

A stylized map of the Pacific Northwest coastline, showing the intricate network of rivers, bays, and fjords. The map is rendered in shades of blue and green, with the landmasses in a light green and the waterways in various shades of blue. The coastline runs from the top left towards the bottom right of the page.

Pacific Gateway Strategy Action Plan

April 2006

Foreword

An Industry Advisory Group (IAG) developed this Action Plan with support from InterVISTAS Consulting and Colledge Transportation Consulting Inc. The IAG includes representatives from:

Government

- Government of British Columbia
- Alberta Infrastructure and Transportation
- Alberta Economic Development
- Saskatchewan Highways and Transportation
- Manitoba Transportation and Government Services
- Transport Canada
- Western Economic Diversification Canada
- City of Richmond
- TransLink (Greater Vancouver Transportation Authority)

Industry

- Canadian National Railway Company
- Canadian Pacific Railway
- City University
- Fraser River Port Authority
- Prince Rupert Grain Ltd.
- Prince Rupert Port Authority
- TSI Terminal Systems Inc.
- Vancouver International Airport Authority
- Vancouver Port Authority

The Government of Canada is proceeding to implement a Pacific Gateway Initiative. The federal government, while participating in the IAG process, is also examining the Pacific Gateway from a national perspective. This IAG work will complement development of the federal initiative.

Table of Contents

Introduction

- The Pacific Gateway Strategy: Background and Vision 1
- Considerations 4
- Next Steps..... 5

Demand-Capacity Analysis

- Port Terminals..... 6
- Rail System 9
- Road System..... 10
- Airport..... 11

Action Plan

- Plan Overview 12
- Supply Chain Infrastructure Maps 13
- Supply Chain Infrastructure Index 19
- Supply Chain Infrastructure Action Plan 20
- Supply Chain Policy Index 40
- Supply Chain Policy Action Plan 41
- Summary of Infrastructure Timelines 49
- Summary of Policy Timelines 51



Introduction

The Pacific Gateway Strategy: Background and Vision

A fundamental shift is taking place in the global economy with Asia occupying an increasingly central role in world trade. Unprecedented growth in Chinese export volumes and increasing demands for coal and iron ore imports, have made China an important growth engine for the world economy. At present, China is Canada's second largest trading partner and British Columbia's largest offshore trading partner, accounting for 60% of growth in world trade. By 2020, China is forecast to be the world's second largest economy and a key driver of Asia-Pacific trade expansion, with plans to quadruple 2000 gross domestic product (GDP) levels and expand Chinese port throughput capacity above the 2.6 billion tonnes of cargo already handled annually.

As key gateways to Asia, Canada's west coast ports, airports and supporting road and rail networks have tremendous potential to capture significant opportunities being presented by these growing markets. By 2020, Asia-Pacific container traffic is projected to increase by 300% and air passenger traffic is expected to double. As the closest ports of entry on the west coast of North America, BC ports offer Asian shippers up to one day sail-time savings, and are well positioned geographically to compete for this trade.

However, because improvements to Western Canada's aging transportation infrastructure have fallen significantly behind comparable US investment levels over the last decade, a comprehensive strategy is needed to compete effectively for this trade. Investment in national freight supply chains will enhance economic performance and the international perception of Canada's preparedness and commitment to keeping pace with global trade growth. Future demand for Canadian supply chains and products will depend significantly on trade partner perceptions.

In responding to this need and the significant opportunities arising from rapid expansion of Asia-Pacific trade, the British Columbia provincial government is working with the western provincial governments, the federal government and key transportation stakeholders through an Industry Advisory Group, to make Canada's Pacific Gateway the most efficient and competitive multi-modal transportation system on the North American west coast.

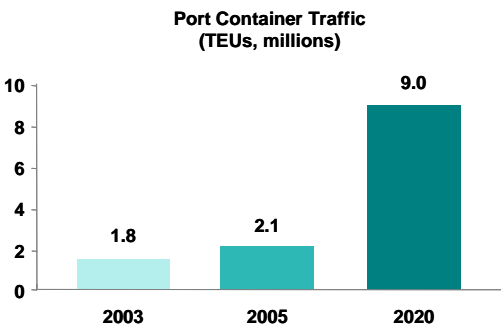
This Pacific Gateway Strategy builds upon work of the BC Ports Strategy released in March 2005.¹ The Ports Strategy establishes growth targets for container, bulk, and break-bulk goods based on forecast traffic demands, and

¹ The BC Ports Strategy is available online at: www.th.gov.bc.ca/pacificgateway

sets out a long-term vision to 2020 which seeks to ensure that:

British Columbia is the preferred gateway for Asia-Pacific trade and has the most competitive port system on the west coast of the Americas

In 2003, Canada’s west coast ports handled 1.8 million TEUs² of the total 19.2 million in west coast Asia-Pacific container traffic, for a 9.4% market share. By 2005, these ports handled 2.1 million TEUs of a total 23 million, for a 9.3% market share. In 2005, other competing ports have seen year over year increases in trade volumes higher than those of Canada’s west coast ports. Northwest US ports, for example, saw a 16-17% increase in 2005 container volumes over 2004 levels while Vancouver ports saw more modest growth in the 6% range.

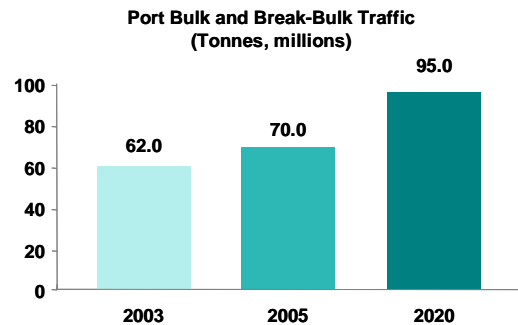


Long-term traffic demand projections indicate Canada’s west coast ports can expect to handle between 5-7 million TEUs by 2020. To maximize growth opportunities, the Ports Strategy

² TEU is the standard measurement for containers and stands for “twenty-foot equivalent units”

identifies a target goal of capturing 9 million TEUs by 2020, for a 17% market share.

In recognizing the significant proportion and value of resource exports flowing through Canada’s west coast ports, the strategy also identifies a bulk and break-bulk traffic growth target of 95 million tonnes by 2020, up from the 62 million tonnes handled in 2003. This growth will provide significant value, as these ports currently handle half of the nation’s maritime exports and 85% of grain, coal, forest product, petroleum and petrochemical exports from the western provinces.

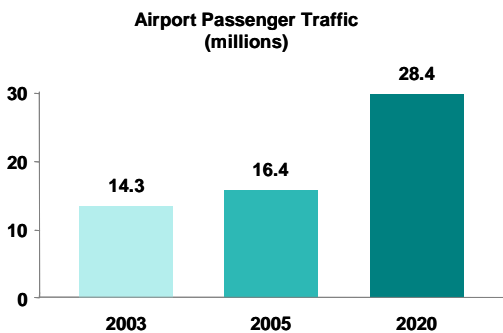


Achieving these growth targets will enable the ports system to contribute an additional \$6.6 billion annually in economic output to the Canadian economy by 2020, with \$4.7 billion occurring in BC. It also means creation of 45,000 new high-paying jobs, with 32,000 located in BC.

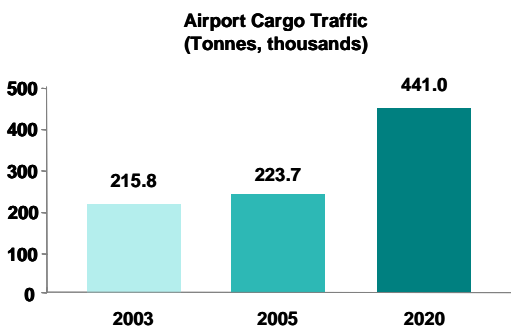
To realize these benefits, significant investment is needed across all parts of Western Canada’s existing transportation network. The broader Pacific Gateway Strategy is being advanced to expand upon the Ports Strategy vision. This more comprehensive strategy includes

complementary rail, road and air components needed to support an efficient gateway.

As the sole direct entry point to Asia in Western Canada at this time, growth projections and targets for the Vancouver International Airport are also included. Specifically, the airport expects to handle 28.4 million passengers by 2020.



Approximately 441,000 metric tonnes of cargo is also anticipated by 2020.



Key goals of the Pacific Gateway Strategy include:

- ***Undertaking key infrastructure projects to accommodate growth and improve efficiency of Western Canada's land-based and inter-modal transportation linkages***
- ***Improving the flows along western trade corridors by implementing policies and programs that support the Pacific Gateway system, and***
- ***Positioning Vancouver International Airport and other western Canadian airports as prime North American entry points for people and goods from the Asia-Pacific region***

These goals are achievable through:

- planned capacity expansion efforts
- identification of best operating practices to increase productivity and efficiency of existing capacity, and
- implementation of complementary policy initiatives to enhance competitiveness and support improvements

To deliver these goals and realize critical growth targets with associated economic benefits, the Industry Advisory Group has partnered to jointly develop the Pacific Gateway Strategy Action Plan. The intent of this plan is to bring together a comprehensive listing of key infrastructure and policy initiatives identified as critical to meeting Pacific Gateway objectives and to advance a coordinated approach for action over the next 15 years.

The projects and policies identified within this plan have been derived largely from consultation with key industry stakeholders and prior assessments of gateway requirements

conducted by other agencies.³ The initiatives included are at varying stages of developmental maturity with respect to feasibility evaluation, funding availability, and consensus regarding whether they meet key Pacific Gateway needs. The order in which projects and policies are presented does not reflect a ranked prioritization.

Initiatives related to the development of non-CPA ports⁴ are not currently addressed within the scope of this plan. Key cruise industry issues are also being pursued elsewhere by Cruise BC.

While many infrastructure initiatives included in this plan are located within the physical borders of BC, it is recognized that the scale and distribution of traffic growth envisioned is national in scope and, therefore, of national importance. Opportunities for collaboration and participation to develop strategic initiatives across Western Canada will continue to be explored.

Considerations

To successfully advance this strategy and capitalize on the associated traffic targets, cohesive action is required to overcome potential challenges ahead. Coordination at conceptual levels and historically fragmented planning

³ Including the Greater Vancouver Gateway Council, WESTAC, the Western Canada Transportation Infrastructure Strategy, and work undertaken for the BC Ports Strategy

⁴ CPA stands for Canada Port Authorities established under the federal Canada Marine Act

practices between stakeholders must be overcome. Engagement in strategic cross-agency planning with an integrated approach to policy and infrastructure investment will help generate actions and recommendations that are more reflective of broad Pacific Gateway needs. Joint marketing efforts will further support these needs by identifying strategic opportunities to attract business and investment in Canada's Pacific Gateway.

In addition to increased stakeholder cooperation and joint marketing, ongoing communication with Canadian citizens will also be needed to gain increased awareness and public support for key strategy recommendations. Demonstrating how national trade objectives translate into local jobs and economic benefits for area residents will reinforce the importance of investing in transportation infrastructure. This will also be essential to helping reconcile diverse and potentially competing interests which pose critical challenges to implementation if not addressed. Growing urban development pressures and environmental impact concerns, for example, present unique obstacles to protecting scarce industrial lands required for expansion of strategic transportation corridors. Ongoing engagement and communication with municipalities, local associations, First Nations and interest groups will be essential.

All of these efforts taken together will be critical to moving the Pacific Gateway Strategy forward.

Next Steps

This Action Plan is not a capital program and does not, in any way, represent a funding plan for the next 15 years. It is a plan for future action to begin greater coordination of industry stakeholders and government in assessing, planning and implementing critical transportation infrastructure and policy initiatives required to meet Pacific Gateway Strategy objectives.

The plan does not represent an exhaustive list of initiatives. Further work will be required to identify additional projects and productivity gains needed to meet growth targets. Detailed supply chain mapping and modelling is required for definitive conclusions about timing and sequencing of projects. This work will include establishing a detailed work plan for implementation of project and policy initiatives where consensus exists amongst stakeholders of the need for investment to deliver Pacific Gateway Strategy objectives. An assessment of the demand-capacity analysis, and in particular demand against each supply chain, should also be conducted prior to infrastructure investment.

Demand-Capacity Analysis

Rapid population growth, expanding trade and changing regional patterns have placed considerable strain on Western Canada's transportation system. Many parts of this system are currently at or near capacity and shippers have expressed serious concern about future reliability of gateway services and infrastructure.

To meet traffic targets, all parts of the multimodal transportation system will require adequate capacity. A demand-capacity analysis based on targets and existing/planned capacity additions has been undertaken. Key findings of this analysis are outlined for the ports, connecting rail and road links, and the airport.

Port Terminals

Container Sector

Existing container terminal capacities and proposed additions shown in Table 1 below are based on discussions with port authorities and selected terminal operators in March 2006. As of year-end 2005, total terminal capacity stood at 2.26 million TEUs. The actual container traffic volume in 2005 was 2.14 million TEUs.

To meet target demand levels identified in the BC Ports Strategy, all of the announced terminal expansion projects must proceed in a timely manner. With container terminals nearing capacity, any delay or cancellation of projects projected to come online before 2009 may create a serious capacity shortfall, negatively impacting Western Canada's international reputation and ability to capture economic opportunities.

Table 1: B.C. Container Terminal Capacity and Demand Outlook (million TEU)

	2005	Capacity Added / Planned														
	Capacity	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Centerm	0.34	0.44														
Deltaport	0.90				0.40											
Vanterm	0.60															
Roberts Bank (T-2)	-									0.70			0.60			0.60
Fraser Surrey	0.42	0.18	0.10		0.50											
Fraser Richmond	-				0.80					0.40						
Lynnterm	-							0.80								
Prince Rupert *	-		0.50		1.50											
Total Added in Year		0.62	0.60	0.00	3.20	0.00	0.00	0.80	0.00	1.10	0.00	0.00	0.60	0.00	0.00	0.60
Year-End Capacity	2.26	2.88	3.48	3.48	6.68	6.68	7.48	7.48	8.58	8.58	8.58	9.18	9.18	9.18	9.18	9.78
Target Demand **	2.14	2.41	2.64	2.88	3.14	3.52	4.05	4.58	5.11	5.64	6.17	6.70	7.23	7.76	8.29	8.82
Capacity - Demand	0.12	0.47	0.84	0.60	3.54	3.16	2.63	2.90	2.37	2.94	2.41	1.88	1.95	1.42	0.89	0.96

Note: some numbers may not add due to rounding.

* Prince Rupert is examining an additional terminal location which may have the capacity to add 2 million TEUs by 2014.

** Except for the actual volume in 2005, target demand is based on the "high case" traffic projections from the B.C. Ports Strategy and market shares of 12% by 2010 and 17% by 2020.

Source: Updated March 2006 based on discussions with port authorities.

The Vancouver Port Authority (VPA) has advanced several capacity expansion projects including expansion of Vanterm facilities, completed in 2005, and Centerm facilities which will be completed by mid-2006. Deltaport's third berth project is currently in the environmental assessment process. VPA is also proposing a Terminal 2 project at Roberts Bank and assessing feasibility of converting Lynnterm from a break-bulk to container operation. This conversion has the potential to create break-bulk capacity issues (addressed below). Other uncertainties regarding conversion of Lynnterm include rail and road system constraints.

The first phase of Prince Rupert's Fairview terminal is expected to open by the third quarter of 2007 and the second phase completed in 2009. A key driver for Phase 2 is how quickly Phase 1 reaches capacity and will depend on market conditions over the next few years. Port officials have also identified the potential to add a second container terminal in Prince Rupert at South Kaien which would double the annual capacity to a potential 4 million TEUs. If market and competitive conditions warrant, this is projected to occur by 2014.

Fraser Surrey Docks (FSD) operates the Fraser Surrey terminal as a combined container and break-bulk facility. FSD plans to increase container capacity to 600,000 TEUs in 2006. Depending on market conditions, the terminal could be further expanded to 1.2 million TEUs. The Fraser River Port Authority (FRPA) is also investigating feasibility of a new container terminal at its Fraser-

Richmond site which could add another 800,000 TEU by 2010 in the first phase. However, the future operation of FSD and Fraser-Richmond container terminals will be affected by ship size limitations (length and draft) created by the river. Additional investments will be needed for capital dredging to increase the depth of the river to allow more of the larger ships to be accommodated. Absolute constraints to increasing this channel depth exist because of the Massey Tunnel which restricts the maximum depth achievable to 12.5 metres from 11.5 metres today.

Bulk Sector

Generally, adequate bulk terminal capacity to meet 2020 demand exists. Several developments since the Ports Strategy released in March 2005 may affect the demand-capacity situation. Demand target outlooks in Table 2 are to 2020 for consistency with the Ports Strategy. It should be noted that figures are based on best available information from industry consultation, in absence of detailed forecasts.

The cargo groups shown in Table 2 represent more than 90% of total cargo traffic handled at BC's key trading ports. Additional break-bulk products such as food, steel and concrete are not incorporated in the table figures. If included, combined bulk and break-bulk totals reflect BC Ports Strategy total tonnage volumes of 62 million in 2003 and 95 million in 2020. This equates to 70 million tonnes in 2005.

Exports of western Canadian coal through BC ports could double from the

2005 volume of 26 million tonnes to approximately 50 million tonnes by 2020. The demand for metallurgical coal, the vast majority of Canada's coal exports, is driven by world steel output. In China, steel production has been growing more than 20% a year since 2001 compared to world average growth rates of 1-2% over the last 30 years. China is expected to be a large, sustainable consumer of raw materials; the key driver being urbanization and associated infrastructure expansion. Canada's metallurgical coal exports to China tripled from 670,000 tonnes in 2003 to 1.8 million tonnes in 2004.

The coal demand outlook presented in Table 2 should be interpreted with caution. Junior producers are likely to contribute a significant portion of the volume increase. Driven by record high metallurgical coal prices, new public companies are emerging for the first time since the 1980s. Some northeast coal mines have been reactivated and new mines in planning stages could begin production within the outlook period. A key uncertainty affecting demand is the price of coal. If prices decline, lower volumes may result particularly from smaller and higher cost producers.

Table 2: Port Terminal Demand-Capacity Summary

	ACTUAL DEMAND					Average	2005 Terminal Capacity	TARGET DEMAND		Average
	2001	2002	2003	2004	2005	2001/05 %/year		2010	2020	2005/20 %/year
Containers (million TEU)										
Vancouver *	1.2	1.6	1.8	2.0	2.1	15.5	2.3	3.1	6.8	8.0
Prince Rupert	0.0	0.0	0.0	0.0	0.0	-	0.0	0.4	2.0	-
TOTAL BC CONTAINERS **	1.2	1.6	1.8	2.0	2.1	15.5	2.3	3.5	8.8	9.9
U.S. West Coast	14.3	15.6	17.4	19.0	20.8	9.9	-	25.3	42.9	4.9
Total West Coast (BC + U.S.)	15.5	17.1	19.2	21.0	23.0	10.4	-	28.8	51.7	5.5
BC SHARE OF WEST COAST	7.8%	9.1%	9.4%	9.4%	9.3%			12.1%	17.0%	
Bulk Cargo (million tonnes)										
Vancouver										
Coal	27.2	23.0	24.2	24.7	25.2	-1.9	34.5	32.2	32.2	1.6
Grain	13.5	6.5	7.7	10.1	10.9	-5.2	20.0	13.0	13.0	1.2
Sulphur	5.2	5.1	5.4	6.2	6.1	4.4	9.0	8.0	8.0	1.8
Potash	3.2	3.9	4.6	5.9	5.9	16.2	6.5	7.0	7.0	1.2
Liquid Bulk ***	6.1	6.4	6.6	6.8	7.4	4.9	10.0	9.2	12.3	3.4
Total Vancouver	55.3	44.9	48.4	53.7	55.6	0.1	80.0	69.4	72.5	1.8
Prince Rupert										
Coal & Coke	1.8	1.8	2.5	0.6	1.0	-12.8	12 - 16	10 - 18	10 - 18	up to 21
Grain	2.1	2.3	1.2	3.1	3.1	10.4	7.0	5.0	5.0	3.2
Total Prince Rupert	3.9	4.1	3.7	3.7	4.1	1.8	19 - 23	15 - 23	15 - 23	up to 12
TOTAL BULK	59.1	49.1	52.2	57.4	59.7	0.2	99 - 103	84 - 93	84 - 93	up to 3
Break-Bulk Forest Products (million tonnes)										
Vancouver	3.4	3.0	2.9	2.9	2.8	-4.3	4.0	2.6	2.3	-1.4
Fraser River Port	1.1	1.8	1.7	1.6	1.7	9.8	3.0	1.9	1.7	0.2
Prince Rupert	0.2	0.2	0.2	0.2	0.2	-2.9	1.0	0.2	0.2	1.1
TOTAL BREAK-BULK FOREST PRODUCTS ****	4.7	5.0	4.9	4.7	4.7	-0.2	8.0	4.7	4.2	-0.7

Note: some numbers may not add due to rounding.

* Includes Vancouver Port Authority and Fraser River Port Authority terminals.

** The 2010 and 2020 target demand figures are the "high case" growth scenario from the B.C. Ports Strategy.

*** Includes crude petroleum, fuel oil, gas, petrochemicals and edible oils.

**** Additional break-bulk products such as food, steel and concrete products are not included in total. If added, combined bulk and break-bulk traffic tonnage increases to 62M (2003), 70M (2005), and 95M (2020).

The outlook for potash exports is positive, with long-term projections of 7 million tonnes forecast for BC ports. Neptune Terminals recently announced a project to build additional storage capacity, increasing annual throughput capacity from 6 to 9.5 million tonnes with both phases. The first phase is commencing this year.

Liquid bulk exports - primarily petroleum and petrochemicals - are also expected to increase from 7.4 million tonnes in 2005 to 12.3 million tonnes by 2020 per VPA projections. Bulk oil estimates for Prince Rupert / Kitimat are anticipated to increase to 20 million tonnes per year by 2010 and 40 million tonnes per year by 2020. These increased volumes will be accommodated through dedicated marine terminals included in various pipeline proposals being advanced. The mountain pine beetle epidemic will impact forest products exports. The volume of beetle-killed timber in the province is approximately 250 million cubic metres, or 3.5 times the province's annual allowable cut (AAC). Current infestation could spread to 10.2 million hectares, representing the province's entire land base of lodgepole pine forests. The nature of the impact on export shipments will depend on several complex factors, including the extent of salvage logging which temporarily increases volumes and how producers react to what they perceive as a "flooding of the market". Log exports in break-bulk form could also increase if surplus timber is sent to other countries to capture the economic value.

Break-Bulk Sector

Since the late 1990s, part of the impetus to convert break-bulk terminals has been the rapid increase of containerized shipping of break-bulk forest products. Some markets, such as Japan, still require break-bulk shipping of pulp because of waterfront paper mill locations. In addition, break-bulk shipping lines provide an important source of competition for container lines and help keep forest products freight rates in check and service levels competitive. Therefore, residual break-bulk handling capacity is strategically important to the forest industry.

Break-bulk terminal capacity is expected to be adequate to 2020; however, potential conversion of Lynnterm to a container terminal could create a break-bulk capacity shortfall. In this event, the needs of break-bulk shippers would have to be addressed. Feasibility analysis to assess alternative, suitable locations to accommodate break-bulk cargo is ongoing.

Dedicated market analysis and ongoing evaluation to determine optimal timing and strategic locales for container, bulk and break-bulk operations is needed to attract and accommodate incremental trade traffic through Canada's west coast ports.

Rail System

Rail system capacity is one of the most critical factors affecting future efficiency of the Pacific Gateway due to reliance of the ports on rail for bulk commodity exports and long-distance container

traffic. Statistics compiled by Lower Mainland ports indicate that approximately 60% of inbound and outbound containers at port terminals are transported by rail. In 2005, this equated to movement by rail of 1.3 million of the total 2.1 million TEUs in actual container traffic volumes handled by Canada's west coast ports.

With forecast growth in port container traffic volumes to 2020, the corresponding scale of increase in rail demand is expected to be very large. Using some broad assumptions⁵, rail demand could increase from 1.3 million TEUs to almost 7 million TEUs by 2020. Of this, at least 2 million TEUs would be handled by CN from Prince Rupert over rail lines with sufficient existing capacity. In the Lower Mainland, therefore, there could be up to a four-fold increase in rail demand by 2020 under target growth scenarios.

Rail projects will be vital to the improvement of freight supply chains and success of future terminal expansion at the ports. Specific action plan initiatives include: sidings, incremental rail access improvements for port terminals, double tracking, tunnel and bridge improvements and grade separation projects. These will expand capacity on CPR and CN

⁵ Assumes: Portion of future demand at current 9.3% market share (9.3% of 51.7M total West Coast 2020 forecast) carried 60% by rail; Incremental demand from 9.3% to 17% market share carried up to 100% by rail. This is based on assumption that growth in market share is primarily in long-distance markets.

mainlines across Western Canada, including the northern line to Prince Rupert.

Operational / business processes and arrangements between shippers and carriers can also mitigate capacity concerns. In January 2006, CN and CPR formally announced operational improvements achievable through a new co-production agreement in the Lower Mainland. Under the agreement, CPR agreed to handle all trains for both railways from Boston Bar to Vancouver's south shore terminals, and to crew coal trains for both railways to Roberts Bank. CN agreed to handle trains for both railways to Vancouver's north shore terminals. These arrangements will improve freight flows to and from the ports by operating direct-to-destination trains that bypass yards and eliminate railway-to-railway handoffs. Pursuing operational efficiencies will be important in responding to the significant demand expected in rail traffic by 2020.

Road System

Road congestion also needs to be addressed for effective delivery of Pacific Gateway Strategy objectives. Several major truck routes serving Lower Mainland ports, including Highway 1, Highway 99, Knight Street and River Road, are at or above capacity today. Daily traffic across the five-lane Port Mann Bridge is now higher than traffic volumes on San Francisco's six-lane Golden Gate Bridge. The Port Mann carries more than 120,000 vehicles per day, including 10,000 trucks. Without significant

investment in transportation infrastructure, this congestion will grow.

Containerized freight, while predominately transported by rail, contributes to a corresponding growth in container freight facilities providing local related services (e.g. warehouse, logistics, etc.) which increases truck traffic on already congested corridors. In the last five years, truck traffic from these facilities alone has grown by 20 percent.⁶

To combat this congestion, a series of road improvements are proposed within the Pacific Gateway Strategy Action Plan. Within the Lower Mainland, plan initiatives include: South Fraser Perimeter Road, North Fraser Perimeter Road including the Pitt River Bridge, Trans-Canada Highway upgrade including Port Mann twinning, major road network upgrades, improvements to the Highway 99 corridor and border crossing upgrades.

Outside the Lower Mainland, upgrades to the Trans-Canada Highway corridor from Kamloops east into Alberta, including the Kicking Horse Canyon project, are in the plan.

Congestion management practices to reduce peak road demand and better optimize current capacity, such as road user pricing mechanisms and possible designation of priority vehicle lanes, should also be explored as part of the

overall goal to improve major trade corridors to and from Western Canada.

Airport

Vancouver International Airport (YVR) handled 14.3 million passengers in 2003 with the capacity to accommodate 23 million. By 2020, YVR expects to handle 28.4 million passengers. The airport has commenced a 10-year \$1.4-billion capital program to expand international passenger terminal facilities, enhance domestic facilities and provide a new link building between the two. Ground access upgrades are also being advanced to facilitate more efficient movement of passengers to and from the airport. Notably, the Canada Line Rapid Transit project, running from the airport to downtown Vancouver, is targeted for completion by fall 2009.

Work on a long-term Master Plan to guide future development of the airport to 2027 is also underway. These improvements will be critical to adding needed capacity for passengers and improving YVR's competitive position on the west coast.

Other western Canadian airports, including Edmonton, Calgary, Regina and Winnipeg, are also working on passenger and cargo initiatives to expand capacity and attract direct flights from Asia. Long-term plans include expansion of passenger terminals, freight and aviation support areas and development of additional runways. Key policy initiatives include pursuing more liberal air bilateral agreements to permit direct access by foreign air carriers to these airports from Asia.

⁶ Based upon analysis contained within Gateway Program Definition Report (January 2006)

Action Plan

Plan Overview

Given the long lead-time required to plan and implement major transportation infrastructure projects and policies, it is imperative that immediate action be taken to ensure that adequate capacity is in place to meet targeted trade traffic demand in 2020.

Infrastructure and policy initiatives identified for action within the plan have been organized according to five distinct multi-modal transportation supply chains:

- Port Vancouver Supply Chain (Roberts Bank)
- Fraser Port Supply Chain
- Port Vancouver Supply Chain (Burrard Inlet)
- Prince Rupert Port Supply Chain, and
- Vancouver International Airport Supply Chain

These supply chains are designed to reflect the integration required between modes to move goods through our transportation networks to final market destinations. Each chain begins with a key port of entry for freight and/or passengers travelling into and out of the Pacific Gateway, as well as identifies the supporting road and rail links involved in facilitating seamless flows across the system.

The plan begins with maps for each of the respective supply chains which

highlight specific new multi-modal initiatives associated with movement of goods from the applicable port of entry. A separate “Cross Provincial Initiatives” map is also included in recognition of the national importance of this strategy and to reflect initiatives identified to date which extend beyond the border of BC, notably rail and pipeline initiatives.

Potential operational and/or process improvements to enhance productivity and efficiency along the supply chain links are also referenced on the maps.

To illustrate the relationships between supply chains, a summary index detailing all infrastructure and operational process initiatives is included.

Detailed plan tables offer key actions items, desired outcomes, critical dependencies, lead, timing and status for each initiative. Initiatives have been notionally sorted into three five-year periods, 2006-2010, 2011-2015 and 2016-2020. As noted earlier, further analysis is required to reach definitive conclusions about timing and sequencing of projects. Policy initiatives are presented in a similar fashion.

Finally, summary project and policy timelines are presented for the purposes of identifying those initiatives which are underway, or in the final stages of development, and those where further technical analysis is required to confirm contribution to gateway objectives. This provides an excellent place to begin discussion for development of a detailed work plan for implementation.

PORT VANCOUVER SUPPLY CHAIN INITIATIVES (ROBERTS BANK)

Targeted 2006-2010 Initiatives:

- 1** Deltaport Third Berth Expansion (Roberts Bank)
- 2** Terminal 2 Development (Roberts Bank)
- 3** Highway 17 Improvements to Deltaport
- 4** South Fraser Perimeter Road (SFPR)
- 5** North Fraser Perimeter Road (NFPR) including Pitt River Bridge
- 6** Trans-Canada Highway including Port Mann Twinning
- 7** Major Road Network Upgrades
- 8** Golden Ears Bridge
- 10** Land Border Crossing Upgrades
- 11** Southern Rail Corridor Upgrades*
- 12** Lower Fraser Rail/Road Grade Separations
- 14** Kicking Horse Canyon Highway Upgrade

Targeted 2011-2015 Initiatives:

- 33** Trans-Canada Highway Upgrades between Kamloops and Banff*

Targeted 2016-2020 Initiatives:

- 34** North-South Passenger/Freight Corridor including Massey Tunnel

Operational and/or Process Improvement:

(Not shown on map)

- 27** Inland Container Terminals
- 28** Short Sea Shipping
- 29** Intelligent Transportation Systems
- 30** Marketing and Public Relations
- 31** Identification of Additional Capacity Enhancing Initiatives and/or Operational Efficiencies

*This extends beyond B.C. border. Refer to Cross Provincial Initiatives Map.



FRASER PORT SUPPLY CHAIN INITIATIVES

Targeted 2006-2010 Initiatives:

- 4** South Fraser Perimeter Road (SFPR)
- 5** North Fraser Perimeter Road (NFPR) including Pitt River Bridge
- 6** Trans-Canada Highway including Port Mann Twinning
- 7** Major Road Network Upgrades
- 8** Golden Ears Bridge
- 9** Pattullo Bridge
- 10** Land Border Crossing Upgrades
- 11** Southern Rail Corridor Upgrades*
- 12** Lower Fraser Rail/Road Grade Separations
- 13** New Westminster Rail Bridge (NWRB)
- 14** Kicking Horse Canyon Highway Upgrade
- 15** Fraser Surrey Dock Expansion
- 16** Fraser River Channel Deepening
- 17** Fraser Richmond Terminal Development
- 18** Fraser Richmond Terminal Highway Access

Targeted 2011-2015 Initiatives:

- 33** Trans-Canada Highway Upgrades between Kamloops and Banff*

Targeted 2016-2020 Initiatives:

- 34** North-South Passenger/Freight Corridor including Massey Tunnel

Operational and/or Process Improvement:

(Not shown on map)

- 27** Inland Container Terminals
- 28** Short Sea Shipping
- 29** Intelligent Transportation Systems
- 30** Marketing and Public Relations
- 31** Identification of Additional Capacity Enhancing Initiatives and/or Operational Efficiencies

* This extends beyond B.C. border. Refer to Cross Provincial Initiatives Map.



PORT VANCOUVER SUPPLY CHAIN INITIATIVES (BURRARD INLET)

Targeted 2006-2010 Initiatives:

- 4** South Fraser Perimeter Road (SFPR)
- 5** North Fraser Perimeter Road (NFPR) including Pitt River Bridge
- 6** Trans-Canada Highway including Port Mann Twinning
- 7** Major Road Network Upgrades
- 8** Golden Ears Bridge
- 10** Land Border Crossing Upgrades
- 11** Southern Rail Corridor Upgrades*
- 12** Lower Fraser Rail/Road Grade Separations
- 13** New Westminster Rail Bridge (NWRB)
- 14** Kicking Horse Canyon Highway Upgrade
- 19** Vancouver Harbour Terminal Upgrades

Targeted 2011-2015 Initiatives:

- 33** Trans-Canada Highway Upgrades between Kamloops and Banff*

Targeted 2016-2020 Initiatives:

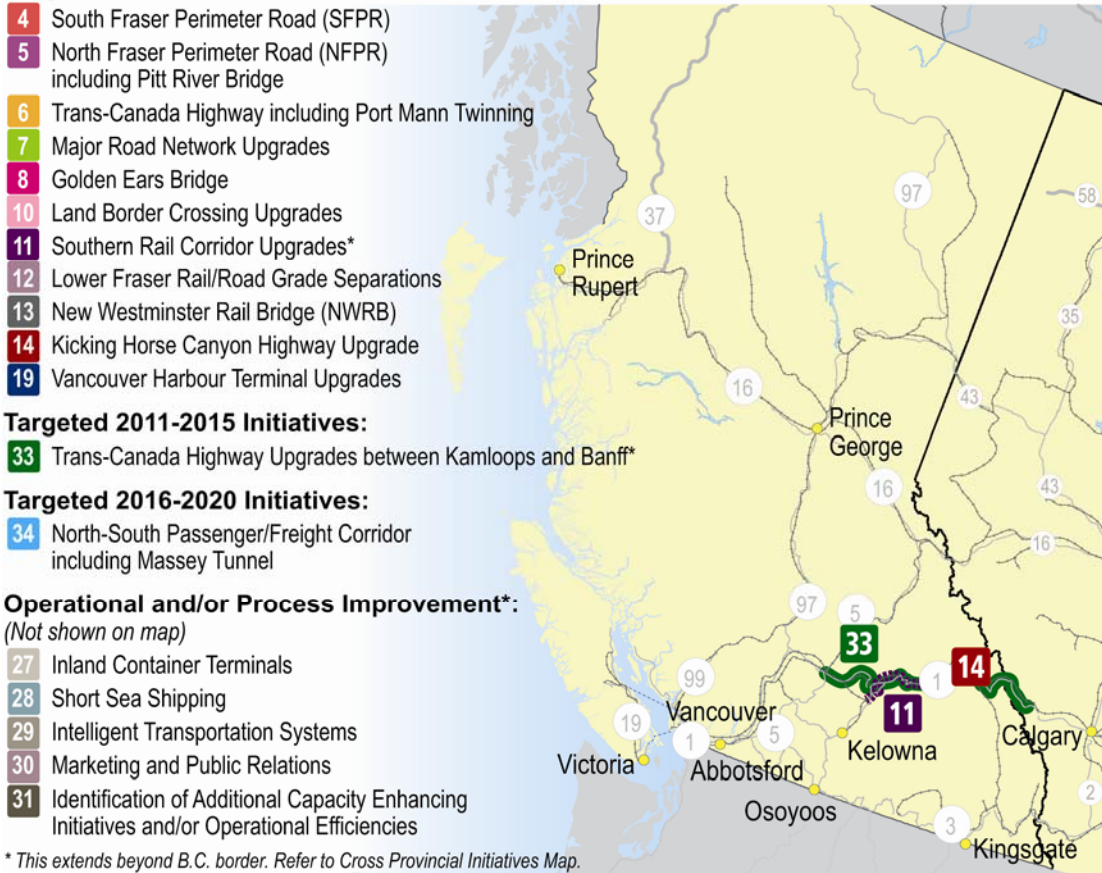
- 34** North-South Passenger/Freight Corridor including Massey Tunnel

Operational and/or Process Improvement*:

(Not shown on map)

- 27** Inland Container Terminals
- 28** Short Sea Shipping
- 29** Intelligent Transportation Systems
- 30** Marketing and Public Relations
- 31** Identification of Additional Capacity Enhancing Initiatives and/or Operational Efficiencies

* This extends beyond B.C. border. Refer to Cross Provincial Initiatives Map.



PRINCE RUPERT PORT SUPPLY CHAIN INITIATIVES

Targeted 2006-2010 Initiatives:

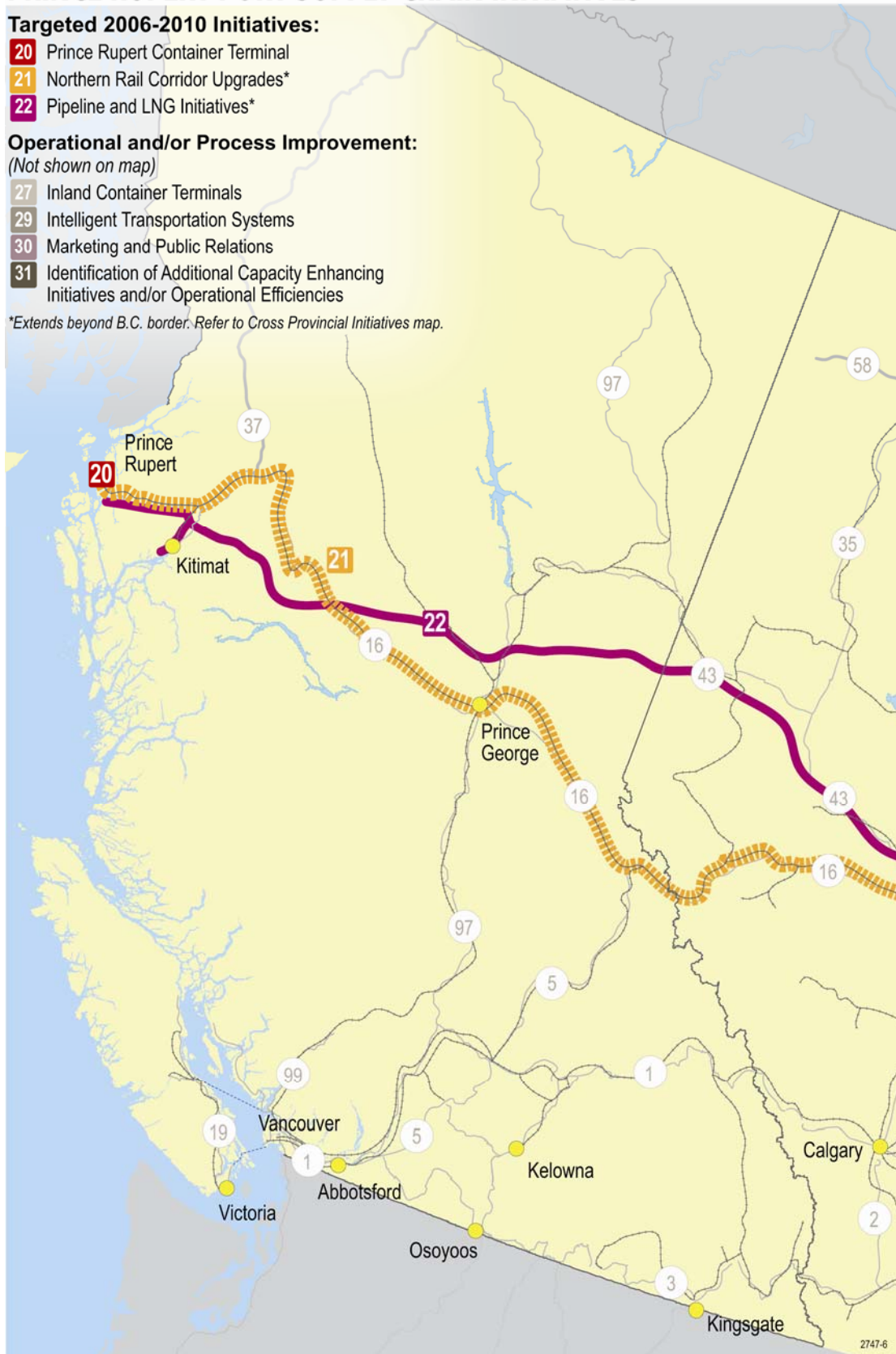
- 20** Prince Rupert Container Terminal
- 21** Northern Rail Corridor Upgrades*
- 22** Pipeline and LNG Initiatives*

Operational and/or Process Improvement:

(Not shown on map)

- 27** Inland Container Terminals
- 29** Intelligent Transportation Systems
- 30** Marketing and Public Relations
- 31** Identification of Additional Capacity Enhancing Initiatives and/or Operational Efficiencies

*Extends beyond B.C. border. Refer to Cross Provincial Initiatives map.



VANCOUVER INTERNATIONAL AIRPORT SUPPLY CHAIN INITIATIVES

Targeted 2006-2010 Initiatives:

- 4** South Fraser Perimeter Road (SFPR)
- 5** North Fraser Perimeter Road (NFPR) including Pitt River Bridge
- 6** Trans-Canada Highway including Port Mann Twinning
- 7** Major Road Network Upgrades
- 8** Golden Ears Bridge
- 10** Land Border Crossing Upgrades
- 23** YVR Ground Access Upgrades
- 24** Canada Line
- 25** YVR Airside Enhancements
- 26** YVR Passenger Terminal Expansion

Targeted 2011-2015 Initiatives:

- 32** YVR Intermodal Cargo Facility

Targeted 2016-2020 Initiatives:

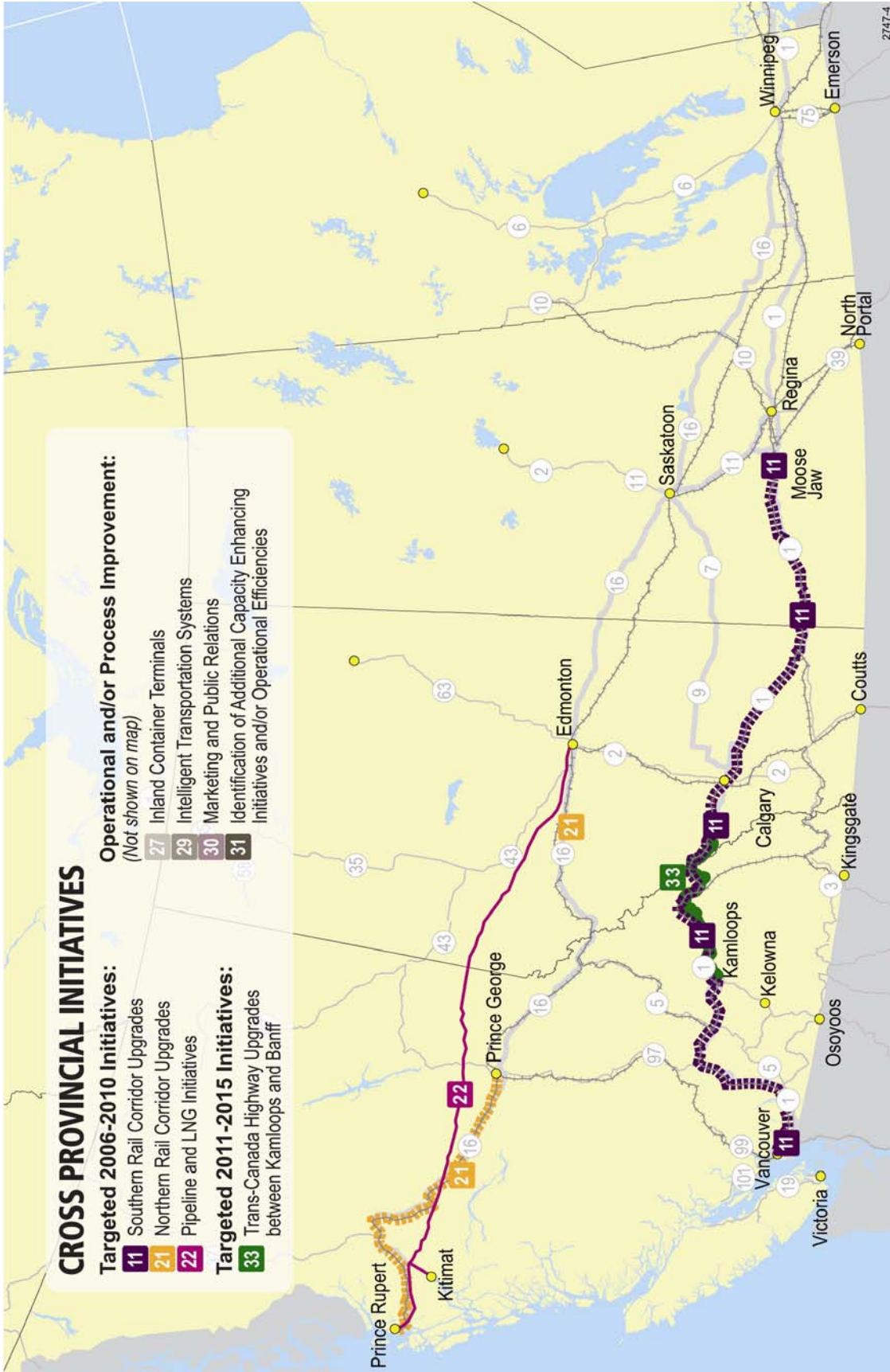
- 34** North-South Passenger/Freight Corridor including Massey Tunnel

Operational and/or Process Improvement:

(Not shown on map)

- 29** Intelligent Transportation Systems
- 30** Marketing and Public Relations
- 31** Identification of Additional Capacity Enhancing Initiatives and/or Operational Efficiencies





SUPPLY CHAIN INFRASTRUCTURE & PROCESS INITIATIVES INDEX						
Projects	Mode	Port Vancouver (Roberts Bank)	Fraser Port	Port Vancouver (Burrard Inlet)	Prince Rupert Port	Vancouver International Airport
Deltaport Third Berth Expansion (Roberts Bank)	Port	I-1				
Terminal 2 Development (Roberts Bank)	Port	I-2				
Highway 17 Improvements to Deltaport	Road	I-3				
South Fraser Perimeter Road (SFPR)	Road	I-4	I-4	I-4		I-4
North Fraser Perimeter Road including Pitt River Bridge (NFPR)	Road	I-5	I-5	I-5		I-5
Trans-Canada Highway including Port Mann Twinning	Road	I-6	I-6	I-6		I-6
Major Road Network Upgrades	Road	I-7	I-7	I-7		I-7
Golden Ears Bridge	Road	I-8	I-8	I-8		I-8
Pattullo Bridge	Road		I-9			
Land Border Crossing Upgrades	Road	I-10	I-10	I-10		I-10
Southern Rail Corridor Upgrades	Rail	I-11	I-11	I-11		
Lower Fraser Rail/Road Grade Separations	Road	I-12	I-12	I-12		
New Westminster Rail Bridge (NWRB)	Rail		I-13	I-13		
Kicking Horse Canyon Highway Upgrade	Road	I-14	I-14	I-14		
Fraser Surrey Dock Expansion	Port		I-15			
Fraser River Channel Deepening	Port/Marine		I-16			
Fraser Richmond Terminal Development	Port		I-17			
Fraser Richmond Terminal Highway Access	Road		I-18			
Vancouver Harbour Terminal Upgrades	Port			I-19		
Prince Rupert Container Terminal	Port				I-20	
Northern Rail Corridor Upgrades	Rail				I-21	
Pipeline and LNG Initiatives	Pipelines				I-22	
YVR Ground Access Upgrades	Road					I-23
Canada Line	Transit					I-24
YVR Airside Enhancements	Air					I-25
YVR Passenger Terminal Expansion	Air					I-26
Inland Container Terminals	Operational Process	I-27	I-27	I-27	I-27	
Short Sea Shipping	Operational Process	I-28	I-28	I-28		
Intelligent Transportation Systems (ITS)	Operational Process	I-29	I-29	I-29	I-29	I-29
Marketing and Public Relations	Operational Process	I-30	I-30	I-30	I-30	I-30
Identification of Additional Capacity Enhancing Initiatives and/or Operational Efficiencies	Operational Process	I-31	I-31	I-31	I-31	I-31
YVR Intermodal Cargo Facility	Air					I-32
Trans Canada Highway Upgrades between Kamloops and Banff	Road	I-33	I-33	I-33		
North-South Passenger/Freight Corridor including Massey Tunnel	Road	I-34	I-34	I-34		I-34

Detailed Action Plan Initiatives

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-1	<p>Deltaport Third Berth Expansion (Roberts Bank)</p> <p><i>Expansion of existing container operations with construction of ~ 20 acres of fill to create expanded container storage area and construction of wharf to accommodate new ship berth</i></p>	\$400	Private ⁷	<ul style="list-style-type: none"> - Seek timely completion of the environmental review in order to start construction as soon as possible - Seek changes to federal government policies in order to attract competitively priced capital for port infrastructure projects, including inland surface transportation 	<ul style="list-style-type: none"> - Current capacity = 900,000 TEUs - Capacity added by project = 400,000 TEUs - Total expanded capacity = 1.3 million TEUs 	- Refer to complete listing of Port Vancouver (Roberts Bank) Supply Chain initiatives for critical road, rail and operational process improvements	VPA & TSI	2006-2009	- Construction is expected to begin in late-2006, subject to regulatory approvals; completion is anticipated in mid-2009

⁷ Port and Airport Authorities are considered private funding sources as capital financing mechanisms are accessed through private lending institutions

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-2	<p>Terminal 2 Development (Roberts Bank)</p> <p><i>Proposed development of new container terminal facility independent from Deltaport Terminal</i></p>	\$900	Private	<ul style="list-style-type: none"> - Prepare Terminal 2 project concept, including addressing social, environmental, and road/rail infrastructure impacts, and work with the environmental regulators to define the review process - Seek changes to federal policies in order to attract sufficient and competitively priced capital for port infrastructure 	<ul style="list-style-type: none"> - Current capacity = 0 TEUs - Capacity added by project in Phase 1 = 700,000 TEUs - Capacity added by project in Phases 2, 3, and 4 = 1.2 million TEUs - Total expanded capacity = 1.9 million TEUs 	<ul style="list-style-type: none"> - Refer to complete listing of Port Vancouver (Roberts Bank) Supply Chain initiatives for critical road, rail and operational process improvements 	VPA & Terminal Operator	2006-2020	<ul style="list-style-type: none"> - Project planning will include environmental assessment; completion of Phase 1 is anticipated in 2014
I-3	<p>Highway 17 Improvements to Deltaport</p> <p><i>Proposed highway improvements to mitigate the impacts of Deltaport Third Berth</i></p>	\$3	Private	<ul style="list-style-type: none"> - Extend existing Highway 17 HOV lanes - Enhance current traffic signal operations - Changes to eastbound ramps at Ladner interchange (Highway 17 & 99) 	<ul style="list-style-type: none"> - To mitigate impact of increased port road traffic associated with Deltaport Third Berth (600 additional truck trips per day forecast by 2011). Proposed improvements sufficient to offset additional truck trips anticipated 	<ul style="list-style-type: none"> - Supports Deltaport Third Berth expansion project 	VPA & TSI	2006-2007	<ul style="list-style-type: none"> - As of February 2006, selection of a design consultant for the project is underway

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-4	<p>South Fraser Perimeter Road (SFPR)</p> <p><i>New four-lane, 80 km/h route along south side of Fraser River extending from Deltaport Way in southwest Delta to Golden Ears Bridge and Highway 1 on Surrey/Langley border</i></p>	\$800	Public	<ul style="list-style-type: none"> - Develop long-term strategy to fund, implement, and operate this intra-regional and national highway corridor - Pursue federal cost-sharing 	<ul style="list-style-type: none"> - Improved trucking reliability, expanded capacity, and increased connectivity between key gateway facilities (e.g. direct route from tidal waters to the Trans-Canada Highway) - SFPR will provide a major east-west link south of the Fraser River with improved connections between Deltaport, Vancouver International Airport, Fraser Port Terminals, Fraser Surrey Docks, CN Intermodal Terminal and key industrial areas (Tilbury, Annacis Island, Bridgeview and Port Kells), and Highway 1 and 15 in Surrey 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank) Port Vancouver (Burrard Inlet), Fraser Port, and Vancouver International Airport supply chains - Links to Highway 15 border improvements 	BC Provincial Government	2006-2012	<ul style="list-style-type: none"> - Pre-design community consultation for the southwest Delta segment was completed in January 2005 (Deltaport Way to Nordel) - Input from these consultations resulted in further technical analysis to assist in determining which alignment options advance for development - In October 2005, the federal government committed up to \$2M for environmental assessment preparations and agreed to work with the province to compile and analyse data - The provincial government announced a comprehensive \$3-billion Gateway Transportation Program in January 2006 which included the South Fraser Perimeter Road project

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-5	<p>North Fraser Perimeter Road including Pitt River Bridge (NFPR)</p> <p><i>A series of upgraded roads and bridges forming continuous route across Pitt River and along north side of Fraser River from Maple Ridge to New Westminster. TransLink is responsible for section through New Westminster (cost of ~\$60M), while BC Ministry of Transportation is responsible for segments from King Edwards Ave (Coquitlam) to Maple Ridge (cost of \$400M)</i></p>	\$460	Public	<ul style="list-style-type: none"> - Develop and implement agreement on the scope and timing of key project elements (provincial government, municipalities, and TransLink) - Advance implementation of Pitt River Bridge and Mary Hill Interchange project components (\$180M) 	<ul style="list-style-type: none"> - Reduced congestion for regional truck movements and increased connectivity between key gateway facilities - Pitt River Bridge and Mary Hill Interchange project to accommodate increased traffic flows from Golden Ears Bridge. This project will also connect CPR's intermodal yard with container repackaging facilities and distribution outlets throughout the region 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, and Vancouver International Airport supply chains 	BC Provincial Government & TransLink	2006-2011	<ul style="list-style-type: none"> - Pre-design public consultation on the Pitt River Bridge and Mary Hill Interchange project was completed in 2005. A consultation summary report is posted on the Gateway Program website - The federal government committed up to \$90M for the construction of the new Pitt River Bridge and Mary Hill Interchange projects in October 2005 - The provincial government announced a comprehensive \$3-billion Gateway Transportation Program in January 2006 which included the \$180M North Fraser Perimeter Road/Pitt River Bridge project - The Gateway Program continues to liaise with municipal staff and TransLink regarding improvement options and planned transit services along the North Fraser Perimeter Road corridor

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-6	<p>Trans-Canada Highway including Port Mann Twinning</p> <p><i>Project includes widening Highway 1 to four lanes in either direction from Vancouver to Langley, upgrading interchanges, improving access and safety, twinning the Port Mann Bridge and extending HOV lanes to Langley</i></p>	\$1,500	Public	<ul style="list-style-type: none"> - Continue to implement the strategy that involves active community participation - Complete and implement an appropriate procurement process for project construction and long-term highway operations - Develop, prior to opening, access management strategies to ensure long-term efficiencies for Pacific Gateway related traffic 	<ul style="list-style-type: none"> - Relieve congestion at significant bottleneck by expanding capacity - Improve access to key economic gateways, including Inner Harbour container terminals and industrial areas along the Highway 1 corridor 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Vancouver International Airport supply chains 	BC Provincial Government	2006-2013	<ul style="list-style-type: none"> - The provincial government announced a comprehensive \$3-billion Gateway Transportation Program in January 2006 which included the Trans-Canada Highway/Port Mann twinning project - The Gateway Program is currently conducting traffic planning and engineering analysis to develop concepts for improvements (such as potential lane allocations and interchange improvement concepts) and identify the benefits associated with the different options - A comprehensive public consultation program is planned with pre-design consultations commencing in 2006
I-7	<p>Major Road Network Upgrades</p> <p><i>Includes: Fraser Highway widening, Dollarton Bridge twinning, Main Street widening, Murray Clarke connector, Coast Meridian overpass, 204th St. overpass, and David Avenue extension</i></p>	<p>\$250-\$300 (total cost)</p> <p><u>Breakdown</u></p> <p>\$170 (TransLink)</p> <p>\$26+ (204 St & David Ave extension)</p> <p>Remainder to be determined</p>	Public	<ul style="list-style-type: none"> - Implement gateway supportive Major Road Network upgrades identified by TransLink 	<ul style="list-style-type: none"> - Reduced truck delays and improved reliability across regional network. For example: <p><i>Fraser Highway widening will create consistent four lanes through Surrey</i></p> <p><i>Main St. widening adds eastbound lane between Gladstone and Ironworkers' Memorial Bridge to improve access to port area</i></p>	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Vancouver International Airport supply chains 	TransLink	2006-2009	<ul style="list-style-type: none"> - Projects included in TransLink's 3-Year Plan and 10-Year Outlook - Transport Canada is undertaking a study which will pinpoint critical local access roads serving intermodal terminals in the Lower Mainland and identify potential solutions that will facilitate the efficient movement of goods - TransLink, the City of Langley, the BC and federal governments are partnering to construct the 204th Street overpass; completion is anticipated in 2007

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-8	<p>Golden Ears Bridge</p> <p><i>New tolled crossing of the Fraser River between Pitt Meadows and 200 St. in Langley; includes connecting roads to Lougheed Highway and 128 Ave. on north side and Highway 1 on south side</i></p> <p><i>Bridge will replace Albion Ferry</i></p>	\$900	Public	<ul style="list-style-type: none"> - Continue implementation of Golden Ears Bridge project 	<ul style="list-style-type: none"> - Provide much-needed capacity for north-south travel demand - Improve accessibility to and from industrial and commercial areas (e.g. access to CP intermodal yard in Pitt Meadows and industrial areas in Port Coquitlam) 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Vancouver International Airport supply chains 	TransLink	2006-2009	<ul style="list-style-type: none"> - In March 2006, TransLink finalized its agreement with Golden Crossing Group (the preferred proponent) to design, build, finance, operate, maintain and rehabilitate the Golden Ears Bridge and associated road network - The bridge is scheduled to open in mid-2009
I-9	<p>Pattullo Bridge</p> <p><i>Rehabilitation and safety improvements on and near the Pattullo Bridge connecting New Westminster with North Surrey.</i></p> <p><i>Long term bridge strategy required due to narrow lanes and aging structure</i></p>	<p>\$29</p> <p>rehabilitation & safety</p> <p>\$500-600 est. cost of replacement</p>	Public	<ul style="list-style-type: none"> - Continued rehabilitation and safety improvements including examining introduction of speed cameras and other safety measures - Examine long-term future of the bridge with municipalities, BC Provincial Government and other key stakeholders 	<ul style="list-style-type: none"> - Improved road safety as well as rehabilitated bridge - Strategy on the future of the Pattullo Bridge including possible replacement 	<ul style="list-style-type: none"> - Supports Fraser Port supply chain - Will need to take into account traffic impacts from advancement of the Trans Canada Highway including Port Mann Twinning project 	TransLink	2006-2020	<ul style="list-style-type: none"> - Rehabilitation and road safety improvements to be completed in 2007-2008 - Proposed long-term strategy development to be initiated in 2007

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-10	<p>Land Border Crossing Upgrades</p> <p><i>Includes upgrades to Highway 10/11, 15, 91/91A and Knight Street to improve movement of goods along Lower Mainland highway accesses leading to key border crossings. Will include implementation of advanced border control technological improvements and security programs at the border</i></p>	\$252	Public	<ul style="list-style-type: none"> - Continue implementation of Border Infrastructure Program components - Conduct ongoing review of trade corridor system to identify required additional improvements - Work with partner agencies to determine priorities, develop business case, and secure funding for further border crossing initiatives - Pursue potential border security standards harmonisation activities to advance crossing projects with US agencies 	<ul style="list-style-type: none"> - Roads serving the Lower Mainland's border crossings do not presently operate at peak efficiency. Upgrades will provide improved crossing reliability and reduced trucking/handling costs 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Vancouver International Airport supply chains 	BC Provincial Government, TransLink & Federal Government	2006-2018	<ul style="list-style-type: none"> - BC MoT is currently in Year 3 of 5 of delivering the jointly funded Federal-Provincial Border Infrastructure Program highway upgrades - Further analysis is required to identify and coordinate additional priority improvements (in partnership with multiple agencies on both sides of the border)
I-11	<p>Southern Rail Corridor Upgrades</p> <p><i>Rail improvements along southern rail corridors in Western Canada (from BC to Manitoba) to support increased port capacity and accommodate associated volumes of rail freight traffic across supply chains</i></p>	To be determined	Private	<ul style="list-style-type: none"> - Design and implement key rail upgrade projects - Explore operational/business processes and arrangements to optimize capacity and network efficiency 	<ul style="list-style-type: none"> - Improved long-term service reliability of railway system and port infrastructure - <i>Note:</i> The need for some capacity expansion will be temporarily offset by recent co-production announcements from CN and CPR to operate direct-to-destination trains, bypassing yards and eliminating railway to railway handoffs 	<ul style="list-style-type: none"> - Critical to improvement of freight supply chains and success of future terminal expansion at ports by supporting commodity traffic growth - May be impacted by Canada Transportation Act Amendments & Land Utilization Policy Initiatives 	CN & CPR	2006-2020	<ul style="list-style-type: none"> - In 2005, CPR completed \$160 M western Corridor expansion to increase capacity by 12%, or 400+ freight cars/day. This expansion consisted of 25 projects across Western Canada - In January 2006, CN and CPR announced co-production agreements in BC Lower Mainland where CPR agreed to serve all south shore Burrard Inlet terminals and crew coal trains for both railways into Roberts Bank and CN agreed to serve all north shore Burrard Inlet terminals. These improvements began in March 2006

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-12	<p>Lower Fraser Rail/Road Grade Separations</p> <p><i>Separation of at-grade rail crossings to permit uninterrupted travel by reducing current conflicts with roadways along the 65km Mission/Matsqui to Roberts Bank rail corridor</i></p>	To be determined	Public	<ul style="list-style-type: none"> - Review of corridor needs to establish priorities for funding - Explore and pursue potential partnership opportunities to advance high priority projects 	<ul style="list-style-type: none"> - Increased road reliability and efficiency - Increased fluidity of road and rail movements across supply chains by mitigating conflicts between modes 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet) and Fraser Port supply chains - May be impacted by Canada Transportation Act Amendments and Land Utilization Policy Initiatives 	To be determined	2006-2015	<ul style="list-style-type: none"> - In October 2005, the federal government announced \$30M for construction of new road/rail grade separations from Deltaport to Mission - The provincial and federal governments are also collaborating with major railways and municipalities in a study of road/rail interfaces along this corridor
I-13	<p>New Westminster Rail Bridge (NWRB)</p> <p><i>The New Westminster Rail Bridge is a 100+ year old Fraser River rail crossing used by CN, CPR, Burlington Northern Santa Fe and Southern Railway</i></p>	To be determined	To be determined	<ul style="list-style-type: none"> - Further analysis required to confirm next steps 	<ul style="list-style-type: none"> - Will address safety and reliability concerns about condition of bridge and ability to accommodate future capacity and increased freight volumes within the Lower Mainland rail system - <i>Note:</i> Bridge investment will be temporarily offset by recent co-production announcements from CN and CPR 	<ul style="list-style-type: none"> - Supports Port Vancouver (Burrard Inlet) and Fraser Port supply chains - May be impacted by Canada Transportation Act Amendments and Land Utilization Policy Initiatives 	To be determined	2006-2013	<ul style="list-style-type: none"> - Lower Mainland Rail Infrastructure Study recommended engineering analysis to confirm physical feasibility, and risk of maintaining and rehabilitating the existing rail bridge; a decision has not yet been reached

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-14	Kicking Horse Canyon Highway Upgrades <i>Improvements to 25km of the Trans-Canada Highway from the junction of Highway 95 in Golden to the western boundary of Yoho National Park</i>	To be determined	P3	<ul style="list-style-type: none"> - Confirm cost, alignment, design, and pursue Phase 3 environmental applications - Explore partnership opportunities to secure funding and advance upgrades to remaining balance of Trans-Canada Highway required under Phase 3 	<ul style="list-style-type: none"> - Improved capacity and reliability for key trucking movements along corridor 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet) and Fraser Port supply chains 	BC Provincial Government & P3 Operator	2006-2019	<ul style="list-style-type: none"> - Phase 1 scheduled for completion 2006 - Through a public-private partnership with the Province, the Trans-Park Highway Group is designing, building and financing Phase 2. - Phase 2 funding agreement was signed March 2006, whereby Federal government would provide \$62.5M of the \$130M total cost; completion expected in 2009 - Phase 3 upgrades are in the early planning stages and subject to funding availability
I-15	Fraser Surrey Dock Expansion <i>Investment in container-handling facilities, cranes and intermodal distribution hub at Fraser Surrey Docks and adjacent properties</i>	\$190	Private	<ul style="list-style-type: none"> - Continue expansion of the Fraser Surrey docks - Continue advocacy efforts to identify and secure long-term commitment for navigation and flood reduction dredging - Negotiate land use agreements with municipalities 	<ul style="list-style-type: none"> - Current capacity = 420,000 TEUs - Expansion to 600,000 TEUs in total capacity in 2006 (180,000 added) - Future expansion to increase total capacity of Fraser Surrey Docks to 1.2 million TEUs 	<ul style="list-style-type: none"> - Refer to complete listing of Fraser Port Supply Chain initiatives for critical road, rail and operational process improvements - Fraser River channel deepening and maintenance (dredging) critical 	FRPA & Fraser Surrey Docks Ltd.	2006-2010	<ul style="list-style-type: none"> - Two new cranes, inter-modal yard, and additional rail tracks added in 2005

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-16	Fraser River Channel Deepening <i>Upgrading from current 11.5 metre draft to 12.5 metre channel depth to accommodate larger vessels</i>	\$175	To be determined	<ul style="list-style-type: none"> - Continue advocacy efforts with port stakeholders and federal government to identify and secure long-term commitment for Fraser River navigation 	<ul style="list-style-type: none"> - Will increase navigation depth of the Fraser River seaway to 12.5 meters to support expanded container handling operations at Fraser Surrey, Fraser Richmond, and domestic facilities 	<ul style="list-style-type: none"> - Critical to Fraser Richmond Terminal Development and Fraser Surrey Dock expansion 	FRPA	2006-2010	<ul style="list-style-type: none"> - Fraser River Port Authority (FRPA) is currently funding dredging (with portion of cost recovered from sand sales) to preserve navigation depth of the Fraser River seaway at 11.5 m and reduce flooding risks
I-17	Fraser Richmond Terminal Development <i>Development of 281- hectare site in southeast Richmond at the foot of No. 8 Road. Site is to include road and rail links with portion reserved for deep-sea coastal terminal facilities</i>	\$300	Private	<ul style="list-style-type: none"> - Continue implementing port land development strategy and Fraser Richmond terminal development - Continue advocacy efforts to identify and secure long-term commitment for navigation and flood reduction dredging - Continue advocacy efforts with governments to link Fraser Richmond terminal to major highway 	<ul style="list-style-type: none"> - Current capacity = 0 TEUs - Total Capacity added by project = 1.2 million TEUs <ul style="list-style-type: none"> - Phase 1 = 800,000 TEUs added - Phase 2 = 400,000 TEUs added 	<ul style="list-style-type: none"> - Refer to complete listing of Fraser Port Supply Chain initiatives for critical road, rail and operational process improvements - Development dependent on highway access and Fraser River channel deepening and maintenance (dredging) 	FRPA	2006-2014	<ul style="list-style-type: none"> - Since 2000, \$11M invested in on-site roads and other improvements to establish site as major transportation and distribution centre for industrial tenants - Two CN lines constructed, services installed in developed areas, and tenants operating - FRPA is investigating options for coastal terminal facility development
I-18	Fraser Richmond Terminal Highway Access <i>Proposed improved highway access to support Richmond Terminal Development</i>	\$40	Private	<ul style="list-style-type: none"> - Conduct analysis and consultation with stakeholders to determine consensus for inclusion of project within the scope of Pacific Gateway Strategy objectives 	<ul style="list-style-type: none"> - Will provide improved road access from proposed terminal 	<ul style="list-style-type: none"> - Critical to terminal development 	FRPA	2006-2010	<ul style="list-style-type: none"> - Further analysis is required to achieve consensus for next steps

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-19	<p>Vancouver Harbour Terminal Upgrades</p> <p><i>Includes:</i></p> <ul style="list-style-type: none"> - upgrades to Vanterm and Centerm container terminals to install new cranes, upgrade existing berths and modify or extend intermodal yard tracks - assessment of potential to convert Lynnterm from break-bulk to container facility - expansion of potash storage capacity at Neptune Bulk Terminals 	\$269 (Lynnterm not included as costs to be determined)	Private	<ul style="list-style-type: none"> - Continue with Vancouver Harbour terminal redevelopment strategy - Pursue priority ground access improvements with provincial, regional, and local transportation agencies - Negotiate land use agreements with municipalities - Obtain additional funding to implement national marine security regulations 	<ul style="list-style-type: none"> - 2006 capacity = 1.38 million TEUs (Vanterm 600,000 & Centerm 780,000) - Proposed conversion of Lynnterm facility from bulk/break-bulk terminal to container terminal will add 800,000 TEUs of capacity - Neptune Bulk Terminal expansion to add 170,000 metric tonnes in potash storage capacity 	<ul style="list-style-type: none"> - Refer to complete listing of Port Vancouver (Burrard Inlet) Supply Chain initiatives for critical road, rail and operational process improvements - Redevelopment dependent on future market demand, rail and road capacity to accommodate increased freight volumes 	TSI Inc., P&O Ports, Western Stevedoring, other terminal operators & VPA	2006-2012	<ul style="list-style-type: none"> - Vanterm upgrades completed in 2005 - Centerm upgrades completed mid 2006 - Western Stevedoring is assessing Lynnterm project feasibility for possible implementation by 2012 - Project permit issued to Neptune in January 2006. Phase 1 expansion, scheduled to start in March 2006, to add 90,000 metric tonnes and Phase 2 to add another 80,000 in potash storage capacity - resulting in throughput capacity of 9.5 million metric tonnes

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-20	Prince Rupert Container Terminal <i>Development of new deepwater container terminals</i>	\$550+	Phase 1: Public & Private Phase 2: Private	<ul style="list-style-type: none"> - Complete due diligence efforts to determine financial, capital, and operational requirements for Phase 2 of the container port development - Investigate options for access to Crown land in relation to Phase 2 - Complete First Nation consultations - Develop and implement marketing strategy to support new container terminal operations - Prepare Terminal 2 concept 	<ul style="list-style-type: none"> - Current capacity = 0 TEUs - Capacity added by Fairview conversion Phase 1 = 500,000 TEUs - Capacity added by Fairview conversion Phase 2 = 1.5 million TEUs - Total expanded capacity = 2 million TEUs at Fairview - Development of proposed Terminal 2 at South Kaien could add another 2 million TEUs for a total of 4 million at the Port of Prince Rupert facilities 	<ul style="list-style-type: none"> - Refer to complete listing of Prince Rupert Port Supply Chain initiatives for critical rail and operational process improvements 	PRPA, Maher Terminals, CN, Federal Government & Provincial Government	2006-2010	<ul style="list-style-type: none"> - Phase 1 has been initiated and fully funded with a \$30M commitment from the federal government, \$30M from the provincial government, \$25M from CN and \$85M from the private sector and the Port of Prince Rupert; completion is anticipated in mid-2007 - Phase 2 is estimated to cost \$380M; anticipated for 2009/2010 - Proposed Terminal 2 at South Kaien in early project planning stages with completion anticipated by 2014
I-21	Northern Rail Corridor Upgrades <i>Rail improvements along northern rail corridors in Western Canada to support increased port capacity at Prince Rupert and accommodate associated volumes of rail freight traffic</i>	To be determined	Private	<ul style="list-style-type: none"> - Implement rail corridor upgrades - Explore operational/business processes and arrangements to optimize capacity and network efficiency 	<ul style="list-style-type: none"> - Upgraded rail corridor to accommodate double-stack container trains and future freight volumes - Need to accommodate future Prince Rupert port requirements 	<ul style="list-style-type: none"> - Critical to Prince Rupert Container Terminal projects 	CN	2006-2018	<ul style="list-style-type: none"> - CN is presently completing tunnel and bridge improvements on its northern mainline to Prince Rupert to accommodate double stack container railcars (\$5M investment)

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-22	<p>Pipeline and LNG Initiatives</p> <p><i>Proposed petroleum and liquefied natural gas (LNG) projects between BC and Alberta</i></p>	~\$5,000+	Private	<ul style="list-style-type: none"> - Obtain the necessary regulatory approvals - Complete consultations with appropriate stakeholders - Construct pipelines, LNG facilities and marine tank terminals 	<p>Supports western Canadian petroleum exporters. Current proposals include:</p> <ul style="list-style-type: none"> - <u>Kitimat LNG import</u> – \$500M project to build LNG import, storage, re-gasification and send-out terminal south of Kitimat to add capacity of 610 million cubic feet per day of natural gas - <u>Enbridge Gateway Pipelines</u> – \$4B project to build 1,150 km pipeline to transport 400,000 barrels per day (bpd) of oil from Edmonton to Kitimat and 150,000 bpd pipeline of condensate from Kitimat to Edmonton - <u>WestPac Terminals LNG Import</u> - \$300M project to build LNG import, storage, re-gasification facilities and pipeline near Prince Rupert - <u>Kinder Morgan Canada (formerly Terasen) TransMountain Oil Pipeline expansion</u> – 4-phase expansion to existing pipeline delivering oil and petroleum from Edmonton to Burnaby; will increase capacity from 250,000 bpd to 850,000 in 2010 - <u>Pacific Northern Gas Pipeline Reversal</u> - \$750M project to reverse flow of existing pipeline; required to transport natural gas imported as LNG 	<ul style="list-style-type: none"> - Critical to realization of liquid bulk opportunities 	Enbridge, Kitimat LNG, Terasen, WestPac Terminals, PNG Ltd, and other proponents from oil & gas sector	2006-2010	<ul style="list-style-type: none"> - <u>Kitimat LNG import</u> – environmental assessment application was submitted for permits in Spring 2005; pending receipt of permits, construction anticipated to begin mid-2006; commercial operations are anticipated to begin in early 2009 - <u>Enbridge Gateway Pipelines</u> – Field studies and public consultations to support detailed regulatory application began in summer 2005; construction expected to begin 2008; completion is anticipated in 2010 - <u>WestPac Terminals LNG Import</u> – proposal at planning and conceptual stages - <u>Kinder Morgan Canada TransMountain Oil Pipeline expansion</u> – Phase 1 currently underway to double pump stations along line and twin pipeline near Jasper (to increase capacity to 300,000 barrels per day); targeted for service by 2008 - <u>Pacific Northern Gas Ltd</u> – Proposal in planning and preliminary study stage; subject to obtaining necessary permits, commercial terms, financing and LNG supply

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-23	YVR Ground Access Upgrades <i>Improved connections between Vancouver International Airport and surrounding communities</i>	\$290	Private	<ul style="list-style-type: none"> - Develop and implement an airport access plan based on YVR Master Plan priorities 	<ul style="list-style-type: none"> - Reduced traffic delays, mis-shipment of time-sensitive cargo and lower shipping costs for trucking companies 	<ul style="list-style-type: none"> - Supports Vancouver International Airport - May be impacted by land utilization and municipal taxation policy initiatives 	YVRAA	2006-2012	<ul style="list-style-type: none"> - Additional ground access options (e.g. parking, dedicated airport lanes or improvements to existing routes, and new bridges and crossings) are part of the 2007-2027 Master Plan consultations
I-24	Canada Line <i>A 19.5 km rapid transit line connecting Waterfront Station with Richmond City Centre and Vancouver International Airport</i>	\$1,900	Public & Private	<ul style="list-style-type: none"> - Continue implementation of Canada Line rapid transit project - Manage construction impacts on local businesses 	<ul style="list-style-type: none"> - Provides vital north-south link and seamless flow of air passengers between YVR and downtown Vancouver - The Canada Line will provide an additional capacity equivalent to 10 arterial road lanes in an already dense corridor 	<ul style="list-style-type: none"> - Supports Vancouver International Airport 	TransLink, CLCO, InTransitBC	2006-2009	<ul style="list-style-type: none"> - The federal and BC governments, TransLink, the City of Vancouver and the Vancouver International Airport Authority are each contributing funds to the Canada Line project - Canada Line Project Management Ltd (CLCO), a subsidiary of TransLink is implementing this project - InTransitBC was selected to design, build, operate and maintain the line for 35 years - Construction began in late 2005 and completion is expected by the end of 2009

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Initiative: Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-25	YVR Airside Enhancements <i>Improvements to existing airside facilities including taxiways and runways to accommodate forecasted growth in air traffic</i>	To be determined	Private	<ul style="list-style-type: none"> - Pursue land-use policies that reduce/eliminate conflicts - Enhance existing airside facilities to derive maximum capacity from existing runway system - Protect options for future new runways - Implement demand management strategies to ensure optimum utilisation of YVR airside assets 	<ul style="list-style-type: none"> - Will add incremental runway capacity of approximately 50,000 movements 	<ul style="list-style-type: none"> - Supports future Vancouver International Airport expansion - May be impacted by new Open Skies agreements (via increased foreign carrier access to YVR), land utilization and municipal taxation policy initiatives 	YVRAA	2006-2010	<ul style="list-style-type: none"> - 2007-2027 Master Plan consultations are underway; Master Plan to be published in early-2007
I-26	YVR Passenger Terminal Expansion <i>Includes nine-gate international terminal expansion, domestic terminal enhancements, and new Link building connecting domestic and international terminals and future point of entry from Canada Line rapid transit</i>	\$1,400	Private	<ul style="list-style-type: none"> - Develop and implement construction plans for expansion of passenger terminal facilities 	<ul style="list-style-type: none"> - Will increase passenger terminal capacity by 5 million passengers 	<ul style="list-style-type: none"> - Supports future Vancouver International Airport expansion 	YVRAA	2006-2015	<ul style="list-style-type: none"> - 2007-2027 Master Plan consultations are underway; Master Plan to be published in early-2007

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Operational and/or Process Improvements:

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-27	Inland Container Terminals <i>Cargo transfer facilities at intermodal points between air, road, rail and marine transport. Provide connecting links between modes when terrain or operational requirements cause change in carrier</i>	To be determined	Private	<ul style="list-style-type: none"> - Conduct best practices, location characteristics to assess relative demand and potential operational efficiencies associated with developing Inland Container Terminal initiatives in British Columbia (and Western Canada) - Investigate potential synergies with export distribution centres 	<ul style="list-style-type: none"> - Reduced congestion in and around ports - Creates logistical and operational efficiencies for ports, railways, and trucking operators - Reserves scarce waterfront lands for future port expansion 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Port of Prince Rupert supply chains 	Industry	2006-2008	<ul style="list-style-type: none"> - Provincial and federal government agencies are currently undertaking feasibility study to identify critical success factors required for efficient and cost-effective inland container terminals - Implementation must be market driven. Private sector feasibility is to be evaluated based upon industry defined criteria/needs and driven by economically sound business cases - Possible inland intermodal solutions within Western Canada are also being investigated
I-28	Short Sea Shipping <i>Process of transporting intra-regional container traffic via tug and barge (i.e. "short sea service") instead of by road and/or rail to local container businesses and intermodal facilities</i>	To be determined	Private	<ul style="list-style-type: none"> - Conduct detailed analysis to further define options and possibilities for short sea shipping in Greater Vancouver area with regards to market opportunities, site location and infrastructure needs - Possible pilot project 	<ul style="list-style-type: none"> - Reduced congestion in and around ports by creating logistical and operational efficiencies - Could defer need for extensive road investment near ports - Provides price competitiveness and alternatives for shipping goods 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet) and Fraser Port supply chains - Dependent on market demand and sufficient volumes for commercial success 	Industry	2006-2010	<ul style="list-style-type: none"> - Greater Vancouver Short Sea Container Shipping Pre-Feasibility Report (January 2005) by Greater Vancouver Gateway Council, with support from FRPA and VPA, examined viability of connecting Lower Mainland container terminals with remote short-sea terminals and nearby container businesses along the Fraser River; report determined promising opportunities if sufficient route volumes achieved (+200 containers per round trip) but further work required to attract potential investors

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Operational and/or Process Improvements: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-29	Intelligent Transportation Systems (ITS) <i>Information processing, communication systems and sensing devices designed to enhance safety, productivity and security of transportation system. For example: automated customs programs (NEXUS)</i>	To be determined	Public & Private	<ul style="list-style-type: none"> - Work with multiple partners to identify and advance Intelligent Transportation System opportunities and priorities which support infrastructure development under the Pacific Gateway strategy as well as the broader Provincial Intelligent Transportation System Strategy - Monitor and advance regional and north-south Intelligent Transportation System deployments with neighbouring provinces and US states - Explore creation of a secure and accessible trade traffic database for the planning and marketing of British Columbia's ports system 	<ul style="list-style-type: none"> - Improved security and enhanced productivity and efficiency of total network - Potential synergies with border crossing upgrades and inland container terminal initiatives. (For example, ITS deployment could defer need for significant investment at border crossings) 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport supply chains 	All parties	2006-2013	<ul style="list-style-type: none"> - Up to \$2M in funding has been committed by the federal government under its Pacific Gateway initiative for development of a traffic management system for the Lower Mainland (Intelligent Transportation System deployment)
I-30	Marketing and Public Relations <i>Marketing and public relations strategy intended to elevate Canada's international reputation as a premier gateway for Asia-Pacific trade and travel</i>	To be determined	Public & Private	<ul style="list-style-type: none"> - Develop a marketing action plan to establish communications strategies and marketing activities - Develop coordinated public relations plan to raise the profile and understanding among Canadian citizens about importance of Pacific Gateway Strategy 	<ul style="list-style-type: none"> - Marketing plan will attract shippers and investment to Canada's Pacific Gateway and compete with US ports - Public relations will build community support for freight transportation system investments to benefit the national and regional economies 	<ul style="list-style-type: none"> - Supports Pacific Gateway Strategy and vision and objectives; critical to enhancing competitive position and attracting market share from Asia 	All parties	2006-2011+	<ul style="list-style-type: none"> - Synergies with activities of Asia Pacific Trade councils and broader Asia-Pacific initiatives

Supply Chain Infrastructure and Process Initiatives

2006 – 2010 Operational and/or Process Improvements: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-37	<p>Identification of Additional Capacity Enhancing Initiatives and/or Operational Efficiencies</p> <p><i>Further productivity gains, operational changes and capacity enhancements deemed necessary to meet 2020 growth targets of Pacific Gateway Strategy</i></p>	To be determined	Public & Private	<ul style="list-style-type: none"> - Identify additional projects and productivity gains, or both, to expand network capacity 	<ul style="list-style-type: none"> - Increased network capacity to meet 2020 traffic targets for container, bulk, break-bulk commodities as well as air passengers throughout transportation supply chains (from end to end) 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport supply chains 	All parties	2006-2020	<ul style="list-style-type: none"> - Further analysis required to identify additional initiatives - Initiatives <u>may</u> include: <ul style="list-style-type: none"> - Port efficiency measures such as extended gate hours, reservations/ appointment system, truck licensing and monitoring systems, etc. - Rail efficiency measures such as additional coordinated rail operations / co-production agreements - Road efficiency measures such as priority vehicle lanes, road user pricing mechanisms, etc.

Supply Chain Infrastructure and Process Initiatives

2011-2015 Initiatives: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-32	YVR Intermodal Cargo Facility <i>Potential development of cargo handling facility with intermodal access (air-land) to streamline handling and transportation of cargo</i>	To be determined	Private	- Develop a business plan to assess feasibility and partnership opportunities for a large scale YVR-based intermodal cargo facility	- Will offer gateway customers a full service logistics capability for distribution of goods throughout North America - Potential to reduce costs for handling international shipments	- Supports Vancouver International Airport - May be impacted by Foreign Trade Zone policy initiatives and new Open Skies agreements	YVRAA	2011-2015	- New Canada-US Open Skies agreement was recently negotiated. This includes 7 th freedom rights for all cargo (for example, US carriers may operate all cargo flights originating in YVR to foreign destinations directly) - Recent changes in Canadian tax laws permit the operation of export distribution centres which provide the same relief from duties and taxes as US foreign trade zones
I-33	Trans-Canada Highway Upgrades between Kamloops and Banff <i>Improvements between Kamloops and Banff to improve safety as well as capacity for long-haul trucking</i>	To be determined	Public	- Ongoing development and confirmation of strategy for corridor improvements to ensure delivery of priorities to meet Pacific Gateway demands	- Increased capacity and reduced transportation costs	- Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet) and Fraser Port supply chains	BC and Alberta Provincial Governments	2011-2020	- BC government is pursuing funding from federal government for Trans-Canada highway between Kamloops and Alberta - Alberta government is working on four-laning in Banff National Park between Castle Mountain and Kicking Horse Pass

Supply Chain Infrastructure and Process Initiatives

2016-2020 Initiatives: *Timeframe reflects project initiation phase. Project development and delivery may exceed noted timeframe*

No.	Project Name	Cost (M)	Funding Source	Action(s)	Desired Outcome	Critical Dependency(s)	Lead	Time Frame	Status
I-34	North-South Passenger/Freight Corridor including Massey Tunnel <i>Improvements to Highway 99 corridor and Massey Tunnel</i>	To be determined	Public	<ul style="list-style-type: none"> - Explore options for low-cost efficiencies along corridor where applicable (e.g. Intelligent Transportation Systems) - Develop long-term strategy for improvements and timeline for implementation 	<ul style="list-style-type: none"> - Reduced delays for all corridor users and streamlined vehicle access between US border and Whistler (along Highway 99) 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Vancouver International Airport supply chains 	BC Provincial Government via MoT	2016-2020+	<ul style="list-style-type: none"> - Further analysis required to investigate possible improvements and identify timeline for implementation

SUPPLY CHAIN POLICY INITIATIVES INDEX					
Policy	Port Vancouver (Roberts Bank)	Fraser Port	Port Vancouver (Burrard Inlet)	Prince Rupert Port	Vancouver International Airport
Canada Transportation Act Amendments	P-1	P-1	P-1	P-1	
Canada Marine Act Amendments	P-2	P-2	P-2	P-2	
Gross Revenue Charge for Ports	P-3	P-3	P-3	P-3	
Tax-exempt Bonds	P-4	P-4	P-4	P-4	P-4
Canada Border Services Agency Enhancements	P-5	P-5	P-5	P-5	P-5
Land Utilization	P-6	P-6	P-6	P-6	P-6
Environmental Approvals	P-7	P-7	P-7	P-7	P-7
Municipal Taxation	P-8	P-8	P-8	P-8	P-8
Labour Relations and Collective Bargaining	P-9	P-9	P-9	P-9	P-9
Skills Development and Training	P-10	P-10	P-10	P-10	P-10
Border Management and Security	P-11	P-11	P-11	P-11	P-11
Foreign Trade Zone	P-12	P-12	P-12	P-12	P-12
Fraser River Maintenance Agreements		P-13			
New Open Skies Agreements					P-14
Airline Foreign Ownership					P-15
Air Transit Policies					P-16

Supply Chain Policy Initiatives:

2006 – 2010 Initiatives:

No.	Project Name	Cost (M)	Action(s)	Critical Dependency(s)	Lead	Time Frame	Status
P-1	<p>Canada Transportation Act Amendments</p> <p><i>Act provides legislative framework for railways and air carriers. Key issues include: legislative and regulatory stability to promote investment</i></p>	N/A	<ul style="list-style-type: none"> - Re-introduce proposed amendments to the Canada Transportation Act 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Port of Prince Rupert initiatives 	Federal Government & Railways	2006-2007	<ul style="list-style-type: none"> - In March 2005, the federal Transport Minister tabled Bill C-44 amendments to the Canada Transportation Act. This bill has since died on the order paper
P-2	<p>Canada Marine Act (CMA) Amendments</p> <p><i>Act governs port authorities. Key issue: improved access to capital</i></p>	N/A	<ul style="list-style-type: none"> - Increase federal funding for Canadian Port Authority infrastructure when needed capital exceeds their ability - Streamline approval processes to remove borrowing limits of Canadian Port Authorities - Augment previously proposed CMA amendments to more fully reflect recommendations of CMA Review Panel 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Port of Prince Rupert initiatives 	Federal Government & Ports	2006-2007	<ul style="list-style-type: none"> - Bill C-61 (Canada Marine Act) was introduced to the House of Commons in June 2005 but has since died on the order paper - BC had sent a letter requesting this bill be given legislative priority
P-3	<p>Gross Revenue Charge for Ports</p> <p><i>Key issue: Canadian port authorities are required to pay the federal government a stipend based on gross revenues. No such requirement exists in the US</i></p>	N/A	<ul style="list-style-type: none"> - Canadian Port Authorities to undertake analysis in co-operation with the Federal government on the impacts of eliminating port stipends with regards to port growth, consequent job-creation and tax benefits to the national economy - Federal government to subsequently review Port Stipends Policy with objective of addressing the competitive imbalance between Canada and US port authorities 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port and Port of Prince Rupert initiatives 	VPA, PRPA & FRPA	2006-2008	<ul style="list-style-type: none"> - Stakeholders have made representations to the federal government to eliminate this through the Canada Marine Act review process - Bill C-61 amendments did not address this

Supply Chain Policy Initiatives:

2006 – 2010 Initiatives:

No.	Project Name	Cost (M)	Action(s)	Critical Dependency(s)	Lead	Time Frame	Status
P-4	<p>Tax-exempt Bonds</p> <p><i>Key issue: US transportation agencies are able to issue municipal bonds where interest income is free from state income taxes, and in some cases state taxes</i></p>	N/A	<ul style="list-style-type: none"> - Establish a committee involving all levels of government and industry leaders to complete an in-depth examination of tax-exempt bonds in Canada - Follow up as required based on recommendations of the committee 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives 	Ports & Airports	2007-2008	<ul style="list-style-type: none"> - Tax-exempt bonds are rarely used in Canada. The Government of Ontario has issued bonds free from provincial income taxes in the past
P-5	<p>Canada Border Services Agency Enhancements</p> <p><i>Key issue: Federal Treasury Board has cost-recovery policies which affect the ability for ports and airports to obtain new or additional Canadian Border Services Agency (CBSA) resources</i></p>	N/A	<p>In the short term:</p> <ul style="list-style-type: none"> - Eliminate cost-recovery program for core border protection - Establish a federally financed program within CBSA to facilitate innovation and best management practices to enhance Pacific Gateway productivity - Review federal policy requirements related to alternative inspection programs with objective of eliminating user fees after suitable trial period <p>In the long term:</p> <ul style="list-style-type: none"> - Develop partnership with CBSA and gateway operators to identify how a "technology dividend" can be converted into global best management practices 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives 	Federal Government	2007-2009	<ul style="list-style-type: none"> - The federal government has announced a review of cost-recovery policy - In October 2005, the federal government committed up to \$20M in funding over 2 years to CBSA to support increases in traveller and container volumes, courier shipments airfreight, commercial trucking and clearing of goods. Priority will be placed upon increasing border management capacity at marine ports, airport and land border crossings

Supply Chain Policy Initiatives:

2006 – 2010 Initiatives:

No.	Project Name	Cost (M)	Action(s)	Critical Dependency(s)	Lead	Time Frame	Status
P-6	Land Utilization <i>Key issues: Availability of land for future industrial development, conflicting and/or non-compatible land use decisions, increasing pressure to find higher and better uses, encroachment from urbanization, protection of rights-of-way</i>	N/A	<ul style="list-style-type: none"> - To provide for expansion of network corridors, identify gateway-related land areas needed, including airport and port back-up lands (for storage and off dock activities), rail corridors and right of way requirements - Undertake research and development related to improving utilization of gateway lands through implementation of best management practices and land optimization - Examine mechanisms to strengthen land-use coordination between industrial and municipal agencies 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives 	BC Provincial Government via MoT	2007-2011	<ul style="list-style-type: none"> - The City of Vancouver is undergoing a long-term planning process for the False Creek Flats (presently used for rail storage yards for trains accessing Burrard Inlet Ports) - Port of Vancouver approved land-use plan in March 2005 - Vancouver International Airport has developed a 2015 Land-use Plan
P-7	Environmental Approvals <i>Key issues: Need for upfront scoping with established timelines and improved certainty under harmonized, predictable process</i>	N/A	<ul style="list-style-type: none"> - Establish federal/provincial process review team to develop an accelerated impact assessment mechanism for high-priority gateway projects - Complete harmonization of federal and provincial process from start to finish with more predictable timelines - Explore potential to form partnerships with leading educational institutions to develop export ready gateway-related sustainable best management practices 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives - More predictable timelines are critical to sequencing infrastructure and determining reliable cost estimates to secure investment 	Federal government, provincial governments, municipal governments and Industry	2007-2012	<ul style="list-style-type: none"> - Several initiatives that will directly impact the port community include the new <i>Species at Risk Act</i>, amendments to the <i>Canadian Environmental Assessment Act</i>, the <i>Marine Liability Act</i> and the <i>Canadian Environmental Protection Act</i>. New guidelines for ballast water management have also been introduced

Supply Chain Policy Initiatives:

2006 – 2010 Initiatives:

No.	Project Name	Cost (M)	Action(s)	Critical Dependency(s)	Lead	Time Frame	Status
P-8	Municipal Taxation <i>Key Issue: Canadian ports and airports pay property taxes or payments-in-lieu of taxes (PILT). US ports do not pay such taxes and some competing jurisdictions provide municipal funds</i>	N/A	<ul style="list-style-type: none"> - Province to lead analysis, in cooperation with industry and municipalities, of specific benefits of Pacific Gateway growth on municipal tax sources generated by transportation capital investments and expanded operations - Examine options for reduction in existing property tax payments 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives 	Municipal governments in partnership with provincial government and industry	2006-2010	<ul style="list-style-type: none"> - BC enacted <i>Ports Property Tax Act</i> in March 2004 to cap property tax rates on ports (includes new investment in these facilities) - BC government is evaluating land valuation assessment – review to be complete summer 2006 - Railways operating in BC continue to pay significantly higher property tax rates than US or Alberta - Vancouver International Airport makes PILT to City of Richmond
P-9	Labour Relations and Collective Bargaining <i>Key issues: Stable, productive and reliable labour environment is critical to attracting shippers</i>	N/A	<ul style="list-style-type: none"> - Advance implementation of Container Trucker Task Force recommendations - Undertake gateway labour management research with objective of identifying and implementing best practices that promote and/or foster a positive labour environment with minimal disruption 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives 	Provincial & federal governments in partnership with industry	2006-2009	<ul style="list-style-type: none"> - 2005 Federal / Provincial Task Force on Transportation and Industrial Relations Issues related to the Movement of Containers at BC Lower Mainland Ports released final report with recommendations for key actions including modified licensing scheme for truckers - Subsequently, Lower Mainland ports introduced new truck licensing and mandatory reservation systems: these include more rigorous safety, security and environmental standards which apply to all container trucks - The federal government proposed new regulations to reinforce measures established by the ports. These regulations were published in the Canada Gazette on April 20, 2006; a 30-day response period follows

Supply Chain Policy Initiatives:

2006 – 2010 Initiatives:

No.	Project Name	Cost (M)	Action(s)	Critical Dependency(s)	Lead	Time Frame	Status
P-10	Skills Development and Training <i>Key issues: Availability of skilled labour is critical and potential shortages are anticipated without recruitment and dedicated training programs</i>	N/A	<ul style="list-style-type: none"> - Develop a coordinated strategy for attracting and retaining high-calibre personnel to serve increasing Pacific Gateway labour demands - Develop partnerships with educational institutions to deliver targeted program development and delivery for core occupational areas 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives 	Provincial & federal governments in partnership with industry	2006-2011	<ul style="list-style-type: none"> - 2005 Federal / Provincial Task Force on Transportation and Industrial Relations Issues related to the Movement of Containers at BC Lower Mainland Ports made recommendations regarding need for academic focus on gateway development - A consortium, which brings together institutions delivering aviation maintenance training, exists which could be used for other transportation priorities - The federal government previously committed \$882,000 in funding for development of a skilled work force in international trade via the Sector Council Program
P-11	Border Management and Security <i>Organization of border activities and agencies to facilitate movement of goods and people while maintaining secure borders - using information technology to expedite entry of low-risk travellers and goods</i>	N/A	<ul style="list-style-type: none"> - Establish cooperative approach to advance security with cross border agencies - Pursue next generation risk-based security/border programs on pilot basis - Explore feasibility of Canada-US Perimeter Clearance Strategy 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives 	All parties	2006-2012	<ul style="list-style-type: none"> - The federal government committed up to \$10M in October 2005 to support Canadian participation in bilateral and multilateral standards harmonization activities - Nexus Plus is a proposed initiative for Seattle-Victoria-Vancouver corridors to provide single Canada-US 'trusted traveller' program for all modes of transportation – air, ferry, rail, land, cruise - Elements of Perimeter Clearance have been advanced since 9/11 (e.g. off shore interdiction) with number of key elements (NEXUS etc.) originating in BC - Security and Prosperity Partnership will continue to be advanced for further clearance concepts

Supply Chain Policy Initiatives:

2006 – 2010 Initiatives:

No.	Project Name	Cost (M)	Action(s)	Critical Dependency(s)	Lead	Time Frame	Status
P-12	Foreign Trade Zone <i>Key issues: Foreign Trade Zones provide opportunities for Canada to provide value-added goods processing and attract shippers with tax-free incentives</i>	N/A	<ul style="list-style-type: none"> - Investigate more effective Foreign Trade Zone (FTZ) capabilities to attract value added processing for goods - Pursue complementary provincial policies and legislation with federal requirements for ease of future implementation 	<ul style="list-style-type: none"> - Supports Port Vancouver (Roberts Bank), Port Vancouver (Burrard Inlet), Fraser Port, Port of Prince Rupert and Vancouver International Airport initiatives 	Industry	2008-2012	<ul style="list-style-type: none"> - FTZ capabilities and policy refinements are pending further review by Industry Canada and the Canada Border Services Agency
P-13	Fraser River Maintenance Agreements <i>Key issue: Port authority currently provides ongoing dredging to maintain year-round navigation. Similar service provided at no cost to US ports by Army Corps of Engineers</i>	N/A	<ul style="list-style-type: none"> - Continue advocacy efforts with port stakeholders, provincial and federal government to identify and secure long-term commitment for navigation and flood-reduction dredging 	<ul style="list-style-type: none"> - Supports Fraser Port initiatives 	Federal government in partnership with industry and support from provincial government	2006-2010	<ul style="list-style-type: none"> - Fraser River Port Authority (FRPA) currently funds dredging (with portion of cost recovered from sand sales) to preserve the Fraser River for navigation and avert flood risks - In 2004/05, FRPA directed financial surplus to dredging, eliminating investment in gateway supportive infrastructure - Advocacy efforts are underway with government to generate long-term public funding commitments to address public good aspects of dredging

Supply Chain Policy Initiatives:

2006 – 2010 Initiatives:


























No.	Project Name	Cost (M)	Action(s)	Critical Dependency(s)	Lead	Time Frame	Status
P-14	New Open Skies Agreements <i>Key Issues: More liberal international agreements and policies are needed - only 40% of Canada's bilateral agreements allow foreign carrier access to Vancouver International Airport compared to 75% for Toronto and 90% for Montreal</i>	N/A	<ul style="list-style-type: none"> - Pursue Open Skies strategy with other countries similar to US to offer more level playing field - Review existing air bilaterals which restrict access by foreign carriers to western Canadian airports and prioritize agreements requiring renegotiation to support key Pacific gateway opportunities - Review international air cargo policies and assess pursuit of unilateral Open Skies policy for foreign air cargo carrier access to western Canadian airports - Explore multi-lateral opportunities and pursue participation in US-EU Trans-Atlantic aviation market agreement 	<ul style="list-style-type: none"> - Supports YVR and other western Canadian airport initiatives 	Federal government in partnership with western Canadian airport authorities	2006-2010	<ul style="list-style-type: none"> - A review of Canada's air policy by the federal Standing Committee on Transport (SCOT) was requested by former Transport Minister LaPierre. The federal government's response to SCOT report was tabled with the Clerk of the House of Commons in September 2005 - The US has now concluded over 70 Open Skies agreements. Canada has one agreement - the recently (Nov 2005) concluded Open Skies agreement with the US. This agreement takes effect in September 2006
P-15	Airline Foreign Ownership <i>Key Issues: Foreign ownership in Canada's airline is limited to 25% of voting equity and foreign airlines are not permitted to operate flights within Canada</i>	N/A	<ul style="list-style-type: none"> - Raise foreign ownership levels to 49% of voting shares - Allow foreign carriers to establish Canadian-based airlines for purposes of offering domestic air services in Canada 	<ul style="list-style-type: none"> - Supports YVR and other western Canadian airport initiatives 	Federal government in partnership with western Canadian airport authorities	2006-2007	<ul style="list-style-type: none"> - In September 2005, the federal government announced that it would consider raising foreign ownership limits from 25 to 49% of voting share - In submission to SCOT, BC outlined support for an increase in foreign ownership to 49%. BC also supports consideration of allowing the Right of Establishment

Supply Chain Policy Initiatives:

2006 – 2010 Initiatives:


















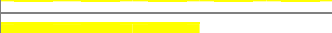
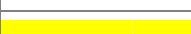
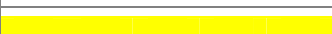
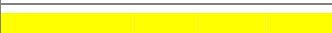
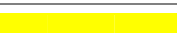







No.	Project Name	Cost (M)	Action(s)	Critical Dependency(s)	Lead	Time Frame	Status
P-16	<i>Air Transit Policies</i> <i>Key Issue: Need to consider expanding Transit-without-Visa Program to more countries as program currently offered to nationals from Indonesia, Thailand, the Philippines and Taiwan only and should be marketed more broadly</i>	N/A	<ul style="list-style-type: none"> - Establish permanent Transit-without-Visa program and consider expanding eligible country national that may participate - Explore potential amendments to immigration regulations to permit mixing of international transit passengers with departing passengers in sterile holdrooms 	<ul style="list-style-type: none"> - Supports YVR and other western Canadian airport initiatives 	Federal government in partnership with western Canadian airport authorities	2006-2009	<ul style="list-style-type: none"> - Citizenship and Immigration Canada has been examining potential Transit-without-Visa program options, although no timeframes determined - Canada Border Services Agency is reviewing regulatory changes to the <i>Immigration and Refugee Protection Act</i>

Summary of Infrastructure Timelines

2006-2020 Infrastructure Projects				
No.	Project Name	2006-2010	2011-2015	2016-2020
I-1	Deltaport Third Berth Expansion (Roberts Bank)			
I-3	Highway 17 Improvements to Deltaport			
I-4	South Fraser Perimeter Road (SFPR)			
I-5	North Fraser Perimeter Road including Pitt River Bridge (NFPR)			
I-6	Trans-Canada Highway including Port Mann Twinning			
I-7	Major Road Network Upgrades			
I-8	Golden Ears Bridge			
I-9	Pattullo Bridge	 		
I-10	Land-Border Crossing Upgrades	 		
I-11	Southern Rail Corridor Upgrades	 		
I-12	Lower Fraser Rail/Road Grade Separations	 		
I-14	Kicking Horse Canyon Highway Upgrades	 		
I-15	Fraser Surrey Dock Expansion	 		
I-19	Vancouver Harbour Terminal Upgrades	 		
I-20	Prince Rupert Container Terminal	 		
I-21	Northern Rail Corridor Upgrades	 		

 Denotes projects underway, or in final stages of development

 Denotes projects requiring further analysis



2006-2020 Infrastructure Projects				
No.	Project Name	2006-2010	2011-2015	2016-2020
I-22	Pipeline and LNG Initiatives			
I-23	YVR Ground Access Upgrades			
I-24	Canada Line			
I-26	YVR Passenger Terminal Expansion			
I-30	Marketing and Public Relations			
I-2	Terminal 2 Development (Roberts Bank)			
I-13	New Westminster Rail Bridge (NWRB)			
I-16	Fraser River Channel Deepening			
I-17	Fraser Richmond Terminal Development			
I-18	Fraser Richmond Terminal Highway Access			
I-25	YVR Airside Enhancements			
I-27	Inland Container Terminals			
I-28	Short Sea Shipping			
I-29	Intelligent Transportation Systems			
I-31	Identification of Additional Capacity Enhancing Initiatives and/or Operational Efficiencies			
I-32	YVR Intermodal Cargo Facility			
I-33	Trans-Canada Highway Upgrades between Kamloops and Banff			
I-34	North-South Passenger/Freight Corridor including Massey Tunnel			

 Denotes projects underway, or in final stages of development

 Denotes projects requiring further analysis.

Summary of Policy Timelines

2006-2020 Policy Initiatives				
No.	Policy Initiative	2006-2010	2011-2015	2016-2020
P-8	Municipal Taxation			
P-9	Labour Relations and Collective Bargaining			
P-1	Canada Transportation Act Amendments			
P-2	Canada Marine Act Amendments			
P-3	Gross Revenue Charge for Ports			
P-4	Tax-exempt Bonds			
P-5	Canada Border Services Agency Enhancements			
P-6	Land Utilization			
P-7	Environmental Approvals			
P-10	Skills Development and Training			
P-11	Border Management and Security			
P-12	Foreign Trade Zone (FTZ)			
P-13	Fraser River Maintenance Agreements			
P-14	New Open Skies Agreements			
P-15	Airline Foreign Ownership			
P-16	Air Transit Policies			

 Denotes policy initiatives undertaken.
 Denotes policy initiatives yet to be implemented.