

Transportation Investment Corporation Service Plan 2012/13 – 2014/15



Port Mann / Highway 1
Improvement Project

www.pmh1project.com



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MESSAGE FROM THE CHAIR

Honourable Blair Lekstrom

Minister of Transportation and Infrastructure

& Minister Responsible for the Transportation Investment Corporation

Dear Minister:

On behalf of the Board of Directors of the Transportation Investment Corporation (TI Corp), I am pleased to provide our 2012/13 – 2014/15 Service Plan.

The 2012/13 fiscal year is a very significant service planning period for TI Corp, as the organization prepares to meet the first major operational milestone for the Port Mann/Highway 1 Improvement Project. The Port Mann Bridge as well as highway and interchange improvements between 160 Street in Surrey and Brunette Avenue in Coquitlam will be substantially complete in the winter of 2012/13, when the westbound capacity of the Port Mann Bridge will be doubled and travel time savings of up to 30% will be realized by highway users. Once these improvements are complete, TI Corp will commence toll collection.

While 2011 was the busiest construction year to date with more than 2 million hours of work applied to the project, 2012 is expected to be equally demanding. In addition to the required construction work, TI Corp will continue its efforts to complete the development and implementation of the tolling system. TI Corp's mandate is to deliver a toll collection system built on the principles of convenience, ease of use, fairness and superior customer service. During the 2012/13 service planning period, TI Corp will complete the development and testing of the tolling system and installation of the infrastructure, including the toll gantry and customer service centres in Surrey and Coquitlam.

In addition, TI Corp will conclude the competitive process for selecting a tolling operator who will be responsible for the day-to-day administration of the toll system, including toll collection, account administration and customer service. Finally, TI Corp will engage in a comprehensive public information and education campaign to ensure that bridge users understand the toll structure, various payment options, discounts or incentives, and un-tolled transportation alternatives.

Risks to TI Corp over the service planning period are any factors that could affect the construction or toll system schedule. To mitigate these risks, TI Corp has implemented a schedule management framework for both toll system development and project construction.

The 2012/13 – 2014/15 Transportation Investment Corporation Service Plan was prepared under the direction of the Board of Directors in accordance with the *Budget Transparency and Accountability Act*, the BC Reporting Principles, and the 2012/13 – 2014/15 Crown Corporation Service Plan Guidelines. The plan is consistent with government's strategic priorities and its fiscal plan. The Board is accountable for the contents of the plan, including what has been included and how it has been reported.

All significant assumptions, policy decisions, events and identified risks as of December 31, 2011, have been considered in preparing the plan. Performance measures are consistent with TI Corp's mandate and goals, and focus on aspects critical to the corporation's performance. Targets in the plan have been



determined based on an assessment of TI Corp's operating environment, forecasting assumptions and risks.

Yours truly,



Grant Main
Chair, Board of Directors

ORGANIZATIONAL OVERVIEW

Mandate and Enabling Legislation

The Transportation Investment Corporation (TI Corp) was established under the *Transportation Investment Act*. TI Corp's primary mandate as part of the Province's Gateway Program is to manage and ensure successful delivery and implementation of the Port Mann/Highway1 Improvement Project. TI Corp is also mandated to recover the capital costs of the project as well as operating and maintenance costs of the bridge and highway.

Our Vision

To develop and implement self-sustaining infrastructure projects for the benefit of British Columbians.

Our Values

The corporation values the diversity of its employees and will strive to deliver projects in a manner that is respectful to residents, businesses, all levels of government and the environment, while ensuring safe and efficient movement of people and goods.

Core Business Areas and Services

TI Corp is a Crown corporation, tasked with the delivery of the PMH1 Improvement Project, British Columbia's largest transportation infrastructure project and a key component of the Province's Gateway Program. TI Corp manages all components of the PMH1 project delivery, including design, construction, financing and operations as well as oversight of the project contractor.

The Port Mann Bridge is a major crossing over the Fraser River forming part of Highway 1 between Coquitlam and Surrey. The new 10-lane Port Mann Bridge, expanded high occupancy vehicle (HOV) network, transit priority facilities, and widened Highway 1 will help cut round-trip travel times in this corridor by up to 30 per cent, and will allow public transit over the crossing for the first time in over 20 years.

The Gateway Program was established as part of a broader response by the Province of British Columbia to reduce congestion, improve the movement of people and goods, and improve safety and reliability on key highway corridors. The Gateway Program improvements will complement other regional road and transit improvements currently planned or under construction.

The PMH1 Improvement Project includes construction of a new Port Mann Bridge, widening the highway, upgrading interchanges and improving access and safety on Highway 1. The project spans a distance of approximately 37 kilometres from the McGill Street Interchange in Vancouver to 216th Street in Langley. Taken together, these improvements will help create a comprehensive and effective transportation network for Greater Vancouver, which will improve the movement of people and goods, facilitating economic growth, increased transportation choices and improved connectivity to areas designated for population growth.



The goals of the PMH1 Project are as follows:

- Reduce congestion and travel times;
- Improve safety and accessibility;
- Facilitate expanded public transit service; and
- Expand the transportation network to better accommodate high occupancy vehicles (HOV), cyclists and pedestrians.

The PMH1 Project will use a free-flow, open road tolling system, which is a safer and more efficient method of tolling than traditional toll booths. This fully electronic tolling means that exhaust emissions from idling cars at toll booths are eliminated and bridge users do not need to worry about exact change or delays. Instead, modern electronic tags and video capture technology will be used to identify vehicles as they pass under the toll point. Bridge users may choose to pay before or after travel using a variety of payment methods, including web-based payments, by phone or in person at self-serve kiosks or tolling customer service centres.

The toll system and framework are based on the principles of ease of use, superior customer service, convenience and fairness, and ensures all customers have equal opportunities to pay the lowest toll for which they are eligible. In addition to providing the revenue necessary for repayment of the project debt, tolls will help encourage the use of congestion-reduction measures, such as public transit, and targeted discounts will be used to promote carpooling and off-peak commercial travel, helping to moderate traffic growth and extend the life of the new bridge.

The PMH1 corridor is the busiest and most economically critical route in Greater Vancouver. Built in the early 1960s when the population of Metro Vancouver was 800,000, it now serves as the most important east-west corridor to the region's 2.2 million people. Traffic has increased to the point where the bridge is congested in both directions for more than 13 hours per day.

As a result of this project, there will be reliable bus service across the bridge and convenient Park & Ride areas when the project opens, including a RapidBus service that will connect Coquitlam/Burnaby at the Lougheed Highway SkyTrain Station to Langley at 202 Street in about 25 minutes.

Partners, Clients, Stakeholders

A key function of TI Corp until substantial completion of the PMH1 Improvement Project is the ongoing management and oversight of the design-build contractor and their activities, ensuring that construction proceeds on budget and on-time with minimal disruption to road and bridge users.

Our key partners include:

- Ministry of Transportation and Infrastructure/ BC Transportation Financing Authority
- Municipalities adjacent to the corridor
- Kiewit/Flatiron General Partnership
- Operations & Maintenance, Tolling and other contractors

Key stakeholders and clients include those who are providing advice and input and who will benefit from the project improvements:

- RCMP and other first responders
- Commuters and businesses
- Commercial trucking, service companies and drivers
- The travelling public
- Businesses and residents located adjacent to the project corridor

Additional information about the Gateway Program and TI Corp can be accessed at the following website links:

<http://www.gatewayprogram.bc.ca>

<http://www.pmh1project.com>

TI CORP LOCATIONS

TI Corp operates from two key locations, with project personnel in the field daily along the 37 kilometers of highway improvements. Key locations include:

Corporate Head Office: Suite 1420 – 1111 West Georgia Street, Vancouver, B.C. V6E 4M3

Project Office: Suite 40 – 145 Schoolhouse Street, Coquitlam, B.C. V3K 4X8

During the 2012/13 service planning period, TI Corp's head office will move to Coquitlam where it will be co-located with the primary customer service centre for toll operations as well as the Ministry of Transportation and Infrastructure's Regional Transportation Management Centre.

CORPORATE GOVERNANCE

By legislation, TI Corp is governed by a Board of Directors consisting of no more than seven members appointed by the Lieutenant Governor in Council. The Board of Directors, through the Chair, report to the Minister of Transportation and Infrastructure (designated as the Minister Responsible for TI Corp)

and is responsible for overseeing the conduct of business, directing management and ensuring that all major issues affecting TI Corp's affairs are given appropriate consideration.

As a Crown agency, TI Corp operates under a Government Letter of Expectations that outlines both the corporation's as well as the shareholder's responsibilities, and is jointly signed by the Minister of Transportation and Infrastructure and the Chair of TI Corp.

TI Corp's Board of Directors continues the work of developing Board governance policies and procedures. That work is ongoing with the Board having identified a series of deliverables to establish robust governance practices in compliance with the Board Resourcing and Development Office (BRDO) corporate governance guidelines. More information on those guidelines as well as the BRDO can be found at: <http://www.fin.gov.bc.ca/brdo/>

The Board of Directors currently consists of:

Chair - Grant Main, Deputy Minister, Ministry of Transportation and Infrastructure

Member - Larry Blain, Chair, Partnerships British Columbia

Member - Don Fairbairn, President of DCF Consulting Ltd

As a public Crown Corporation and part of the Provincial Government's Public Sector Employer's Council (PSEC), TI Corp operates under PSEC's best practices for transparent and full disclosure of public sector executive compensation.

Officers

Chief Executive Officer - Mike Proudfoot

Vice President Technical Services - Garry Dawson

Chief Financial Officer - Kenneth Tan

STRATEGIC CONTEXT

The priorities for TI Corp over the next fiscal year are the safe and efficient delivery of the construction phase of the PMH1 Improvement Project, and the development and implementation of a tolling system based on the principles of convenience, fairness, ease of use and superior customer service.

The key strategic issues and risks for TI Corp are those that could impact the construction or tolling system schedule or the project budget. These include market and economic fluctuations or events that could result in project delays.

Organizational Capacity

TI Corp has the required capacity to meet its key objectives for the 2012/13 fiscal year:

- The safe and efficient delivery of the construction phase of the PMH1 Improvement Project
- Development and implementation of a tolling system based on the principles of convenience, fairness, ease of use and superior customer service

The tolling operator will be responsible for the day to day tolling operations, including customer service, helping bridge users set up accounts, answering questions about account options and programs, billing and accepting payments in person, by phone and online.

TI Corp will be responsible for ensuring the operator meets the standards of convenience, fairness and superior customer service. This oversight role will be similar to the one that currently exists between TI Corp and the design-build contractor, who is required to meet the standards and timelines prescribed by TI Corp.

Risks

Risk management is implicit in TI Corp’s management methodology. Key risk management principles include:

- Immediate communication of identified risks
- Pro-active risk mitigation
- Centralized tracking
- Continual review
- Appropriate allocation of risks to relevant parties.

Current identified issues/risks and plans to address those risks are as follows:

Key Strategic Issue	Status and Potential Impacts	Risk Mitigation
<p>Project price escalation:</p> <ul style="list-style-type: none"> • Long-term debt costs 	<p>Long-term interest rate increases have been mitigated through a hedging strategy.</p>	<p>Risks associated with interest rate fluctuations over the course of the project are mitigated through the use of a long-term hedging strategy.</p>
<ul style="list-style-type: none"> • Project schedule and budget 	<p>The Project is currently on schedule and on budget.</p>	<p>TI Corp has entered into a design-build agreement with the contractor that requires the contractor to meet specific dates for the delivery of specific elements of the project. Ongoing monthly monitoring of construction progress is undertaken to achieve schedule certainty and mitigate cost pressures.</p>
<p>Delays on tolling start-up:</p> <ul style="list-style-type: none"> • Toll mechanisms complete 	<p>Plans are in place to contract the essential tolling services.</p>	<p>Detailed tolling schedule developed. Tolling system contract includes key deliverables linked to payment milestones.</p>
<ul style="list-style-type: none"> • Tolling operations building available 	<p>Construction underway – progressing on schedule.</p>	<p>Construction well advanced. Constructor required to meet specific dates included in contract.</p>

Public Engagement:

<ul style="list-style-type: none">• Noise, property and project status questions and concerns	Project web site and 24/7 staffed information line has been in effect since July 2009.	Continued commitment to proactive communication regarding project activities. All enquires responded to within 48 hours.
<ul style="list-style-type: none">• Awareness and understanding of tolling requirements and process – Customer Engagement	A comprehensive public information program will be available to bridge users well in advance of toll commencement.	Tracking of volume and nature of tolling enquiries and advance registrations will be conducted to determine effectiveness of information provided and if adjustments are required.

GOALS, STRATEGIES, PERFORMANCE MEASURES AND TARGETS

TI Corp continues to refine and reassess its corporate goals to reflect the progress of the PMH1 Project.

At inception, TI Corp's goals were predominantly focused on adhering to the project construction schedule and budget while minimizing disruption and maximizing predictability for residents and highway users during construction.

As project progress advances, TI Corp's goals have expanded to include the proper planning and implementation of a tolling system that is convenient, fair, easy to use, and provides superior customer service. As TI Corp moves from construction to operations, this process will continue and organizational objectives will be developed based on best practices used by similar tolled bridges and roadways.

Goal 1: Deliver the Port Mann Highway 1 Project on-time

Strategy:

- A key function of TI Corp is the ongoing management and oversight of the design-build contractor and their activities, ensuring construction proceeds according to schedule.
- A design-build agreement has been signed between TI Corp and the Kiewit/Flatiron General Partnership. Under this structure, the contractor is required to meet specific dates for the delivery of specific elements of the project.

Performance Measure

- To achieve these goals, TI Corp has set specific completion targets by fiscal year and measures progress against these targets.

Performance Measures	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target
Achieve percentage of completion target for total design & build construction	5.6%	33.7%	56.6%	77%	95%	99%	100%

Performance Management

The design-build contractor reports regularly to TI Corp on project progress and the percentage of completion is derived from an estimate of the progress of the particular segments of the project using verified progress billings.

Goal 2: Deliver the Port Mann Highway 1 Project on-budget Strategy:

- A design-build agreement structure places responsibility for construction-related cost overruns with the contractor for those activities under its direct control.
- To limit costs for non-construction related items (administration and overhead) TI Corp will limit overhead expenses to 1% of total annual project expenditures.
- TI Corp's project management processes monitor all streams of activity – construction, operations and maintenance and tolling operations - to ensure consistency between actual costs and budget allocations.

Performance Measures (\$Millions)	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target
Remain within the approved Capital Budget	\$215	\$992	\$1,730	\$2,472	\$3,078	\$3,172	\$3,319
Restrict percentage of annual corporate overhead expenses to 1% of total annual project expenditures ¹	0.8%	0.2%	0.3%	1%	1%	TBD ²	TBD

Performance Management

The data used to measure financial performance is contained in TI Corp's annual financial statements, which are subject to annual independent audit. TI Corp has received an unqualified audit each year it has been in operation.

¹ Corporate overhead expenses consist of salaries and administration costs including office overhead.

² The performance measure will be adjusted in 2013/14 to reflect declining expenditures as construction is curtailed. A new performance measure as a percentage of revenue will be developed.

Goal 3: Provide superior customer service

Strategy:

- In order to minimize disruption and maximize predictability the PMH1 team will continue to communicate with key stakeholders and audiences impacted through the use of communication tools which include bulletins, e-mails, social media, website and phone calls.
- During the construction phase of the project, the PMH1 Project team will continue to respond to all public enquiries within 48 hours (two business days) which includes providing a response, information or the service requested.
- TI Corp will develop a tolling framework based on industry best practices with an emphasis on convenience, fairness, ease of use and superior customer service.

Performance Measure

- To measure the effectiveness of the PMH1 Project's efforts to maximize predictability and minimize disruption, an annual TI Corp customer service survey, conducted in the fall, will measure resident and driver satisfaction with construction updates issued by the project.

For trip planning purposes:	New Measure	Result (Fall 2011)	Target (2012/13)	Target (2013/14) ³	Target (2014/15)
Residents and highway users feel they receive project updates often enough	New Measure	90%	85-90%	(TBD)	(TBD)
Residents and highway users feel the information included project updates is relevant and useful	New Measure	89%	85-90%	(TBD)	(TBD)
Residents and highway users feel the project updates contain enough detail to properly plan travel	New Measure	87%	85-90%	(TBD)	(TBD)
Residents and highway users are satisfied with the overall quality of project updates	New Measure	88%	85-90%	(TBD)	(TBD)

³ TI Corp's customer satisfaction survey will be adjusted in the 2013/14 fiscal year to reflect the commencement of tolling operations and curtailed construction activity. New baseline targets for the survey will be developed during the 2012/13 fiscal year and will be published in the 2013/14 service plan.

Performance Management

The performance measures are derived from an annual customer satisfaction survey conducted by TI Corp. All email subscribers of the Project's construction bulletins are invited to participate as well as visitors to the Project website. The survey results have a margin of error of +/- 4%, 19 times out of 20.

Goal 4: Develop a comprehensive open road tolling system

Strategy:

- TI Corp has partnered with C-S Intelligent Transportation Systems BC. Inc. (CS), a wholly owned subsidiary of CS Systemes D'Information S.A. of France, as the electronic tolling systems provider for the project.
- TI Corp is in the process of completing a competitive selection process to find a tolling operator that can deliver the convenience and features customers will need, while providing value for money.
- The development of the PMH1 tolling system is informed by best practices and successful implementation experiences of similar tolling systems around the world.

Performance Measure

- To ensure the tolling system is ready for toll commencement in winter 2012/13, TI Corp has established a schedule management process, identifying specific target dates for implementation of key tolling infrastructure.

Deliverable	Target Date
Tolling Operator selected	February, 2012
Coquitlam (primary) customer service centre ready for occupancy	June, 2012
System Testing	August, 2012
Surrey customer service centre ready for occupancy	September, 2012
New Port Mann Bridge opens to traffic	December 2012

Performance Management

All items required for implementation of the toll system are tracked using a comprehensive internal scheduling process that tracks key items as well as interdependencies. This schedule management process is complemented by rigorous contract management to ensure third party contractors are meeting required timelines for system integration.

GOVERNMENT'S LETTER OF EXPECTATIONS

The Government's Letter of Expectations, between the shareholder (the Government of British Columbia) and TI Corp, is an agreement on the respective roles and responsibilities of each, and serves as the basis of agreement between the shareholder and the Corporation on corporate mandate including high-level performance expectations, public policy issues, and strategic priorities.

GLE Direction	TI Corp Alignment
Manage and ensure the delivery and implementation of the design build work on the Port Mann/Highway 1 Project, all in accordance with the terms of the Design Build Agreement dated as of March 17, 2009 signed between the Transportation Investment Corporation and Kiewit/Flatiron General Partnership.	<p>TI Corp continues to monitor progress and quality of work done by the design-build contractor.</p> <p>During the 2011 construction season, an estimated 2 million hours of construction work took place on the PMH1 Project, compared to 1.2 million during 2010.</p> <p>Target date for start of bridge operations is December 2012.</p>
Establish a tolling system and toll collections at the Port Mann Bridge, consistent with the provisions of the Port Mann/Highway 1 Concession Agreement and any future modifications to this agreement.	<p>A service provider to supply and deliver a tolling system for the Port Mann Bridge was engaged in March, 2010.</p> <p>A procurement to engage a toll operation service provider will conclude in February 2012.</p> <p>The target date for implementation of the tolling system and associated operations is December 2012.</p>
Ensure financial targets as identified in the three-year service plan tabled under <i>Budget 2012</i> are met. Transportation Investment Corporation is to be in a positive net income position by 2017/18.	<p>The Corporation has addressed the risk of rising long-term interest rates through the implementation of a hedging strategy to provide cost and budgeting certainty.</p> <p>During the 2011/12 fiscal year, TI Corp conducted an updated traffic forecast for the new Port Mann Bridge, ensuring the most accurate projections are available for budgeting purposes.</p>

In addition to the direction contained in TI Corp's Government Letter of Expectations, TI Corp and the PMH1 Improvement Project also play a role in the Province's climate change goals, by reducing greenhouse gases associated with congestion-induced idling and traffic delays, as well as by making public transit across the Port Mann Bridge possible for the first time in more than twenty years.

Once it is in operation, Highway 1 RapidBus will provide transit service as fast as, or faster, than travelling by car. Transit users will be able to travel from the 202 Street Park & Ride in Langley to the

Lougheed Skytrain Station in less than 25 minutes. More than 20,000 people are expected to use this service by 2031, reducing greenhouse gases by 10,000 to 15,000 tonnes per year.

SUMMARY OF FINANCIAL OUTLOOK

Until 2013, the major activities of TI Corp will be to finance and construct the infrastructure associated with the Port Mann/ Highway 1 Improvement Project. Only minimal revenue and operating expenses will be incurred until tolling activity commences.

The total cost of the PMH1 Project, including construction, operations and maintenance, rehabilitation and interest, will be \$3.319 billion.

Following project completion and tolling commencement, the principal revenue source for TI Corp will be generated by vehicle tolls.

(\$ Millions)	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Forecast	Target	Target	Target
Revenue	0.0	0.0	49.7	184.8	208.6
Expenses					
Operating Expenses	5.3	13.1	93.8	228.9	231.8
Administrative Expenses	1.9	2.6	4.3	4.8	5.1
Total Expenses	7.2	15.7	98.1	233.7	236.9
Net Income/(Loss)	(7.2)	(15.7)	(48.4)	(48.9)	(28.3)
Total Debt	1,220.3	2,000.3	2,639.1	3,183.6	3,309.3
Retained Earnings/(Loss)	(19.5)	(35.2)	(83.6)	(132.5)	(160.9)
Annual Capital Expenditures	738.0	742.3	605.6	94.4	147.1

- Revenue will be minimal until toll revenues commence in fiscal 2012/13.
- Operating Expenses include highway and toll system operations and maintenance, debt servicing costs, amortization and depreciation.
- Administrative Expenses include corporate overhead (salaries and rent). Up to 2011/12, a portion of administrative costs were included in the capitalized project construction costs. Beginning in 2012/13, these costs will be expensed.
- Retained Earnings/(Loss) is the cumulative total of annual net income (loss).

- The above financial information, including forecast information and the budget estimates for the years 2012/13 to 2014/15 were prepared using International Financial Reporting Standards.
- As per the Government Letter of Expectations, TI Corp expects to be in a positive net income position by 2017/18.

CAPITAL PLAN

The total capital budget for the Port Mann/Highway 1 Improvement project is \$3.319 billion. This includes the construction cost of the design-build contract of approximately \$2.46 billion as well as interest charges, land rights payments, tolling infrastructure development and project management costs.

Except for the injection of \$150 million of Provincial equity, financing for all capital and operating expenditures will be by way of the assumption of debt. All debt assumed as well as all operating costs will be repaid over the term of the Concession Agreement from tolls collected from users.

CONTACT INFORMATION

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