

August 1,2001

**DETAILED RESPONSES TO THE RECOMMENDATIONS OF THE HORSESHOE
BAY TERMINAL IMPROVEMENT PROJECT REPORT, PREPARED BY
FACILITATOR TOM TASAKA**

Section 5.1 – Project Design

BC Ferries is pleased that the facilitator has independently confirmed that the Project Design and Scope are appropriate. In particular, BC Ferries notes that facilitator considers as reasonable the proposed size of the holding compound and the number of toll booths, and that he considers the location of the holding compound to be an optimal solution. BC Ferries also notes that the other three major components of the Project are appropriately designed to accommodate projected demand and improve both traffic safety and customer service.

Section 5.2.1 – Air Quality

BC Ferries is confident that the air quality modeling study will re-affirm the actual air quality data measured in Horseshoe Bay thus far in the Project, and will continue to work with the GRVD to complete the joint study.

BC Ferries confirms that blasting, rock removal and toll booth plaza preparations near the Highway 99 Overpass will remain “on hold” until the joint BCFC/GVRD Air Quality report and a mitigation plan (if required) have been made public.

BC Ferries is pleased that the Committee recognizes the need to minimize unnecessary delay costs and agrees with the recommendation that the Project Director be permitted to tender remaining works contracts. In this regard, BC Ferries accepts the recommendation that the actual award of any new contracts should be delayed until the Air Quality report and mitigation plan (if required) have been made public. As recommended, the tender documents will include cancellation clauses and flexibility for making design revisions.

BC Ferries agrees that, regardless of the results of the air quality monitoring study, incremental improvements to air quality in the terminal area may be achievable by amending operational procedures. As recommended, BC Ferries intends to establish operating procedures to ensure spare tollbooths are staffed appropriately during periods of peak demand. The Committee has also recommended that vehicles in the holding compound be *required* to turn off their vehicles while waiting.

This recommendation would be very difficult to *enforce*; however, BC Ferries will develop methods of encouraging drivers to do so.

Section 5.2.2 – Long Term Strategic Planning

The Committee recommends that BC Ferries develop a long-term strategy in consultation with all stakeholders. In fact, BC Ferries has already developed a long term strategic plan based on expected growth in demand, anticipated demographic change, and the Corporation's needs in order to continue to provide a safe, reliable and sustainable ferry service. At the same time, it is noted that regional agencies such as the Greater Vancouver Transit Authority are already charged developing the kind of regional, transportation strategies recommended by the Committee. Thus, BC Ferries proposes to work through the GVTA and TransLink in order to ensure that BC Ferries' plans fit within the regional, long-term strategy. In this regard, it is also noted that, under the GVTA Act, public consultation is mandatory on issues regarding transportation development and regional land use. BC Ferries looks forward to working under that broader structure to help assure integration of local and regional transportation plans, community development plans, and those of the BC Ferry Corporation.

Section 5.2.3 – Transportation Demand Management

The Committee has made three recommendations regarding Transportation Demand Management. These are considered in turn.

- **Full Reservations.** In January 2001, BC Ferries published its Reservation Strategy (www.bcferrries.com/corporate/reservation_strategy.html). In developing that strategy, BCFC conducted extensive market research in order to determine the extent to which further benefits could be achieved by increasing the amount of reservable capacity, the operational barriers to increasing reservable capacity, and the areas where further research and analysis is required. The Committee has recommended a full reservation system for each of the Nanaimo and Langdale services (the first as a pilot). However, research conducted in support of the Reservations Strategy clearly indicates that changes to the reservation system need to be system wide, require gradual introduction in order to assure broad customer acceptance, and must be supported by significant investments in technical infrastructure. Considering these and other factors detailed in the Reservations Strategy, BC Ferries intends to move deliberately to increase reservable capacity on major routes in order to determine the optimal allocation of reservable space. Initially, BCFC will incrementally increase the amount of reservable space for passenger vehicles during peak demand periods. The Corporation will closely monitor how increased reservable capacity influences traffic congestion, customer satisfaction, revenues, the availability of space for

- standby customers (including foot passengers) and how will the infrastructure supports increased reserved volumes.
- Partnering with transit agencies to encourage foot passenger use. As noted in the response to Recommendation 5.2.2, BC Ferries currently consults with – and will continue to work with – the GVTA, BC Transit, Nanaimo Regional Transit, and private sector transportation providers as part of the ongoing effort to implement more effective, sustainable transportation solutions.
- Review the Toll Structure, including parking fees, to encourage transit use. A great deal of work has been done to rationalize tolls and provide equitability among all users of the ferry system. Nevertheless, much remains to be done. BC Ferries is prepared to bring this recommendation forward in the next round of tariff reviews; however, it should be noted that customers are demanding a more rational and less discriminatory toll structure, and that this particular recommendation would likely be regarded as discriminatory in nature.

5.2.4 – Traffic Safety

The Report makes four recommendations pertaining to traffic safety and states, in particular, that a number of issues related to the design (as identified by Bunt and Associates) need to be addressed and solutions communicated to the Committee and to the District of West Vancouver prior to proceeding with construction of those design components. In response, BC Ferries reiterates that the current highway and road design has been prepared by a Professional Engineering firm specializing in highway design (McElhanney Consulting Services Ltd), that the design has been reviewed and accepted by the Ministry of Transportation, and that the design conforms to all applicable provincial highway engineering standards.

However, it is also noted that Bunt and Associates, retained by the District of West Vancouver to review the traffic engineering aspects of the road design, will release a report identifying elements of the design which they consider “traffic safety issues”. BC Ferries, in conjunction with McElhanney Consulting Services Ltd. and the Ministry of Transportation, shall address those issues, determine whether design changes are warranted, and communicate the solutions (if any are warranted) to the Committee and the District of West Vancouver Engineering Department prior to proceeding with construction of those solutions.

With respect to the recommendation concerning the existing Highway 99/Marine Drive intersection, BC Ferries notes that this intersection falls under the purview of the Ministry of Transportation and will bring the recommendation to the attention of the Deputy Minister.

5.2.5 – Mitigation During Construction

The Report makes four recommendations pertaining to construction vehicles and associated operational issues. These recommendations are supported. Specifically, for remaining construction contracts, the contract documents will include the following requirements:

- that haul trucks be 1994 models or newer to ensure that the most up-to-date emissions standards apply to on-road trucks;
- that contractors perform ongoing maintenance of exhaust systems on construction equipment;
- that contractors perform ongoing maintenance of muffling equipment on construction equipment and haul vehicles for noise reduction;
- that unpaved surfaces be frequently watered to control dust in construction areas, and that consideration be given for paving high-use temporary roads and detours, and water spraying spoil and dumping operations.

The Report also recommends that work conform to all local and regional bylaws. Although Provincial Crown Agencies are currently exempt through Provincial Legislation from certain Municipal Bylaws, BC Ferries shall ensure that, wherever, practicable, work conforms to local and regional bylaws. In the event that work must be scheduled outside of the restrictive hours in the District of West Vancouver Noise Bylaw, advance notice will be provided to the District of West Vancouver Police, Municipal staff and local media. (For example, line painting, line eradication, and signage construction on the highway are best – and most safely – performed during the low traffic volume hours between 9:00 p.m. and 6:00 a.m.) It should be noted that during the last six months of construction, only two occasions have arisen requiring hours of work outside the hours identified in the Municipal Bylaw.

Section 5.2.6 – On-Site Design Impact Mitigation

The Report has made a number of recommendations regarding landscaping and visual improvement. BC Ferries agrees that there are opportunities to reduce the visual impact and will provide the services of its landscape architect to work with Municipal staff and local residents to design landscaping elements consistent with the theme proposed by the Facilitator in the Report. The landscaping design will be implemented as part of the Improvement Project, to a proposed maximum amount of \$250,000.

The Report recommends that BC Ferries consider free parking within the parkade for patrons of the businesses in the Horseshoe Bay Village. BC Ferries acknowledges that there is a parking shortfall within Horseshoe Bay Village itself but notes that the parkade is intended, first and foremost, to ease parking congestion in Horseshoe Bay Village by providing parking for ferry patrons and staff who might otherwise occupy parking spaces within the Village itself. BC Ferries is also concerned that, in implementing this recommendation, private sector operations could be undermined. Nevertheless, BC Ferries will consult with Municipal Staff and

business representatives to determine the extent to which parkade space not otherwise required by ferry patrons and staff can be used to help alleviate congestion in the Village.

As recommended, BC Ferries will ensure that the Terminal Improvement Project makes provision for an amenities facilities to the east side of the Marine Drive overpass.

Also as recommended, BC Ferries will ensure that direct pedestrian access from the holding compound to the Village is maintained.

Section 5.2.7 – Off-Site Mitigation

BC Ferries welcomes the recommendation to work with the District of West Vancouver to identify partnership opportunities for jointly-funded projects consistent with the suggestions of the Facilitator. BC Ferries proposes to match funding provided by the Municipality to a maximum amount of \$250,000 towards any such jointly-sponsored and -agreed projects.

Section 5.2.8 – Community Liaison Committee

BC Ferries welcomes the opportunity to work constructively with the Horseshoe Bay Community Advisory Committee, Municipal Staff, or any other stakeholder group nominated by the District of West Vancouver to develop the mitigation measures recommended in the Report of the Advisory Committee and provide a forum for input throughout the remainder of the construction phase.