

Ministry of Transportation and Infrastructure

2015/16
ANNUAL SERVICE PLAN REPORT



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Minister's Message and Accountability Statement



I am pleased to present the *Ministry of Transportation and Infrastructure 2015/16 Annual Service Plan Report*, which, in accordance with the *Budget Transparency and Accountability Act*, summarizes our performance towards achieving these goals and highlights achievements from the year ending March 31, 2016.

The safe and reliable movement of people and goods, the growth of B.C.'s economy and the strengthening of the connections between our communities continue to be the Ministry's priorities.

2015/16 marked the first year of [B.C. on the Move: A 10-Year Transportation Plan](#), the Government of B.C.'s landmark ten-year transportation plan. Under this plan, the Ministry invested approximately \$800 million last year alone to improve transportation safety, expand the economy, build partnerships, protect the environment and create greater accessibility.

We tendered over 110 projects to improve B.C. highways, bridges, and side roads. We also upgraded over 20 rest areas on highways to provide truckers, tourists and others with a safe and comfortable break in their travels.

Some notable projects under the plan include new four-lane improvements to the Trans-Canada Highway east of Kamloops, the completion of the Highway 97N passing-lane project at Mile 63, and the start of construction on Highway 97N four-laning projects at South Taylor Hill and Tower Lake. Our planners also moved forward on important projects to fight congestion, including the new 10-lane bridge to replace the George Massey Tunnel in the Lower Mainland and the new McKenzie Interchange on Vancouver Island.

The past year also brought new policies that improved safety in the party-bus industry, added more oversight to the container truck industry and supported law enforcement with new "keep right, let others pass" legislation.

In addition to highlighting these accomplishments, this report also shows our progress on commitments made to British Columbians by reporting on the important priorities outlined in my [2014 Mandate Letter](#), including spending control, earthquake readiness, coastal ferry sustainability and more.

The *Ministry of Transportation and Infrastructure 2015/16 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the [2015/16- 2017/18 Service Plan](#). I am accountable for those results as reported.

A handwritten signature in blue ink, appearing to read "Todd Stone". The signature is stylized and fluid.

Honourable Todd G. Stone
Minister of Transportation and Infrastructure
July 18, 2016

Minister of State for Emergency Preparedness Message and Accountability Statement



Emergency Management BC (EMBC) has a responsibility to British Columbians to continually work to better predict, prepare for and respond to emergencies and natural disasters.

Since joining the Ministry of Transportation and Infrastructure in 2015, EMBC has achieved much to build upon the four pillars of the BC Emergency Management System – Mitigation, Preparedness, Response and Recovery.

To emphasise the importance of emergency preparation to the overall safety of British Columbians – and to raise EMBC’s profile within the province – our ministry is engaging with all levels of government, the business sector and rescue, prevention and advocacy groups to continually test, revise and enhance our plans, policies and procedures. These engagements allow EMBC to identify opportunities for improvement and have led our government to invest so much in emergency management across B.C., including an additional \$10 million for the BC Search and Rescue Association, \$5 million for Ocean Networks Canada, and \$50 million toward local flood mitigation projects in the past year alone.

To meet the needs of modern fire safety, EMBC engaged in the development of Bill 4, the new *Fire Safety Act*, introduced on February 15, 2016. EMBC also leads innovative public safety campaigns all year-round, such as Fire Prevention Week, the Great British Columbia ShakeOut and High Ground Hike, part of Tsunami Preparedness Week.

I am very proud of our organization’s hard work and engagement over the past year to build relationships with community leaders and local emergency personnel, and I am pleased to see EMBC living up to the responsibilities the people of B.C. have given this ministry. The support of those affected by the fires near Rock Creek and Oliver, and the capsized whale-watching vessel near Tofino are just two examples that come to mind where our ministry has risen to the occasion for this province.

British Columbians and our government are emerging as the leaders in this country in emergency preparedness and management, and I am confident we will continue to prove what we are capable of when working together.

In accordance with the *Budget Transparency and Accountability Act*, the *Ministry of Transportation and Infrastructure 2015/16 Annual Service Plan Report* compares EMBC’s actual results to the expected results identified in the [2015/16- 2017/18 Service Plan](#). I am accountable for those results as reported.

A handwritten signature in blue ink, appearing to read 'Naomi Yamamoto', written over a faint, larger version of the same signature.

Honourable Naomi Yamamoto
Minister of State for Emergency Preparedness
July 18, 2016

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

In 2015, the Ministry of Transportation and Infrastructure assumed responsibility for emergency management. To facilitate this new focus and support emergency management through mitigation, prevention, preparedness, response and recovery, Emergency Management BC (EMBC) became part of the Ministry, a Minister of State for Emergency Preparedness was appointed, as well as a Deputy Minister for Emergency Management.

The Minister is responsible for two internal reporting Crown corporations and four self-reporting Crown corporations. The BC Transportation Financing Authority (BCTFA) and BC Railway Company (BCRC) are reported internally and continue ongoing delivery of the Goals identified in the [Ministry of Transportation and Infrastructure Service Plan](#).

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

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

BC Transit, Transportation Investment Corporation (TI Corp), the Insurance Corporation of British Columbia (ICBC) and the British Columbia Pavilion Corporation (PavCo) are self-reporting Crown corporations. More information can be found on their respective web sites: bctransit.com, pmh1project.com, icbc.com and bcpavco.com. The Minister was also responsible for Rapid Transit Project 2000 Ltd. (RTP 2000). However, on May 14, 2015, Bill-2, [BC Transportation Financing Authority Transit Assets and Liabilities Act](#), was granted Royal Assent, effective May 21, 2015. The Bill resulted in the transfer of all assets and liabilities of RTP 2000 and the assets and liabilities connected to the regional transportation system of Greater Vancouver Regional District (owned by BC Transit) to the BCTFA. Rapid Transit Project 2000 Ltd. was dissolved on September 29, 2015.

Strategic Direction and Context

The Ministry of Transportation and Infrastructure makes strategic investments in British Columbia's transportation infrastructure to create a safer, more reliable transportation network, provide good value and service for taxpayers and create economic opportunities for the province. The *Ministry of Transportation and Infrastructure 2015/16 Annual Service Plan Report* outlines our efforts to support the government's goals of building a strong economy, ensuring the best possible use of government resources, and respecting the interests of taxpayers as set out in the [Taxpayer Accountability Principles](#) and the Mandate Letter provided by the Premier.

Appendix D: Minister's Mandate and Actions Summary on page 35 shows this commitment to taxpayers by outlining the actions taken to deliver on this mandate.

In March 2015, in response to evolving transportation needs, the Ministry released [B.C. on the Move: A 10-Year Transportation Plan](#), a comprehensive plan for transportation investments and strategic policy actions to 2025. [B.C. on the Move](#) will enhance the province's safety, mobility and connectivity and allow us to keep pace with our rapidly expanding resource sectors while ensuring transportation improvements remain affordable.

The Economy. British Columbia's real GDP increased by 3.0 per cent in 2015 (according to preliminary GDP by industry data from Statistics Canada), following growth of 2.9 per cent in 2014. Employment in B.C. grew by 1.2 per cent in 2015, an improvement from the 0.6 per cent growth rate observed the year before. Solid retail sales growth was supported by steady employment growth, increased tourism and a relatively high level of interprovincial migration to the province. Employment and population gains also benefitted B.C.'s housing market. Meanwhile, unbalanced global demand and declining commodity prices took a toll on B.C. exports and manufacturing shipments in 2015. Going forward, downside risks to British Columbia's economy include the potential for a slowdown in North American economic activity, ongoing fragility in Europe, and slower than anticipated Asian demand, particularly from China. Additional risks include uncertainty in the outlook for the Canadian dollar and weak inflation.

Federal Infrastructure Programs. [Economic Action Plan 2013](#) provided \$47.475 billion nationally in new federal funding over 10 years, commencing in 2014/15, through three programs: a \$32.2-billion [Community Infrastructure Fund](#), a \$14-billion [Building Canada Fund](#) and a renewed \$1.25-billion [P3 Canada Fund](#). In 2015/16, approximately \$166.2 million in federal funding was secured for infrastructure projects under the National and Regional Projects component of the new Building Canada Fund and \$128.8 million in joint federal-provincial funding for 55 community projects was announced under the Small Communities Fund component. The federal government announced almost \$11.9 billion in new transit, green and social infrastructure under Budget 2016. The Ministry continues to pursue funding available under federal infrastructure programs, including those for emergency management, and this may influence programs proposed under the next Service Plan.

Growth and Facilitation of Asia-Pacific Trade. \$25 billion in total investment was identified in the [Pacific Gateway Transportation Strategy 2012-2020](#), which will improve and expand port, rail, road and airport facilities and build on B.C.'s status as the preferred gateway for

Asia-Pacific trade. At the end of 2015, \$21 billion had been committed to projects to increase capacity of the Pacific Gateway. [New West Partnership](#) premiers continue to work towards a vision of an integrated and collaborative transportation system for the west. This vision is being implemented through a 10 Point Action Plan carried out by the Pacific Gateway Alliance that will ensure the long-term efficiency, reliability and competitiveness of western Canada's transportation trade system.

Regional Economies. B.C.'s rural economies rely on a range of infrastructure improvements to facilitate increased natural resource development as industrial traffic places significant demands on existing transportation infrastructure. To support these activities and ensure roads remain suitable for all users, the Ministry makes additional investments in affected road networks, including maintenance and rehabilitation due to incremental wear and tear.

Report on Performance

In 2015, the Ministry of Transportation and Infrastructure continued to provide value to taxpayers in delivering on our mandate and adhering to the [Taxpayer Accountability Principles](#) (TAP). Long-term projects such as the Cariboo Connector and the four-laning of the Trans-Canada Highway have progressed significantly, and the Ministry completed the Sierra Yoyo Desan Road, an important resource road to help strengthen our Pacific Gateway Strategy. Planning work on the [George Massey Tunnel replacement](#) is also well underway. In addition, [B.C. on the Move: A 10-Year Transportation Plan](#) has been launched, and the Ministry has been delivering the projects in the plan on-budget and on-time, demonstrating the TAP principles of cost-consciousness, accountability and service. These projects will make our transportation network safer and more efficient and provide a solid backbone for a strong economy.

Building new infrastructure is only part of the picture, and maintaining our existing highway network is no less important. To ensure a high maintenance standard, the Ministry conducts regular in-depth reviews of the work done by our maintenance contractors, and works with them to address any issues that arise. Once again in 2015, our reviews of maintenance contractors scored above expectations. The Ministry also serves British Columbians through a variety of services such as commercial and passenger vehicle permitting. Customer satisfaction scores from citizens using these services remain high, underlining our strong sense of respect for cost-consciousness, as defined in TAP.

Supporting other alternatives to car travel such as transit and cycling is a priority for the Ministry. We have continued our strong funding commitment to transit and to support local governments building cycling and pedestrian infrastructure. Appendix A: Major Programs of this report provides more detail on the Ministry's work in these areas.

The Ministry also works closely with the four associated Crown corporations that are key stakeholders in accomplishing the Ministry's goals and business: ICBC, TI Corp, PavCo and BC Transit. The Ministry maintains a robust level of engagement with each Crown. Close working relationships are maintained, with frequent contact and consultation at the Ministerial,

Executive and staff level. These strong alliances help clarify the Crowns' respective mandates and adherence to TAP in serving British Columbians.

On July 30, 2015, the Premier appointed B.C.'s first Minister of State for Emergency Preparedness within the Ministry of Transportation and Infrastructure. In addition, a Deputy Minister for Emergency Management was appointed and responsibilities for Emergency Management BC (EMBC) were transferred from the Ministry of Justice. The statutory Minister responsible for the [Emergency Program Act](#) is the Minister of Transportation and Infrastructure, and EMBC is the lead coordinating agency in the provincial government to support emergency management through mitigation, prevention, preparedness, response and recovery. The Office of the Fire Commissioner moved with EMBC while the BC Coroners Service remained with the Ministry of Justice. To reflect EMBC's integration into the Ministry, the results of a performance measure and related discussion section that initially appeared in the [Ministry of Justice 2015/16-2017/18 Service Plan](#) have been included in this Annual Report.

Goals, Objectives, Strategies and Performance Measures

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

In 2015, EMBC became part of the Ministry of Transportation and Infrastructure. Through EMBC the Ministry leads emergency management so the Province is prepared for emergencies or disasters, and to ensure stability of leadership and service to British Columbians.

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

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

Goal 1: Improved infrastructure drives economic growth.

Objective 1.1: Improve mobility on routes servicing major economic gateways.

Strategies

- Undertake improvements that reduce bottlenecks on major urban and rural trade corridors;
- Promote efficiencies at Canada/U.S. border crossings through infrastructure improvements and the deployment of intelligent transportation technology to reduce border wait times; and
- Use the Regional Transportation Management Centre to improve mobility and reliability on the transportation network through advanced incident management and information systems.

Objective 1.2: Identify and select priority improvement projects.

Strategies

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

Objective 1.3: Use Provincial investment dollars as effectively as possible.

Strategies

- Complete projects on-budget and on-time;
- Develop public-private partnerships in consultation with Partnerships BC, where appropriate; and
- Capture value from surplus lands to fund transportation improvements.

Performance Measure 1: Project performance

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
The percentage of projects that meet their budget and schedule.	96.5%	93.2%	91.5%	93.4%	91.5%	91.5%

Data Source: Ministry of Transportation and Infrastructure.

Discussion

This performance measure reflects the goal of being cost conscious as outlined in the [Taxpayer Accountability Principles](#), and evaluates all Ministry capital construction and rehabilitation projects within the overall Transportation Investment Plan completed within the fiscal year. This performance measure allows the Ministry to assess how efficiently and effectively it delivers a large suite of projects. Projects range in size, scope, and value and use a

variety of procurement methods. Programs continuously evolve to best serve British Columbians by providing and maintaining transportation infrastructure. The constant target over the years represents the Ministry's ability to maintain a high level of achievement despite the challenge and broad range of projects included in the target.

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

Strategies

- Invest in priority rehabilitation and improvement projects on roads serving industry and rural residents, including the Major Programs outlined in Appendix A: Major Programs; and,
- Undertake projects that support increased industrial growth, such as four-laning, strengthening of roadways and improving overhead clearances, alignments and bridge capacity.

Objective 1.5: Leverage available federal funding and administer cost-sharing programs to support and sustain B.C.'s infrastructure.

Strategies

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

B.C. on the Move

In March of 2015, [B.C. on the Move: A 10-Year Transportation Plan](#) was released. The plan is guiding transportation improvements for the next 10 years and continues the Ministry's focus on moving people and goods safely and reliably, growing the economy, connecting and strengthening communities, and maximizing collaboration and investment with partners including First Nations, the federal government, local governments, and the private sector.

Goal 2: B.C.’s transportation sector is globally competitive.

Objective 2.1: Develop Canada’s Pacific Gateway.

Strategies

- Implement [The Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People](#); and,
- Undertake transportation trade network development and integration in conjunction with the Pacific Gateway Alliance, the private sector, other levels of government and First Nations to build capacity for long-term growth.

Performance Measure 2: Pacific Gateway Supply Chain Investments.

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Cumulative completed provincial strategic investment in Pacific Gateway supply chain infrastructure.	\$5.41 billion	\$5.68 billion	\$5.77 billion	\$5.77 billion	\$5.83 billion	\$6.56 billion

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

Discussion

Government and industry partners have come together to fulfill the long-term vision of British Columbia as the preferred North American gateway for Asia-Pacific trade.

Through British Columbia’s [Pacific Gateway Strategy](#), the Ministry and its private and public partners have outlined the investments necessary to ensure our transportation system can support growth across our economy and seize opportunities emerging in Asia. The [Pacific Gateway Alliance](#) is the unique public-private partnership that oversees the Pacific Gateway’s expansion of port, rail, road and airport facilities to take advantage of Canada’s strategic location at the crossroads of the North American marketplace and the booming economies of Asia.

The Province has direct control over its strategic investments. The total annual investment is a measure of the Province’s action to meet its Pacific Gateway objectives.

In 2015/16, key strategic investments completed included the Phillips Avenue overpass which improved access to North Shore export terminals, the Sierra Yoyo Desan Road and continued improvements under the Oil and Gas Rural Road Improvement Program (OGRRIP) which both provided improved access to B.C.’s northeast natural gas resources.

Goal 3: Reduce greenhouse gas emissions from the transportation sector.

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

Strategies

- In partnership with other levels of government and with stakeholders, support provision of rapid transit and frequent bus service to make transit an attractive option;
- Invest in public transit infrastructure, where supported by strong business cases;
- Improve High Occupancy Vehicle (HOV) and transit priority measures;
- Encourage compact and mixed land-use around transit stations and along transit corridors through policy and funding agreements; and,
- Invest in an integrated cycling and walking network.

Performance Measure 3: Transit Ridership

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target	2018/19 Target
Annual public transit ridership in B.C.	283 million	287 million	298 million	292 million	296 million	301 million	306 million

Data Source: Estimates for future transit ridership are provided by BC Transit and TransLink.

Discussion

Provincial transit ridership includes ridership data from TransLink, Metro Vancouver’s regional Transportation Authority, and BC Transit, which operates transit service in the rest of the province. From 2007/08 to 2015/16, overall provincial transit ridership increased 32.8 per cent, an annual average of 3.6 per cent. Provincial transit ridership has grown modestly over the past three years. Changes to ridership forecasts and lower than expected ridership in 2015/16 reflect the following factors: modest population growth, relatively flat service levels and lower fuel prices. The opening of the Evergreen Line in early 2017 and planned service expansion in BC Transit communities beginning in 2016/17 will boost ridership over the next three years.

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

Strategies

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

Objective 3.3: Reduce greenhouse gas emissions.

Strategies

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

Goal 4: B.C.'s highway system is safe and reliable.

Objective 4.1: Ensure a high standard of provincial highway maintenance.

Strategies

- Consider future improvements to continue delivery of high quality maintenance and rehabilitation programs; and,
- Administer highway maintenance contracts and assess service delivery through the Contractor Assessment Program.

Performance Measure 4: Contractor Assessment

Performance Measure	Baseline	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Rating of maintenance contractor performance using Contractor Assessment Program.	93%	94%	94%	93%	94%	93%	93%

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

Discussion

The Contractor Assessment Program allows the Ministry to systematically monitor and assess the performance of our maintenance contractors. This aligns with TAP's goal of accountability. Contractor ratings are generated through three processes:

1. a local assessment by Ministry District staff overseen by the local District Operations Manager;
2. a regional assessment by a team of auditors from outside the service area typically overseen by an outside District Operations Manager; and,
3. interviews led by the local District Operations Manager with local stakeholders.

The Contractor Assessment Program Manual is available on the Ministry's [web site](#).

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

Strategies

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

Objective 4.3: Improve highway safety and reliability.

Strategies

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

Performance Measure 5: Highway Safety

Performance Measure	Baseline	2013/14 Actual	2014/15 Actual	2015/16 Forecast	2015/16 Actual	2016/17 Target	2017/18 Target
Crash reduction after construction of safety improvement capital projects.	100 collisions	22% reduction from baseline	24% reduction from baseline	20% reduction from baseline	30% reduction from baseline	TBD	TBD

Data Source: The RCMP and ICBC.

Discussion

Reducing the number of collisions on our roads improves highway safety and provides British Columbians with a safer and more reliable highway system. This measure demonstrates the Ministry’s progress towards improving safety on the highway system. Reporting against targets is based on capital projects that are completed or substantially completed over the course of the annual reporting period. The measure compares baseline collisions to actual collisions. The baseline is the yearly average collision history measured over the five-year period preceding the start of construction of the safety improvement capital projects. Current targets were established in 2012/13 and set for a cycle period up to 2015/16. Beginning in 2016/17, a new cycle with new safety measures, baseline and targets will be established.

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

Strategies

- Establish and enforce regulations to enhance vehicle safety in B.C. and to ensure public safety;
- Participate with other jurisdictions on initiatives to coordinate and harmonize programs, policies and standards for commercial vehicles;

- Ensure information systems provide quality and timely commercial vehicle safety data for compliance and enforcement; and,
- Build on existing technologies and policies to promote safety and improve efficiency for the commercial transport industry.

Goal 5: Excellent customer service.

Objective 5.1: Continue improving service to B.C.'s business community.

Strategies

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

Objective 5.2: Provide excellent customer service to all British Columbians.

Strategies

- Communicate and engage more efficiently with the Ministry's stakeholders;
- Undertake annual surveys to better understand customer expectations and levels of service; and,
- Evaluate results to determine how to enhance customer service.

Performance Measure 6: Customer Service

Performance Measure	Baseline	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Customer Satisfaction Survey: Stakeholder satisfaction with Ministry services and processes, rated on a scale of 1 to 5.	3.9	4.18	4.15	4.10	4.11	4.10	4.10

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

Discussion

This Performance Measure helps assess how the Ministry meets the goals of accountability, service and respect set out in the [Taxpayer Accountability Principles](#). Based on British Columbians' ratings of services they received from the Ministry, the survey focuses on the six core drivers of customer satisfaction:

1. Fairness;
2. Staff knowledge;
3. Timeliness;
4. Accessibility;
5. Staff respect and courtesy; and,
6. Information.

The Customer Satisfaction Survey is a web-based and in-person questionnaire and includes input from local governments, stakeholders and the general public. The survey results are used to identify areas and processes to improve service delivery. The improved score from the 2015/16 target represents the Ministry's ability to consistently deliver high quality customer service.

Emergency Management BC

In the summer of 2015, the Premier appointed B.C.'s first Minister of State for Emergency Preparedness and Deputy Minister for Emergency Management. At that time EMBC was moved to the Ministry of Transportation and Infrastructure from the Ministry of Justice. Although this Performance Measure is being reported on here, it was published in the [Ministry of Justice 2015/16-2017/18 Service Plan](#) under Goal 3: The justice and public safety sector in British Columbia is sustainable, Performance Measure 7.

Timeliness of Disaster Financial Assistance private sector claim adjudication

Performance Measure	2013/14 Baseline	2015/16 Forecast	2015/16 Actual	2016/17 Target	2017/18 Target
Average number of days from receipt of a complete Disaster Financial Assistance evaluator's report until the claim has been adjudicated and closed.	14	12	9	N/A	N/A

Data Source: Data to support this measure are compiled from a dedicated Disaster Financial Assistance database that tracks individual applications by event. The measure is based on a five-year rolling average. Use of a five-year rolling average provides a stronger indication of organizational performance and process improvement trends than single year reporting, due to the variability of events and Disaster Financial Assistance applications between years.

Discussion

The Recovery and Funding team at EMBC continues to revise and streamline its processes, resulting in faster and more accurate claims completion. It should be noted however, that a significant factor in the timeliness of Disaster Financial Assistance claims adjudication is the volume of claims. Because this performance measure could be dependent upon the nature and scope of disasters, it has been removed in the most recent [Ministry of Transportation and Infrastructure 2016/17-2018/19 Service Plan](#) and replaced with a new measure.

Additional Discussion Regarding EMBC

A key EMBC project that was discussed in the [Ministry of Justice 2015/16-2017/18 Service Plan](#) was the undertaking of a report on earthquake preparedness. The resulting [British Columbia Earthquake Preparedness: Consultation Report](#), written by Henry Renteria, was released in December 2014. This report was in addition to the earlier Auditor General's report on Catastrophic Earthquake Preparedness and contains eight major groupings of recommendations; these have been broken down into 40 discrete recommendations for the Province. Of the 40 recommendations, six have been fully completed and much progress has been made on the remaining 34. It is important to note that the target dates for completion for many of the items are planned for 2017 and 2018. EMBC, along with the provincial government, local authorities and private stakeholders, are working together to meet the balance of the recommendations on time.

Financial Report

The Ministry's total estimated budget, including Other Authorizations, was \$920.958 million. The Ministry has balanced its budget and controlled spending resulting in a year-end surplus of \$1.594 million. The operating budget was managed by closely monitoring expenditures during the year.

Other Authorizations include Emergency Management BC and Emergency Program Act program transfers from the Ministry of Justice (\$29.909 million), Emergency Program Act Statutory Appropriation (\$77.3 million) and Financial Administration Act Statutory Appropriation (\$276 thousand) for a Pacific Gateway initiative.

The amounts shown on the next page are net of funding from external sources, primarily the B.C. Transportation Financing Authority.

Financial Report Summary Table

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Transportation and Infrastructure Improvements ..	11,248	276	11,524	11,419	(105)
Public Transportation	309,077	-	309,077	296,711	(12,366)
Highway Operations	472,858	-	472,858	485,316	12,458
Commercial Transportation Regulation	1,544	-	1,544	1,853	309
British Columbia Pavilion Corporation	9,022	-	9,022	9,022	-
Emergency Management BC	-	15,431	15,431	14,500	(931)
Executive and Support Services	9,724	-	9,724	9,428	(296)
Emergency Program Act	-	91,778	91,778	91,778	-
Sub-Total	813,473	107,485	920,958	920,027	(931)
Adjustment of Prior Year Accrual ²	-	-	-	(663)	(663)
Total	813,473	107,485	920,958	919,364	(1,594)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Highway Operations	5,274	-	5,274	4,219	(1,055)
Total	5,274	-	5,274	4,219	(1,055)

¹ "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies.

² The Adjustment of Prior Year Accrual is a reversal of accruals in the previous year.

B.C. Transportation Financing Authority

Statement of Operations

2015/16	Budget	Actual	Variance
Revenue (\$000)			
Tax revenue ¹	419,500	446,992	27,492
Amortization of deferred contributions ²	146,032	168,371	22,339
Other revenue ³	59,508	34,913	(24,595)
Total	625,040	650,276	25,236
Expenses (\$000)			
Highway operations	557,093	540,771	(16,322)
Transit programs	111,439	91,135	(20,304)
Ferry operations	17,961	16,656	(1,305)
Other programs	56,106	61,766	5,660
Debt servicing costs ⁴	363,239	342,397	(20,842)
Total	1,105,838	1,052,725	(53,113)
Net Loss (\$000)			
Net operating loss	(480,798)	(402,449)	(78,349)

1 Tax revenue includes 6.75 cents per litre motor fuel tax and a car rental tax of \$1.50 per car rental day.

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

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

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

Major Capital Projects

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2016 (\$ millions)
<p>Evergreen Line Rapid Transit</p> <p>Objective: Extend Metro Vancouver’s rapid transit network to provide alternative transit choices, increase transit ridership and reduce greenhouse gas emissions and road congestion to the growing northeast sector communities.</p> <p>Costs: Estimated project cost is \$1.431 billion. The Government of Canada’s contribution is up to \$424 million, the Government of B.C.’s contribution is \$586 million, other partner contributions are \$21 million, and TransLink’s contribution of the remaining \$400 million as well as operating the system as part of the overall rapid transit network.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Provide fast, frequent and convenient service; • Increase transit ridership and capacity; • Reduce traffic congestion; • Support regional and municipal growth management plans; and, • Provide economic opportunities by creating 8,000 new jobs during construction. <p>Risks:</p> <ul style="list-style-type: none"> • Integration with existing Millennium Line. <p>More information about the project can be found at: evergreenline.gov.bc.ca.</p>	<p>2017</p>	<p>1,431</p>	<p>1,177</p>

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2016 (\$ millions)
<p>Highway 1 - Monte Creek to Pritchard</p> <p>Objective: Upgrading 10.5 kilometres of Highway 1 between the junction with Highway 97 at Monte Creek and Pritchard to a four-lane standard. Associated upgrades include side road network connections to the highway, construction of interchanges and new frontage roads, two emergency vehicle turn around points and median barrier and drainage facilities to provide continuity between this project and the Pritchard to Hoffman’s Bluff project.</p> <p>Costs: Estimated project cost is \$68.9 million, with the Government of Canada contributing \$16.7 million.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improved safety, mobility and reliability of this section of Highway 1 for all road users; • Increased capacity on a vital transportation link between B.C. and the rest of Canada, supporting regional, provincial and national economic growth; • Improved access for cyclists and pedestrians; and, • Mitigation of impacts on First Nations interests. <p>Risks:</p> <ul style="list-style-type: none"> • Potential costs and time associated with completing archaeological investigations; and, • Potential additional costs related to completing property acquisition. <p>More information about the project can be found at: engage.gov.bc.ca/bchwy1/projects.</p>	2016	69	64

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2016 (\$ millions)
<p>Highway 1 Widening and 216 Street Interchange</p> <p>Objective: Widening the Trans-Canada Highway to six lanes between 202 Street and 216 Street and construction of a diamond interchange at 216 Street to improve traffic flow, reliability and congestion on a core National Highway System route used extensively for moving people and goods in Metro Vancouver.</p> <p>Costs: The estimated project cost is \$59 million, inclusive of property acquisition costs, escalation and contingency. The Government of Canada is contributing one half of eligible costs up to a maximum of \$22.333 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund. The Township of Langley is contributing \$14.333 million toward the cost of the interchange.</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 transit use, cycling and other alternatives to single occupant vehicles; and, • Keep regional traffic off local streets. <p>Risks:</p> <ul style="list-style-type: none"> • Unknown geotechnical conditions, property impacts, community support, First Nations archeological impacts and environmental permits; • Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans; and, • Schedule risk associated with the acquisition of property and securing Agricultural Land Commission approval for non-farm use of lands required for the interchange. 	<p>2018</p>	<p>59</p>	<p>4</p>

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2016 (\$ millions)
<p>Highway 1 – Admirals Road/McKenzie Avenue Interchange</p> <p>Objective: Construction of an interchange on the Trans-Canada Highway at the intersection with Admirals Road and McKenzie Avenue to improve traffic flow and reliability and reduce congestion on a core National Highway System route. The project includes construction of shoulder bus lanes, extension of the merge lanes, and grade-separated structure for the Galloping Goose Regional Trail.</p> <p>Costs: The estimated cost is \$85 million, inclusive of property acquisition costs, escalation and contingency. The Government of Canada is contributing one half of eligible costs up to a maximum of \$32.648 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 transit use, cycling and other alternatives to single occupant vehicles; and, • Provide sufficient cross-section through the interchange to allow for the future introduction of HOV lanes along the corridor. <p>Risks:</p> <ul style="list-style-type: none"> • Unknown geotechnical conditions, property impacts, First Nations archeological impacts and relocation of a large Capital Regional District waterline; • Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans; and, • Schedule risk associated with the acquisition of property and securing environmental approvals and permits. <p>More information is available on the project web site at: engage.gov.bc.ca/mckenzieinterchange.</p>	2019	85	5

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2016 (\$ millions)
<p>Highway 97 Widening from Highway 33 to Edwards Road</p> <p>Objective: Six-laning Highway 97 through Kelowna from Highway 33 to Edwards Road, intersection improvements at Leathead, McCurdy, Findlay/Hollywood and Sexsmith, access consolidation and realignment of Rutland Road to provide separation from intersections on Highway 97.</p> <p>Costs: The estimated cost is \$59.7 million inclusive of property costs, escalation and contingency. The Government of Canada is contributing half of eligible costs up to a maximum of \$18 million under the Major Infrastructure component of the Building Canada Fund.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improved traffic flow and reduced congestion on a core National Highway System route; • Improved safety for road users; • Improved reliability for Rapid Bus service between West Kelowna and UBCO; • More efficient and safer connections to UBCO, Quail Ridge, Rutland, Glenmore, Ellison, Lake Country and beyond for motorists, cyclists and transit users; and, • Safer access to and from adjacent properties. <p>Risks:</p> <ul style="list-style-type: none"> • Unknown sub-surface conditions and First Nations archeological impacts; • Maintaining adequate traffic flow during construction will require development of comprehensive traffic control plans; and, • Schedule risk associated with the acquisition of property. <p>More information is available on the project web site at: OkanaganValley/projects/hwy97_six-laning/.</p>	<p>2017</p>	<p>60</p>	<p>17</p>

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project (\$ millions)	Project Cost to March 31, 2016 (\$ millions)
<p>Port Mann/Highway 1 Improvement Project</p> <p>The Port Mann/Highway 1 Improvement Project has removed the worst traffic bottleneck in British Columbia, and cut travel times by up to an hour on one of the province's most critical economic corridors. The new Port Mann Bridge and 37 kilometres of Highway 1 improvements have allowed for the first reliable transit service over this crossing in 25 years and expanded the HOV network from Langley to Vancouver.</p> <p>Bridge and highway construction were completed in summer 2015 and dismantling of the old bridge was completed by the end of that year.</p> <p>Off-corridor work to be completed in 2016/17 includes projects that are outside the design-build agreement but part of the overall Port Mann/Highway 1 Improvement Project. This work includes the Golden Ears Connector, environmental monitoring and habitat enhancement work.</p> <p>Transportation Investment Corporation (TI Corp) is responsible for corridor operations, maintenance and project repayment through TReO, the automated and all-electronic toll system on the Port Mann Bridge.</p> <p>As a provincial Crown corporation, TI Corp prepares its own service plan and annual service plan report, separate from the Ministry's, which can be found at: www.pmh1project.com/.</p>	2017	3,319	3,300

Transportation Investments

	2015/16 Expenditures (\$ millions)
Provincial Investments:	
Transportation Investment Plan	
Highway Rehabilitation	222
Side Roads Improvement Project	86
Natural Gas Road Upgrade Program	20
Highway 1 – Kamloops to Alberta Border	46
George Massey Tunnel Replacement Project	22
Okanagan Valley Corridor	36
Cariboo Connector Program	31
Major Highway Corridors and Roads	91
Other Transportation Programs	54
Transit Infrastructure	203
Total Provincial Transportation Investment¹	811
Investments funded through contributions from federal government and other partners:	
Contributions from all partners	217
Total Investments in Transportation Infrastructure	1,028

¹Total provincial investment includes operating and capital spending

Transportation Investment Corporation (\$millions)	2015/16
Port Mann Highway 1 Project	25
Total Investments in Transportation Infrastructure including the Port Mann Highway 1 Project	1,053

Appendices

Appendix A: Major Programs

Kicking Horse Canyon – The Ministry continues to upgrade the 26-kilometre section of the Trans-Canada Highway from the junction of Highway 95 at Golden to the western boundary of Yoho National Park to a modern, four-lane standard. This portion of the Trans-Canada Highway serves as a gateway between British Columbia and the rest of North America. It connects resource extraction sites with processing, manufacturing, and distribution centres, and is a key part of the province’s resource economy, particularly for forestry and mining, tourism and inter-provincial trade. The first three phases have been completed and are in operation. The project is currently in its fourth phase and the province is pursuing federal partnership funding to enable completion of this final phase.

The first three phases cost \$328 million. The current estimate for Phase 4 is approximately \$450 million, which includes past project development costs and is a \$10 million increase from forecasts in the 2015 Service Plan. Expenditures in 2015/16 totalled \$837,059.

George Massey Tunnel Replacement Project – Replacing a key link in the local, regional and provincial transportation system with a new bridge to help improve safety and mobility, provide new transit and HOV options and new opportunities for cyclists and pedestrians to access this key corridor. Construction is anticipated to begin in 2017, followed by a five-year construction period. In 2015/16 total investment towards this project was \$22 million.

The third phase of public consultation has ended and the results are summarized in the Consultation Summary Report, available online at engage.gov.bc.ca/masseytunnel/documentlibrary/. The environmental review process is underway. Next steps include finalizing project scope, continuing the procurement process, and awarding a contract to deliver the project.

Highway Rehabilitation – Invested \$191 million in 2015/16 on main highways and bridge surfacing, bridge rehabilitation and replacement and seismic retrofits. In addition, \$31 million was invested in safety projects across the province.

Side Roads Improvement Program – Invested \$86 million in 2015/16 to make side roads safer and more reliable, and improve connections between communities.

Natural Gas Road Upgrade Program – Invested \$20 million in 2015/16 on rehabilitating and upgrading the existing public road infrastructure in the Northeast region of the province to attract new investment, create jobs and improve safety for both industry and residents.

Okanagan Corridor Improvements – Support trade and tourism, enhance safety, reduce congestion and support the use of transit in the [Okanagan Valley Corridor](#).

Cariboo Connector Program – The [Cariboo Connector Program](#) will continue to expand the 460 kilometre portion of Highway 97 from Cache Creek to Prince George. This major route expansion is designed to increase safety and decrease travel times, while providing northern

communities with a first-class trade corridor that meets the needs of a rapidly expanding economy.

Phase 1 was completed in 2012, with a total of 18 projects successfully delivered. Phase 2 includes nine projects, of which five are now complete and three are in construction. The final Cariboo Connector project is anticipated to begin construction in 2017.

Other Highway Corridors and Programs – The Ministry continues to work with local governments and stakeholders to identify priority areas for improving the performance of highway corridors. In 2015/16, \$145 million was invested in priority areas including projects such as passing lanes, four-laning, left-turn slots, realignments, intersection improvements and safety upgrades. Specifically, the Ministry widened sections of Highway 2 and Highway 97 North near Dawson Creek and Fort St. John and Highway 3 between Hope and the Alberta border to support these important trade corridors. In addition, passing lanes were constructed on Highway 16 and Highway 5 north of Kamloops to improve mobility and safety. Improvements in the Lower Mainland include the Stanley Park Causeway Safety Fence, Mountain Highway Interchange on Highway 1 (North Shore) and the 216th Street Interchange on Highway 1 (Langley), while improvements on Vancouver Island include the Belleville Ferry terminal and the Admirals Road/McKenzie Avenue Interchange. More information on these projects is available on the Ministry web site at [gov.bc.ca/Highway Infrastructure Projects](http://gov.bc.ca/HighwayInfrastructureProjects).

BikeBC – BikeBC is a comprehensive provincial cycling investment program, which is a key component of the [B.C. on the Move: A 10-Year Transportation Plan](#). Through BikeBC the Ministry identifies and builds cycling facilities of regional and provincial significance while continuing to assist local governments to develop their local cycling networks. The program helps reduce traffic congestion and greenhouse gas emissions, and promotes physical activity and improved public health by providing convenient alternatives to car travel. Through the creation of cycling infrastructure, BikeBC supports [Canada Starts Here: The BC Jobs Plan](#) by providing safe and attractive facilities for commuters and tourists.

The Province invested \$4.251 million for 37 projects in 27 communities last fiscal year in order to make cycling a safe and attractive alternative transportation option for commuters. BikeBC's investment is further leveraged through cost-sharing agreements with local governments. This will result in over \$8.5 million in cycling infrastructure. The Province has committed \$18 million through [B.C. on the Move](#) over three years for the BikeBC program.

Transit Investments – Building on the achievements of the 2008 Provincial Transit Plan and working towards the commitments in [B.C. on the Move: A 10-Year Transportation Plan](#), the Province invested \$203.1 million in 2015/16 to increase transit ridership, reduce greenhouse gas emissions, support sustainable communities and continue to support the increased adoption of cleaner-energy transit vehicles. Investments included continued construction of the Evergreen Line, upgrades to SkyTrain stations in Metro Vancouver, completion of Kelowna RapidBus, CNG buses in Kamloops and replacement of light duty buses across the rest of British Columbia. This investment is in addition to the \$103.9 million contribution provided to BC Transit for its operations.

The Province also continues to partner with BC Transit and TransLink on planning initiatives that will identify future transit priorities. In Metro Vancouver, this includes preparation of business cases for rapid transit along the Broadway Corridor and south of the Fraser River. Outside of the Lower Mainland, the ministry will continue to work with BC Transit and local governments to identify the need for transit infrastructure to improve operations and services, and will continue to seek opportunities to deploy CNG buses across B.C.

Appendix B: Contact Information

Web site: www.gov.bc.ca/tran

Ministry Contacts:

www.gov.bc.ca/tran/contacts

General Inquiries

Email: tran.webmaster@gov.bc.ca

Phone: 250 387-3198

Fax: 250 356-7706

Mailing Address

PO Box 9850 Stn Prov Govt

Victoria, BC V8W 9T5

Canada

Regional Offices

South Coast Regional Office

1500 Woolridge Street, Suite 310

Coquitlam, BC V3K 0B8

604 527-2221

Southern Interior Regional Office

447 Columbia Street

Kamloops, BC V2C 2T3

250 828-4220

Northern Regional Office

1011 4th Avenue, Suite 213

Prince George, BC V2L 3H9

250 565-6185

Emergency Management BC

2261 Keating Cross Road, Block A - Suite 200

Saanichton, BC V8M 2A5

250 953-4002

EMBC Contacts: www2.gov.bc.ca/gov/content/home/contact-us

Appendix C: Hyperlinks to Additional Information

Additional information can be found online at the following:

Ministry of Transportation and Infrastructure

www.gov.bc.ca/tran

www.twitter.com/tranbc www.drivebc.ca

Emergency Management

www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery

Office of the Fire Commissioner

www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/fire-safety

Legislation governing the Ministry's activities

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

B.C. on the Move: A 10-Year Transportation Plan

engage.gov.bc.ca/transportationplan

Evergreen Line Rapid Transit Project

www.evergreenline.gov.bc.ca

George Massey Tunnel Replacement Project

engage.gov.bc.ca/masseytunnel

BC Railway Company

www.bcrco.com

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

www.pmh1project.com

BC Transit

www.bctransit.com

The Insurance Corporation of British Columbia

www.icbc.com

The B.C. Pavilion Corporation

www.bcpavco.com

Appendix D: Minister's Mandate and Actions Summary

In the Premier's annual Mandate Letter to the Minister dated June 10, 2014, the Minister of Transportation and Infrastructure received direction on strategic priorities for the 2015/16 fiscal year. These priorities and the Ministry's resulting actions are summarized below:

Mandate Letter Direction	Ministry's Action
1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.	The Ministry was within its operating budget.
2. Work with the federal government to identify and secure federal funding for provincial priorities as part of the Building Canada infrastructure fund.	<p>\$166.2 million in federal funding for nine projects was secured under the National and Regional Projects component of the new Building Canada Fund.</p> <p>\$128.8 million in joint federal-provincial funding for 55 community projects was announced under the first call for applications for the Small Communities Fund component of the new Building Canada Fund. The second call for applications closed April 28, 2016.</p>
3. Present to Cabinet the 10-year BC Transportation Plan by September 30, 2014.	<p>B.C. on the Move: A 10-Year Transportation Plan was presented to Cabinet by September 30, 2014, and was released to the public in March, 2015.</p>
4. Complete the Cariboo Connector project on time and on budget.	Phase 1 was completed in 2012. Phase 2 includes nine projects, of which five are now complete and three are in construction. Completed projects were done on-time and on-budget. The final project is anticipated to begin construction in 2017.
5. Facilitate as necessary port structure and governance models to maximize economic activity in British Columbia.	A Ministry-led working group of local government, industry and Haisla Nation have agreed on a Society governance model for the Port of Kitimat.

Mandate Letter Direction	Ministry's Action
<p>6. Continue to implement initiatives that ensure BC Ferries is affordable and sustainable in the long term.</p>	<p>Finalized contract with BC Ferries that will see fare increases limited to 1.9 per cent per year for the next four years. With fuel costs being lower than expected, the planned fare increase for April 1, 2016 was fully offset by a fuel rebate. As a result, there was no net fare increases in April 2016.</p>
<p>7. Work with Ministry of Justice and Attorney General to review and make recommendations on how to improve designated driver liability legislation.</p>	<p>The Ministry of Transportation and Infrastructure worked with the Ministry of Justice and Attorney General in 2015/16 to develop options for improving legislation pertaining to designated driver legislation. As this matter was before the courts, it was decided that the best approach was to await the outcome. In April 2016, the ruling was handed down clarifying and addressing any concerns about designated drivers not being eligible for damages.</p>
<p>8. Continue to find efficiencies at the Insurance Corporation of BC and ensure they return to a solid financial footing.</p>	<p>The Ministry continues to work with ICBC on finding efficiencies. ICBC has continued to keep controllable operating costs flat to 2013 levels with inflationary increases fully absorbed through 2018/19. ICBC has also implemented a number of claims management initiatives such as improved fraud detection and more training for claims adjusters. ICBC has procured advanced fraud analytics software that will assist ICBC's fraud deflection efforts. Transformation Program, nearing completion, is expected to generate \$90-100 million savings annually. Ministry Executive holdbacks were tied to ICBC performance against this mandate item.</p>

Mandate Letter Direction	Ministry's Action
<p>9. Continue the four-laning project of the Trans-Canada Highway between Kamloops and the Alberta border as committed in Strong Economy, Secure Tomorrow.</p>	<p>The Province's \$650 million program to continue four-laning the Trans-Canada Highway is underway. East of Kamloops, the Monte Creek to Pritchard Phase 2 Project and the Pritchard to Hoffman's Bluff Phase 1 Project are complete, and the Pritchard to Hoffman's Bluff Phase 2 and the Malakwa Bridge projects are continuing. These four projects will add 19.6 kilometres of new four-lane highway, while future projects continue to be developed. The Province continues to work with our federal partners to identify opportunities for cost sharing, so we can move forward with additional work on the Trans-Canada Highway.</p>
<p>10. Continue consultations and planning for the replacement of the Massey Tunnel ensuring construction begins as committed in Strong Economy, Secure Tomorrow no later than 2017.</p>	<p>Planning work for this project is ongoing with three phases of consultation completed. The Environmental Assessment process is underway and construction is expected to begin in 2017.</p>
<p>11. Report to Cabinet on the work undertaken by Parliamentary Secretary Jordan Sturdy on the Vancouver Island Transportation Strategy.</p>	<p>The Vancouver Island Transportation Strategy was rolled into the B.C. on the Move: A 10-Year Transportation Plan. The plan was released in March 2015, and includes improvements to Vancouver Island corridors such as Highway 4 west of Port Alberni and the Malahat section of Highway 1.</p>

Appendix E: Minister's Mandate Letter



BRITISH
COLUMBIA

June 10, 2014

Honourable Todd Stone
Minister of Transportation and Infrastructure
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Todd:

On behalf of the province of British Columbia, I would like to thank you for the contributions made by you and your ministry over the past year to provide a strong economy and secure tomorrow for our citizens.

The past year has seen significant achievements by our government: the successful delivery of the first balanced budget since the global economic downturn of 2008 which was followed by the introduction of a second balanced budget in February; continued progress to secure a new LNG industry in British Columbia; the development and release of BC's Skills for Jobs Blueprint; and successfully concluded long-term and affordable labour agreements with our valued public servants.

While these accomplishments are significant, we all acknowledge there is more to do to ensure all citizens are able to enjoy the promise of our province.

The Speech from the Throne delivered in February charted the course for our government for the year ahead. As you know, the speech was consistent with the policies contained in our election platform and outlines the steps we are taking to ensure development opportunities are seized in the province where they make economic and environmental sense.

The only way to secure long-lasting prosperity is to ensure that private sector investments are welcomed and encouraged in our province. That is the path we have chosen and that is the path upon which we will continue for the remainder of our term.

Last June, you were assigned a number of initiatives that were to be accomplished over the course of our term in office.

Office of the
Premier

Mailing Address:
World Trade Centre
740 - 999 Canada Place
Vancouver BC V6C 3E1

First and foremost was the need to control spending to the levels committed in Balanced Budget 2013. I am pleased that according to the third quarterly report issued with the budget, you are on track to successfully achieving this goal.

I would like to congratulate you and your team for the following achievements that have been made over the past year, recognizing that this list is only a selection and not a full accounting of the ministry's work:

- In partnership with BC Ferries, worked to restructure the ferry service to ensure a long-term affordable service that meets the needs of communities and ferry users.
- Completed on time and on budget the South Fraser Perimeter Road project in Delta and Surrey that links Roberts Bank and the Tsawwassen Ferry Terminal with a much faster route to Highway 1.
- Announced highway and road improvement projects across British Columbia, including the Okanagan, Interior, North and Vancouver Island regions including upgrades to the Malahat Highway, Highway 97 in the Interior and Highway 16 in Northern BC.
- Upgraded the Massey Tunnel exit to Richmond by half a kilometre to reduce congestion during peak travel times for travellers coming from south of the Fraser River.
- Worked with the Mayor's Council to develop a strategic path forward on their plans to improve transit and transportation infrastructure in the Lower Mainland while maintain our Strong Economy, Secure Tomorrow commitment to hold a referendum on their plan.
- Successfully launched a provincial speed review consultation to receive public input on speed limits on provincial highways.

The mandate letter provided to you last June was designed to be an ongoing workplan for your ministry that would be updated on an annual basis.

Your mandate for the following year is as follows:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Work with the federal government to identify and secure federal funding for provincial priorities as part of the Building Canada infrastructure fund.
3. Present to Cabinet the 10-year BC Transportation Plan by September 30, 2014.
4. Complete the Cariboo Connector project on time and on budget.
5. Facilitate as necessary port structure and governance models to maximize economic activity in British Columbia.

6. Continue to implement initiatives that ensure BC Ferries is affordable and sustainable in the long term.
7. Work with the Ministry of Justice and Attorney General to review and make recommendation on how to improve designated driver liability legislation.
8. Continue to find efficiencies at the Insurance Corporation of BC and ensure ICBC returns to a solid financial footing.
9. Continue the four-laning project of the Trans-Canada Highway between Kamloops and the Alberta border as committed in Strong Economy, Secure Tomorrow.
10. Continue consultations and planning for the replacement of the Massey Tunnel ensuring construction begins as committed in Strong-Economy, Secure Tomorrow no later than 2017.
11. Report to Cabinet on the work undertaken by Parliamentary Secretary Jordan Sturdy on the Vancouver Island Transportation Strategy.

In addition, as discussed and approved by Cabinet, our government is committed to ensuring a common platform of compensation and accountability principles is implemented across our broader public sector. Taxpayers expect that the agencies they fund and support through their tax dollars adhere to the same standards of fiscal responsibility and transparency as the government they elect.

Please find attached a document containing these new common public sector principles and accompanying instructions for implementing these principles across the public sector organizations and agencies that fall under your ministerial responsibility.

These principles will require you and your deputy to spend additional time meeting with the chairs and boards of these organizations to ensure complete understanding of the expectations that government and taxpayers have of them in their roles as our representatives and their need to protect the public interest at all times.

While much has been accomplished in the first 12 months of our mandate, much work remains to ensure the promises of both a strong economy and secure tomorrow are met for British Columbians. I look forward to working with you in the next year of our mandate.

Sincerely,

Original Signed By

Christy Clark
Premier