 2025	On target	On target	On target	On target
FRTF – 2030	On target	On target	On target	On target

Data source: 1.1a Executed project agreements; 1.1b RFP financial submissions; 1.1c Project financial forecasts; 1.1d Project schedule forecasts

¹ Targets reflect the following major projects assigned to TI Corp: Collections and Research Building (CRB) (2022/23 Forecast), the Steveston Interchange Project (SIP) (2022/23 Forecast), the Fraser River Tunnel Project (2024/25 Forecast).

² Targets will be adjusted if new projects are assigned to TI Corp.

³ Reflects current Treasury Board approved project schedules.

Linking Performance Measure to Objective

1.1a Achieving an executed Project Agreement for an assigned major project represents a significant milestone in the project life cycle. This agreement provides greater confidence in the total project cost and schedule, including the efficient allocation of risks to the parties best able to manage them.

1.1b Delivering projects on or under the affordability requirements contributes to Government's ability to effectively make planned investments in other critical public infrastructure. The affordability requirements for financial proposals are set as part of the request for proposals stage of the procurement process for the primary contracts for each assigned major project.

1.1 c/d Continuous management, monitoring, and forecasting of the total project cost and completion date for each assigned major project is required to achieve the approved parameters for each project.

Discussion

The targets reflect new approved projects including CRB, SIP and FRTP. In relation to PBR, on-site investigative work and permitting approvals from provincial and federal authorities took longer than anticipated due to the complexities of this large infrastructure project and challenges presented by the COVID-19 pandemic. As a result, the construction timeline has been adjusted, with a new approved schedule for bridge opening in 2024.

1.1 d is formatted differently than last year's measure related to substantial complete dates for each project. This year's measure includes information specific to each project.

Goal 2: Effective management and financial control across all assigned major projects.

Objective 2.1: Ensure project management plans, systems, and reporting procedures are in place.

Key Strategies

- Continue to develop and maintain a corporate organizational and governance structure that supports effective management and oversight of major capital projects.
- Regular progress reporting to the TI Corp Board, Government and the public.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Percentage of project management plans and processes fully developed and operational	100%	100%	100%	100%
2.1b Number of Monthly Status Reports (MSR) ¹	43	58	60	69

Data source: 2.1a Project management plans; 2.1b Monthly Status Reports . Performance measure 2.1b has been updated to reflect the accurate name of the progress reports. 2021/22 forecast and 2022/23 targets for performance measure 2.1 b have been adjusted from the last service plan to reflect the number of projects that will be submitting MSRs over the term of the service plan.¹ Targets reflects monthly reporting to the public for the major projects currently assigned to TI Corp: PBR, BSP, KHCP4, CRB, SIP as well as F RTP.

Linking Performance Measure to Objective

2.1 a Effective project management plans and process support the application of best practices and consistency across the portfolio of assigned major projects.

2.1 b Regular reporting supports oversight and transparency on key areas such as cost and schedule performance, and risk management.

Discussion

Targets for performance measure 2.1b are calculated based on an estimated 12 MSRs per year, per project. The Highway 99 Tunnel program projects (SIP and F RTP) start reporting at issuance of the RFP. MSRs for the SIP began in September 2021, and it is expected that the F RTP will release MSRs in July 2024. The CRB will release MSRs starting in July 2022 after the contract is awarded.

Goal 3: Build capacity within the public service for delivery of major capital projects.

Objective 3.1: Continue developing TI Corp’s organization, its capabilities and competencies for the effective delivery of major capital projects.

Key Strategies

- Identify and define major capital project delivery competencies and qualifications, and the associated key roles at both the corporate and project team level.
- Align project team roles to the level of project complexity.
- Establish technical and project leadership career paths for promoting the development of the key project delivery roles.
- Effective use of contract resources to support to the projects, training and development.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Employee Training (% of employees engaged in training) ¹	88%	75%	75%	75%
3.1b Employee Retention (% voluntary turnover)	7%	Less than 10%	Less than 10%	Less than 10%

Data source: Employee training records

¹Performance measure targets begin in 2021/22 as the organizational structure and staffing have been solidified.

Linking Performance Measure to Objective

3.1a A training target recognizes the importance of investing in employee development to build organizational capacity and to allow new and existing staff the ability to excel in their roles. Training opportunities include internal training and external training/education.

3.1b An employee retention target reflects the value to the public sector in retaining major project delivery expertise, which provides for knowledge transfer to new employees and continuity in major project delivery practices.

Discussion

In reference to 3.1a and 3.1b, TI Corp has successfully achieved and exceeded the training target. Also, the organization has retained the vast majority of its staff.

Financial Plan

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Provincial grants	21,103	29,581	31,741	31,954
Other revenues	40	40	40	40
Total Revenue	21,143	29,621	31,781	31,994
Total Expenses				
Salaries and benefits	16,461	24,589	26,910	27,150
Other operating costs	4,677	5,032	4,871	4,844
Highway and Bridge Operations	5	0	0	0
Total Expenses	21,143	29,621	31,781	31,994
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0
Accumulated Surplus (Deficit)	5,017	5,017	5,017	5,017
Capital Expenditures	0	0	0	0

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Key Forecast Assumptions, Risks and Sensitivities

The forecasts include the following key assumptions:

- The forecast reflects management and oversight expenses to deliver currently assigned major projects, which include the Pattullo Bridge Replacement, Broadway Subway, Kicking Horse Canyon – Phase 4, the Highway 99 Tunnel Program and the Collections and Research Building projects.
- The forecast reflects management expenses relating to the updated business case for the RBCM Modernization and the development of a business case for the Surrey Langley SkyTrain (SLS) Project. The forecast also includes project management costs to deliver both of these projects, based on a similar structure as existing projects being delivered.
- Forecasts assume all management and oversight expenses relating to transportation sector projects are fully recovered from the BCTFA and expenses relating to the RBCM Collections and Research Building and downtown site modernization are also fully recovered from the RBCM/TACS.
- Forecasts include additional staffing, corporate overhead, project-specific contractors, estimated wage increases to support the projected organizational capacity required to deliver future projects.

Forecasted key risks and sensitivities include:

- A significant portfolio of projects in the implementation and planning phases has resulted in organizational capacity risk to support current and future projects being executed by TI Corp. TI Corp continues to innovate and generate new strategies to secure the skilled and experienced staff required to achieve its objectives. Some of these strategies revolve around retention, diversity, and mentoring.
- Obtaining required permits for delivery of major infrastructure projects has proven to be a significant challenge and lessons learned from existing projects are being applied to future projects.

Management's Perspective on the Financial Outlook

For the fiscal years 2022/23 – 2024/25, TI Corp has forecasted and planned management resources to deliver two additional major projects, Surrey Langley SkyTrain Project and the RBCM Modernization project, as both projects' business cases are anticipated to move forward for Government consideration in 2022. Planning for these projects includes a full complement of project delivery resources and corresponding overhead expenditures for the life of the project. The associated risks of incorporating these projects in our financial outlook would include, funding risk if the projects do not proceed, in which case TI Corp would not move forward with the resourcing plans, and organizational capacity risk, which TI Corp has a comprehensive recruiting plan to resource for key personnel.

Capital Expenditures

- TI Corp is a subsidiary of B.C. Transportation Finance Authority (BCTFA), with a mandate to provide procurement, delivery and commercial oversight of major capital transportation projects: the Pattullo Bridge Replacement, Broadway Subway, Kicking Horse Canyon Project – Phase 4 and the Highway 99 Tunnel Program. TI Corp is also developing the Surrey Langley SkyTrain (SLS) business case for Government consideration in 2022. These capital projects are owned and funded by the BCTFA and are reported on through the Ministry of Transportation and Infrastructure's Service Plan.
- TI Corp is authorized under OIC 548/2020, to engage in and conduct businesses related to the delivery of the RBCM Modernization project, which includes the Collections and Research Building and the downtown Victoria site. TI Corp will deliver the Collections and Research Building Project and working with TACS, RBCM and Infrastructure BC has developed an updated business case for the downtown Victoria site for Government consideration. The CRB is owned by the RBCM and is funded through grants provided by TACS. This capital project is reported on through TACS Service Plan and the RBCM Service Plan.

Appendix A: Additional Information

Corporate Governance

[TI Corp Board of Directors](#)

[Mandate Letter](#)

Organizational Overview

[Plans and Reports](#)

Ministry of Transportation and Infrastructure

[Service Plan](#)

Ministry of Tourism, Arts, Culture, and Sport

[Service Plan](#)

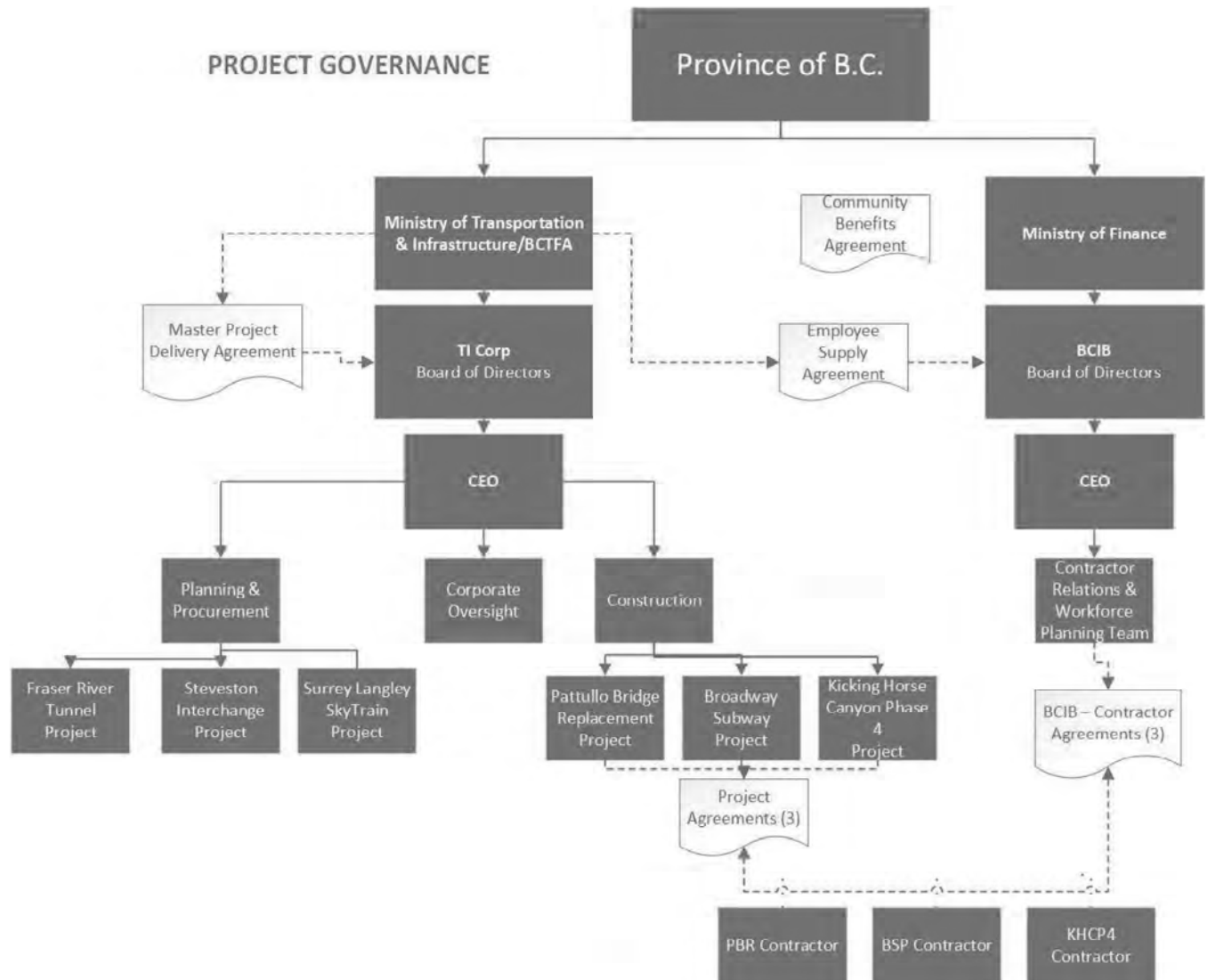
Royal BC Museum

[Service Plan](#)

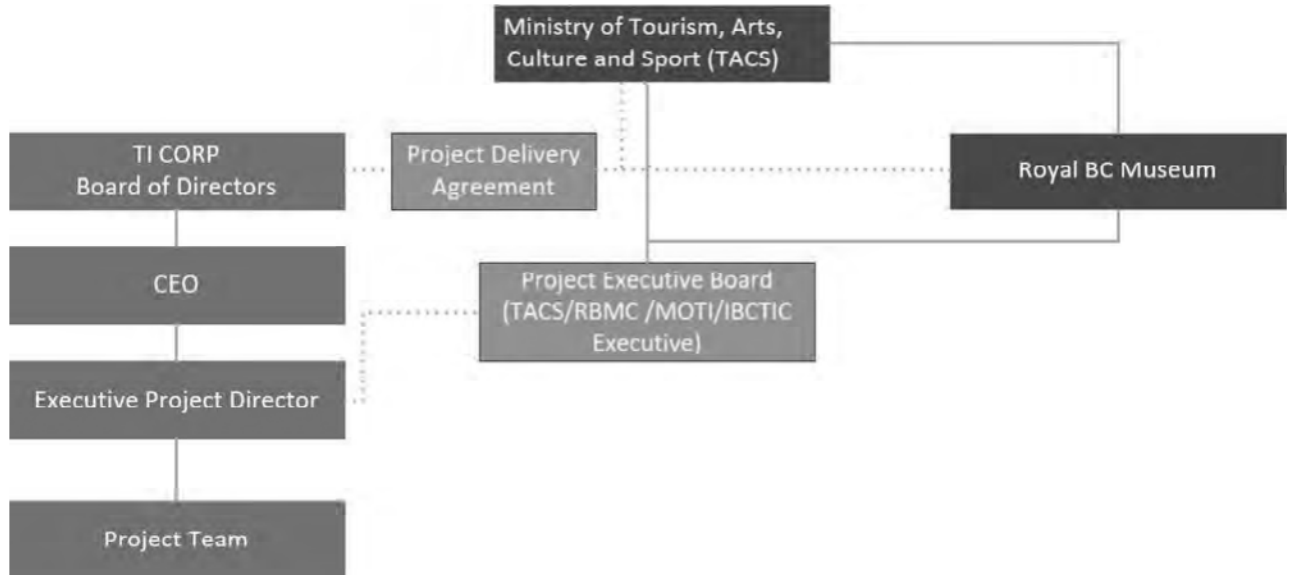


Appendix B: Project Governance

MOTI Projects



TACS/RBCM Projects



Appendix C: Crown Mandate Letter from the Minister Responsible





May 27, 2021

Sabine Feulgen, Chair
Board of Directors
Transportation Investment Corporation
Suite 1750–401 West Georgia St.
Vancouver, BC V6B 5A1

Reference: 300575

Dear Chair Feulgen:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the Transportation Investment Corporation (TI Corp), on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to TI Corp, about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and



enhance the public services people rely on and make life more affordable for everyone.

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.



- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for TI Corp, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Deliver each assigned major project within the approved parameters (scope, schedule and budget). Any material changes to these parameters must be approved by the Ministry of Transportation and Infrastructure (MOTI), Ministry of Tourism, Arts, Culture and Sport (TACS), and/or Treasury Board.

Continue to develop and maintain a governance and organizational structure that supports informed decision-making and management of the assigned projects.

The assigned projects include:

- Pattullo Bridge Replacement (PBR) Project;
- Broadway Subway (BSP) Project; and
- Kicking Horse Canyon - Phase 4 (KHCP4).

In addition,

- Business Case, procurement and delivery for George Massey Crossing Project (GMC) (subject to approval and direction from Treasury Board);
- Procurement and delivery for Collections Research Building Project (CRB) (subject to Treasury Board approval of a Report Back);



- Concept Plan development for Surrey-Langley SkyTrain (subject to approval and direction from Treasury Board); and
- Develop updated Business Case for the Royal BC Museum Modernization Project (subject to approval and direction from Treasury Board).
- Maintain a strong working relationship with BC Infrastructure Benefits Inc. (BCIB) to support the implementation of the Community Benefit Agreement for the assigned projects.
- Ensure project management plans, systems, financial controls, and reporting procedures are in place. This includes implementing project management IT systems (including a document management system and a stakeholder management system) that are compatible with those used by the contractors to ensure appropriate systems and processes to effectively manage the assigned projects.
- Continue developing TI Corp's organization by building public sector capacities and competencies to deliver on its commitments and the effective delivery of the assigned projects.

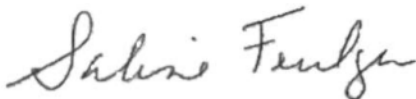
Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,


Rob Fleming
Minister

Date: May 27, 2021



Sabine Feulgen, Chair
Transportation Investment Corporation

Date: June 4, 2021



Nicole Asselin, Director
Transportation Investment Corporation

Date: June 6, 2021

Terry Brown, Director
Transportation Investment Corporation

Date: June 4, 2021

Glen Copping, Director
Transportation Investment Corporation

Date: June 4, 2021

Marina Pratchett, Director
Transportation Investment Corporation

Date: June 4, 2021

Allan Bruce, Director
Transportation Investment Corporation

Date: June 7, 2021



Enclosure

cc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Kaye Krishna
Deputy Minister
Ministry of Transportation and Infrastructure

Amanda Farrell
President and CEO
Transportation Investment Corporation

Government Communications and Public Engagement

Government Communications and Public Engagement (GCPE) is the centralized division responsible for all government communications. The division currently falls under the Ministry of Finance.

- Deputy Minister: Don Zdravec
- Assistant Deputy Minister – Strategic Communications: Sage Aaron
- Assistant Deputy Minister – Communications Operations: Megan Harris
- Assistant Deputy Minister: Government Digital Experience (CITZ) Jeff Groot

Each ministry is assigned a communications office by GCPE that provides support and services such as strategic communications advice and planning, media relations, issues management, media monitoring, event planning, news releases and speeches.

GCPE Transportation and Infrastructure

GCPE MOTI supports both the Minister and Ministry of Transportation and Infrastructure, as well as the Minister of State for Infrastructure. This includes preparing all communication materials related to the Ministers' files such as communications plans, speeches, news releases, issue notes, key messages, QAs, event planning and media relations.

GCPE Transportation and Infrastructure staff		
Name	Position	Primary Responsibilities
Dave Crebo	Communications Director	Overall strategic leadership; GCPE rep on MOTI Executive; primary communications liaison with the Minister's Office.
Rob Duffus	Communications Manager	Staff management, product review, communications director backup
Craig Chambers	Senior Public Affairs Officer	South Coast Highway Operations, Hwy 99 Tunnel Program, Kicking Horse Canyon Phase 4, Fraser Valley Hwy 1 expansion, Planning Together BC, BC Ferries/inland ferries
Max Gordon	Senior Public Affairs Officer	Pattullo Bridge Replacement Project, Federal Infrastructure partnerships, Highway Reinstatement Program, Hwy 91/17 Deltaport Way Project, Belleville Terminal, Passenger Transportation, Commercial Vehicle Safety Enforcement (CVSE).
Brennan Clarke	Senior Public Affairs Officer	Broadway Subway Project, Surrey Langley SkyTrain, BC Transit/TransLink, Container Trucking, Western Trade Corridors, Goods Movement Strategy
Vacant	Public Affairs Officer	Southern Interior Highway Operations, Highway 1, 4-laning,

Name	Position	Primary Responsibilities
Murray Sinclair	Public Affairs Officer	South Coast Highway Operations, South Island Transportation Strategy, Active Transportation, Clean Transportation Action Plan.
Gene Law	Public Affairs Officer	Media Relations and daily reports, Airport Grant Program, E-Mobility, Wildlife Safety, Northern Region Highway Operations

Other divisions within the broader, centralized GCPE operations include:

- **Digital Communications:** The digital communications team manages and promotes the provincial government's social media channels and helps maintain the [BC Gov News site](#). This includes establishing and maintaining all non-gov.bc.ca websites that promote high-priority government programs [i.e. [CleanBC](#)]
- **Marketing Services:** The unit develops and helps manage government's information campaigns. It also set policies and procedures relating to government's communications services, marketing materials, and paid advertising. This includes ensuring all information campaigns meet the [non-partisan advertising criteria](#).
- **Graphic Design Services:** The graphics design team creates print and online publications, event displays, visual presentations, web graphics, and photography for government. They are also the source of graphic standards in the B.C. government [and authorize use of the provincial identity](#) (B.C. logo/BCID).
- **Emergency Communications:** GCPE works with Emergency Management BC (EMBC) and local authorities during disasters such as floods, wildfires, earthquakes, and avalanches. This includes GCPE staff working as communications leads with regional deployment to operation centres and at EMBC operations in greater Victoria.
- **Media Relations:** Provides support for government events, announcements, and activities.
- **Writing & Content Strategy:** Centralized writing services for major government and cabinet priorities that are often cross-ministry in scope, including the Premier's Office.
- **Editorial Services:** Provides speechwriting, research, editing services, and government-wide news release distribution.
- **Event Planning:** Organizes provincial government media events to promote awareness of programs, policies and services.
- **Media Monitoring:** [Today's News Online](#) monitors all major news stories in British Columbia, Canada, and globally that affect the province, including an expanding number of language-specific media outlets.

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