
Transportation

BUSINESS PLAN 2003-06

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2003 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 19, 2003 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[Original Signed]

Ed Stelmach, *Minister of Transportation*
March 21, 2003

VISION

Alberta Transportation will be a centre of excellence for transportation in North America.

MISSION

Through effective programs and partnerships, provide a safe, sustainable transportation network and environmentally safe water and wastewater infrastructure.

STRATEGIC PRIORITIES

- Enhancing driver, road and vehicle safety by managing high-risk drivers and carriers, and implementing the new *Traffic Safety Act*.
- Protecting the integrity of highway and water management infrastructure.
- Supporting economic development and growth.
- Leading the Capital Planning Initiative to enhance capital planning and management of infrastructure across government.
- Managing the environmental impact of our actions.

CORE BUSINESSES

- 1. Manage transportation safety programs:**
 - manage driver, vehicle, carrier and road safety;
 - continue motor carrier enforcement;
 - administer provincial rail safety requirements; and
 - enforce dangerous goods transport and handling safety legislation.
- 2. Manage the provincial highway network:**
 - manage highway planning, design, construction, maintenance and rehabilitation using private sector resources;
 - continue long-range highway network planning;
 - lead the Capital Planning Initiative;
 - develop standards for provincial highways; and
 - enforce commercial carrier weights and dimensions.
- 3. Support economic development:**
 - continue twinning the North-South Trade Corridor;
 - continue development of urban corridors, including Calgary and Edmonton ring roads;
 - partner with municipalities on local transportation and water/wastewater infrastructure;
 - manage design, construction, rehabilitation and maintenance of water management infrastructure;
 - harmonize commercial carrier standards; and
 - continue barrier free transportation initiatives.
- 4. Represent Alberta's interests in transportation policy:**
 - work with the federal government and other jurisdictions on inter-modal strategies (road, air, rail, port);
 - continue intelligent transportation research and planning; and
 - support cross-ministry and intergovernmental initiatives.

The Ministry also includes the Transportation Safety Board, an independent quasi-judicial tribunal that adjudicates on matters specified under the *Traffic Safety Act*.

LINKAGES TO THE GOVERNMENT BUSINESS PLAN

Alberta Transportation supports the government's core businesses of *Prosperity* and *Preservation*, and four of the 12 government goals as summarized below. Additional government goals are supported on a non-financial basis.

Prosperity. . .

Goal 6 Alberta will have an effective, responsive and well-managed local government sector.	Support municipal transportation infrastructure, and eligible municipal water/wastewater facilities, by providing grant programs that target specific municipal needs.
Goal 7 Alberta will have a prosperous economy.	Contribute to the Economic Development Strategy cross-ministry initiative by twinning the North-South Trade Corridor, and continuing development of urban corridors, including Calgary and Edmonton ring roads. Enhancing the highway network where required to facilitate new industry development also contributes to the Economic Development Strategy. Seek development of all transportation modes, and work to reduce current barriers in transportation. Harmonize commercial vehicle standards, and encourage improved transportation logistics between Alberta and domestic and international markets.
Goal 8 Alberta will have effective and efficient transportation and utilities infrastructure.	Construct and maintain the provincial highway network and water management infrastructure. Monitor provincial railways to ensure infrastructure is properly maintained. Lead the cross-ministry Capital Planning Initiative encompassing transportation and other infrastructure.

Preservation. . .

Goal 10 Alberta will be a fair and safe place to work, live and raise families.	Improve road user behaviors by implementing the new <i>Traffic Safety Act</i> and the new Graduated Driver Licensing Program, managing intervention programs aimed at high-risk drivers and developing an aging driver strategy. Work with industry and stakeholders to improve commercial carrier driver fitness through new driver training programs, hours of service regulations, fatigue management counter measures, and monitoring commercial truck traffic and dangerous goods transport and handling.
---	---

CHALLENGES

- Meeting high-priority transportation needs within existing business plan financial targets;
- Exploring long-term stable funding options for capital projects;
- Addressing aging infrastructure and increasing infrastructure deficit;
- Balancing network preservation while supporting economic development;
- Accommodating increased public expectations for fast, efficient and environmentally responsible infrastructure and access to safe, secure water supplies;
- Dealing with increased federal influence in environmental standards, trucking and rail regulation;
- Responding to security concerns related to the safety of infrastructure and driver licensing; and
- Responding to climate change impacts.

GOALS AND STRATEGIES

CORE
BUSINESS
ONE

1 Manage Transportation Safety Programs

GOAL 1

Improve road user behaviour.

- Implement the new *Traffic Safety Act* and its regulations to provide a framework for addressing safety issues and new initiatives.
- Continue traffic safety initiatives in conjunction with stakeholders aimed at improving driver behaviours – particularly those of high-risk drivers, implementing the Graduated Driver Licensing Program, managing intervention programs to address impaired driving, and developing an aging driver strategy.
- Work with industry and other stakeholders to improve commercial driver fitness through driver training initiatives, hours of service regulation, fatigue management counter measures, and sharing of commercial driver profiles with other jurisdictions.
- Redefine the role of the Transportation Safety Board following implementation of the *Traffic Safety Act*.

GOAL 2

Enhance safety through highway system improvements.

- Undertake safety audits at the planning and design stage to ensure overall integration of geometrics, traffic signals, pavement markings and other specialties, as well as identify rest area and pullout needs in conjunction with highway improvements.
- Explore opportunities to deploy intelligent transportation systems, including changeable message signs and road weather information systems, to address highway safety issues.
- Review and update national highway safety standards in co-operation with other provinces.

GOAL 3

Improve vehicle safety through monitoring and enforcement.

- Implement a new program that licenses private sector mechanics and their facilities to inspect and repair out-of-province and written-off vehicles to ensure only mechanically safe vehicles are registered for use on Alberta's highways.
- Implement the international cargo securement standards.
- Continue to undertake inspections of commercial vehicles using international standards such as the Commercial Vehicle Safety Alliance inspection criteria.
- Monitor the safe handling and transport of dangerous goods.
- Implement a new hours of service regulation.

GOAL 4

Continue programs to support the safe operation of railways under provincial jurisdiction.

- Implement required changes to provide for the safe operation of railways under provincial jurisdiction as covered by the new *Railway (Alberta) Act* and its regulations.
- Support the participation of local authorities in a safety improvements program offered by Transport Canada for rail crossings on local roads.

2 Manage the Provincial Highway Network

GOAL 5 Continually improve transportation planning.

- Lead the cross-ministry Capital Planning Initiative in partnership with Alberta Infrastructure and Alberta Finance to ensure long-term capital plans and effective infrastructure management systems are in place, alternative financing options such as public-private (P3) opportunities are considered, and performance is measured.
- Continue to implement the state-of-the-art Transportation Infrastructure Management System (TIMS) which will enable more efficient long-range planning of highway improvements.
- Develop a Strategic Transportation Vision that will provide a long-term (up to 30 year) view of transportation in Alberta, taking into account projected urban and rural growth patterns, resource development, safety, and enhanced inter-modal transportation systems.
- Continue to undertake research focused on safety, engineering, and intelligent transportation systems.
- Ensure environmental practices are integrated into short and long-term planning.
- Support provincial and cross-ministry initiatives related to transportation and its role in climate change.

GOAL 6 Protect the integrity of the highway infrastructure.

- Ensure the highway network is properly maintained by setting standards, ordering work and monitoring private contractor performance.
- Monitor, enforce and manage truck weight and dimension limits on provincial highways.
- Apply innovative approaches and techniques that will improve highway design and construction.

3 Support Economic Development

GOAL 7 Continue to support municipalities in addressing local transportation and water/wastewater needs.

- Provide the cities of Edmonton and Calgary with annual transportation funding based on 5 cents per litre of fuel delivered for road use.
- Provide other cities a Basic Capital Grant funding of \$60 per capita, to support local transportation needs.
- Develop a new supplemental grant funding program to provide \$30 million to other cities over the term of this Business Plan to support provincial highway routes through these cities.
- Support towns, villages, summer villages, and hamlets through the Streets Improvement Program, whereby they are eligible to receive approximately \$60 per capita for lasting capital street improvements and replacing underground water and sewer lines.
- Develop a new Resource Roads/New Industry Program to assist rural municipalities, towns, and villages impacted by resource and new industry-based traffic.
- Continue to provide rural municipalities, including Métis Settlements, with formula-based funding under the Rural Transportation Partnership to assist with upgrading of local roads and bridges.
- Continue working with municipalities and the federal government to deliver the Strategic Highway Infrastructure Program (SHIP) and the Infrastructure Canada/Alberta Program (ICAP) which provide funding for “green” and other municipal infrastructure.

- Provide funding for eligible municipal water/wastewater facilities through the Alberta Municipal Water/Wastewater Partnership, focusing on addressing health and environmental concerns as the top priority.
- Lead the Alberta Advisory Committee on Barrier Free Transportation to develop strategies that will improve access to transportation facilities and systems, and continue to work with municipalities to implement strategies at the local level.

GOAL 8 **Continue development of major trade routes to improve access to global markets.**

- Continue development of the North-South Trade Corridor from the United States border at Coutts, to the British Columbia border west of Grande Prairie, until four-laning is substantially completed. As well, continue development of key urban trade highways in Edmonton and Calgary (Anthony Henday Drive and South East ring road in Edmonton; Deerfoot Trail extension and Stoney Trail in Calgary).
- Improve access and reduce costs for transporting goods along the Canada/America/Mexico (CANAMEX) Corridor and various east-west routes by encouraging other jurisdictions to adopt harmonized truck weights and dimensions and implement international cargo securement standards.
- Contribute to the development of inter-modal trade corridors connecting Alberta shippers to world markets.
- Promote the Alberta Advantage and tourism, in co-operation with industry and government stakeholders, by developing highway signs that will enable tourists to identify and locate Alberta's major tourist attractions easily.

GOAL 9 **Design, construct, maintain and rehabilitate water management facilities to provide reliable water supplies and effective flood and erosion control.**

- Complete the construction of major projects such as the Little Bow Project and Carseland/Bow River Headworks Rehabilitation.
- Maintain the provincially owned water management infrastructure through efficient planning and resource allocation.

CORE
BUSINESS
FOUR

4 Represent Alberta's Interests in Transportation Policy

GOAL 10 **Research, develop and implement intelligent transportation systems.**

- Implement the Intelligent Transportation Systems (ITS) Strategic Plan, and explore opportunities for using ITS to improve the safety and efficiency of the provincial transportation network.
- Use Intelligent Transportation Systems to improve logistics at international border crossings.

GOAL 11 **Participate in government cross-ministry initiatives that impact transportation.**

- Continue to support the Health Sustainability Initiative by working to reduce impaired driving, and promote the safe operation of snowmobiles, motorcycles and other vehicles. The Alberta Occupant Restraint Program, medical assessments of aging drivers, and fatigue management for commercial drivers also support this initiative.
- Support the Aboriginal Policy Initiative by continuing to provide opportunities to involve Aboriginal people in providing resources for ministry projects undertaken on their lands, and assisting Aboriginal communities to develop traffic safety strategies appropriate to their needs.
- Contribute to the Economic Development Strategy through initiatives such as twinning of the North-South Trade Corridor, support for the rural development initiative, and improving major water management infrastructure.
- Support the Alberta Children and Youth Initiative by continuing the Child Traffic Safety Program and implementing the Graduated Driver Licensing Program.

GOAL 12**Work with other jurisdictions in pursuing national programs and improving access to inter-modal transportation.**

- Participate in the Western Transportation Ministers' Council to develop and implement strategies to address western transportation issues.
- Partner with other jurisdictions and stakeholders to develop a national transportation strategy, and collaborate with Regional Airport Authorities to develop input into the National Aviation Strategy.
- Work with the federal government and other provinces and territories on financing and regulatory issues.
- Partner with Canadian and American governments and the State of Montana to complete the new joint border-crossing facility at Coutts/Sweetgrass.

KEY PERFORMANCE MEASURES AND INDICATORS**Involvement of Drinking Drivers in Casualty Collisions** (Links to Core Business 1)

This measure indicates the percentage of vehicle operators in casualty collisions (injury and fatal) who, in the attending law enforcement officer's opinion, had consumed alcohol before the crash. Data for this measure is taken from the Alberta Collision Information System, which is administered by Alberta Transportation. This data is based on the calendar year.

	2001 Results	2002 Targets	Business Plan		
			2003 Targets	2004 Targets	2005 Targets
Percentage of drinking drivers in fatal collisions	21.0	20.1	20.1	20.0	20.0
Percentage of drinking drivers in injury collisions	5.0	4.8	4.8	4.7	4.7

Seat Belt Usage (Links to Core Business 1)

This indicator reflects the percentage of vehicle occupants estimated to be wearing seatbelts in Alberta, in a given calendar year. Our long-term goal is to achieve the national compliance rate of 95 per cent by 2010. Transport Canada collects this data through annual surveys on light duty vehicles (including passenger cars, passenger vans and light trucks) in all provinces.

	2001 Result	2002 Target	Business Plan		
			2003 Target	2004 Target	2005 Target
Percentage of vehicle occupants wearing seat belts - Alberta	84.9	85.0	85.5	86.0	86.5

Mechanical Safety of Commercial Vehicles (Links to Core Business 1)

This measure reflects the percentage of commercial vehicles that are taken out of service (using nationally recognized criteria) when inspected by ministry staff at roadside checks. The goal of the ministry is to achieve no more than the percentages indicated in the following table.

	2001-02 Results	2002-03 Targets	Business Plan		
			2003-04 Targets	2004-05 Targets	2005-06 Targets
Percentage of inspected vehicles requiring on-site adjustments	24.0	25.0	25.0	25.0	25.0
Percentage of inspected vehicles requiring attention of a mechanic	4.0	5.0	5.0	5.0	5.0

Condition, Utilization and Functional Adequacy of Provincial Highways

The Capital Planning Initiative Report of March 2000 identified the following three long-term performance measures to be used across government to report on the management of physical infrastructure. The targets for all three measures are based on the level of funding shown in this Business Plan.

a) Physical Condition of Provincial Highways (Links to Core Business 2)

This measure is based on riding comfort of the travelling public on highways under provincial jurisdiction. The measure is broken down into *good*, *fair* and *poor* categories. It includes factors such as pavement roughness, structural condition and surface distress (such as rutting).

Percentage of monitored highway lengths that are:	2001-02 Results	2002-03 Targets	Business Plan		
			2003-04 Targets	2004-05 Targets	2005-06 Targets
- in <i>good</i> condition	64.2	67.5	65.4	63.2	61.0
- in <i>fair</i> condition	24.0	20.0	21.1	21.8	22.5
- in <i>poor</i> condition	11.8	12.5	13.5	15.0	16.5

b) Utilization of Provincial Highways (Links to Core Business 2)

This measure reflects the percentage of the provincial highway network that is equal to, or better than, a targeted level of service (LOS). LOS is an international measure based on the ability of traffic to move freely, and calculations are based on the methodology outlined by the United States Transportation Research Board. The scale ranges from A to F, with A representing no restrictions on traffic flow, and F representing gridlock. The targeted LOS for provincial highways is C or better in peak hour traffic. If a highway meets or exceeds this targeted level, it is considered acceptable.

	2001-02 Result	2002-03 Target	Business Plan		
			2003-04 Target	2004-05 Target	2005-06 Target
Percentage of provincial highways that meet utilization criteria	99.9	99	99	99	99

c) Functional Adequacy of Provincial Highways (Links to Core Business 2)

Functional adequacy is defined by the percentage of highways that meet standards for width, are unrestricted by speed postings due to geometrics (e.g. slopes, curves, etc.), have the appropriate surface type, and the ability to carry legal weight load limits year round.

	2001-02 Result	2002-03 Target	Business Plan		
			2003-04 Target	2004-05 Target	2005-06 Target
Percentage of provincial highways that meet target criteria	81	81	80	79	78

Progress on Completion of Major Water Management Construction Projects (Links to Core Business 3)

This measure is based on the percentage of total construction costs paid to contractors reflecting construction progress on each project. Timing of project advancement is subject to available funding.

Project	2001-02 Results	2002-03 Targets	Business Plan		
			2003-04 Targets	2004-05 Targets	2005-06 Targets
Percentage of Little Bow River Project completed	52	95	100	–	–
Percentage of Carseland/Bow River Headworks Rehabilitation completed	4	4	8	19	27

Construction Progress on the North-South Trade Corridor (Links to Core Business 3)

This measure is defined as the percentage (urban and rural) of the North-South Trade Corridor that is twinned and open to travel. This corridor consists of 1,175 kilometres of highway, of which nearly 100 kilometres are within cities. Timing of project advancement is subject to available funding.

	2001-02 Result	2002-03 Target	Business Plan		
			2003-04 Target	2004-05 Target	2005-06 Target
Percentage of four-laning open to travel	77.1	78.0	81.0	82.0	86.0

Client Satisfaction Survey (Links to all four Core Businesses)

This measure provides an overall indication of the satisfaction our clients have with the services provided by ministry staff. Satisfaction is measured according to a six-point scale where 1 represents *very unsatisfied* and 6 is *very satisfied*. In 2001, the Ministry of Transportation rated at 4.5 which falls between *somewhat satisfied* and *satisfied*. The results and targets represent the average rating for overall quality of service for the key service areas combined. The client satisfaction survey is conducted every other year, based on calendar years.

	2001 Result	2002 Target	Business Plan		
			2003 Target	2004 Target	2005 Target
Average rating for overall quality of service	4.5	N/A	4.6	N/A	4.6

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
EXPENSE						
Core Business						
Manage transportation safety programs	29,787	31,230	31,480	34,104	34,104	33,854
Manage the provincial highway network	482,306	456,754	513,814	555,291	572,491	571,591
Support economic development	411,269	159,769	159,769	296,515	375,315	382,475
Represent Alberta's interests in transportation policy	2,874	3,069	3,069	3,208	3,208	3,198
MINISTRY EXPENSE	926,236	650,822	708,132	889,118	985,118	991,118

CAPITAL INVESTMENT BY CORE BUSINESS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
CAPITAL INVESTMENT						
Core Business						
Manage transportation safety programs	4,154	5,389	5,389	5,050	5,050	5,300
Manage the provincial highway network	244,781	115,021	165,521	160,750	142,050	123,560
Support economic development	232,810	122,290	142,690	241,280	321,800	378,040
MINISTRY CAPITAL INVESTMENT	481,745	242,700	313,600	407,080	468,900	506,900

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
REVENUE						
Internal Government Transfers	70,000	65,000	65,000	95,000	110,000	110,000
Transfers from Government of Canada	246	1,400	2,050	9,400	20,700	6,800
Premiums, Fees and Licences	15,459	14,460	14,460	11,475	11,540	11,540
Other Revenue	4,987	2,015	3,515	2,695	2,515	2,515
MINISTRY REVENUE	90,692	82,875	85,025	118,570	144,755	130,855
EXPENSE						
Program						
Provincial Highway Systems	281,890	241,263	257,263	278,669	282,869	272,569
Transportation Safety Services	23,288	23,768	24,018	26,269	26,269	26,269
Municipal Partnerships	314,397	114,276	114,276	264,700	344,500	351,800
Infrastructure Canada / Alberta Program	84,055	32,028	32,028	18,000	17,000	17,000
Transportation Safety Board	706	859	859	1,000	1,000	1,000
Support Services	48,303	54,688	54,688	56,480	56,480	55,480
Amortization	160,362	168,440	200,000	219,000	232,000	242,000
Consumption of Inventories	13,339	15,500	25,000	25,000	25,000	25,000
Valuation Adjustments and Other Provisions	(104)	-	-	-	-	-
MINISTRY EXPENSE	926,236	650,822	708,132	889,118	985,118	991,118
Gain (Loss) on Disposal and Write Down of Capital Assets	(6,932)	-	-	-	-	-
NET OPERATING RESULT	(842,476)	(567,947)	(623,107)	(770,548)	(840,363)	(860,263)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
Ministry Revenue	90,692	82,875	85,025	118,570	144,755	130,855
<i>Inter-ministry consolidation adjustments</i>	(70,000)	(65,000)	(65,000)	(95,000)	(110,000)	(110,000)
Consolidated Revenue	20,692	17,875	20,025	23,570	34,755	20,855
Ministry Program Expense	926,236	650,822	708,132	889,118	985,118	991,118
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Program Expense	926,236	650,822	708,132	889,118	985,118	991,118
Gain (Loss) on Disposal and Write Down of Capital Assets	(6,932)	-	-	-	-	-
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(912,476)	(632,947)	(688,107)	(865,548)	(950,363)	(970,263)

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
Program						
Provincial Highway Systems	237,208	106,345	156,845	152,900	134,200	115,100
Strategic Economic Corridor Investment Initiative	202,288	91,000	106,400	205,180	289,700	345,800
Water Management Infrastructure	28,613	29,000	34,000	34,000	30,000	30,000
Support Services	13,636	16,355	16,355	15,000	15,000	16,000
CAPITAL INVESTMENT	481,745	242,700	313,600	407,080	468,900	506,900