



AGENDA

Committee of the Whole
to be held on January 5th , 2017 in the Council Chambers
Municipal Hall, 977 South Maquinna Drive

Call to Order

Mayor Schooner at 10:30 a.m.

Mayor Schooner would like to acknowledge and respect that we are upon Mowachaht/Muchalaht traditional territory.

Introduction of Late Items

None.

Approval of the Agenda

New Business

- 1 Ministry of Transportation and Infrastructure Shareholders' Survey and Related Issues**

Adjournment

Hello,

You, or the group that you are representing have been identified as a key stakeholder in the maintenance and use of provincial roads under the care of Emcon Services Inc. Emcon is responsible for maintenance services in the North Island Service Area(SA03) which includes numbered routes and other roads outside of municipal boundaries in the area north from Cook Creek to the northern end of Vancouver Island. A component of the assessment process used by the Ministry of Transportation and Infrastructure (MoTI) to assess maintenance contractor performance, is an assessment by key stakeholders who rely on effective maintenance of the provincial roads for safe and efficient transport of people, goods and services. Your answers to the following questions will help MoTI staff evaluate maintenance contractor performance during the 2016/17 winter season.

In past years MoTI staff have selected varying groups of stakeholders to participate in similar survey's late in the season with mixed results. This season it has been decided to send out questions at several intervals to gain an objective opinion of the maintenance contractors performance throughout the season. Please take a few minutes to look over the questions and provide some comments in regards to the maintenance contractor efforts to date this season, prior to January 15th, 2017.

In your opinion:

- Does the contractor effectively communicate winter road and driving conditions to the public and stakeholders such as yourself?
- Does the contractor respond quickly and appropriately to incidents and emergencies?
- Does the contractor respond to winter storm events quickly and appropriately, are major routes and bus routes plowed first?
- Are the contractor's efforts to keep roads in safe winter driving condition throughout the season effective, do they implement sufficient resources, for plowing, anti-icing application, and applying abrasive?

Other comments regarding winter maintenance?

Please let me know if you have any questions or require clarification, and thank you for your input!

Kevin Carter
Operations Manager
Ministry of Transportation and Infrastructure
Courtenay Area Office
250 334-6954
250 218-9133(mobile)

Hello Kevin and Anne,

Thank you for your response and for meeting with me on December 5th at your Courtenay offices.

I have a few follow up questions and comments.

1. Emcon produces and submits inspection and/or activity reports which the Ministry reviews through an audit process. The activity and inspection reports are the property of Emcon, based on your email below. Does this mean that the activity and inspection reports are not available to the public? If so, can you please provide the contractual or statutory authority for this position? Moreover, can you please provide the Village of Tahsis with copies of all audit reports of the inspection and/or activity reports pertaining to the Head Bay Forest Service Road (HBFSR) over the past 5 years?
2. Further to the MOTI audits of the inspection and/or activity reports, can you please provide to the Village of Tahsis the audit program employed by MOTI in conducting these audits? (This document was requested earlier. If MOTI is not willing to provide the audit program, please advise.)
3. Can you advise if Tahsis has participated in the Ministry's Annual Customer Satisfaction Survey and if not, why not? The Ministry states that maintenance and rehabilitation related data are extracted from the survey and analyzed by managers to ascertain whether road maintenance practices require changes.
4. Regarding the incomplete cost/benefit analysis, to be clear there was no indication from Ministry staff that it was intended for a "local conversation" only. Can you advise of the basis for this statement? Moreover, the Village has requested a cost/benefit analysis of chip sealing the entire length of the HBFSR. Will the Ministry complete a full C/B analysis in response to this request?
5. You state that Emcon is doing a "reasonable" job on maintaining the HBFSR. Can you please provide the information and criteria you are relying on to draw this conclusion? The Village is seeking the same information and criteria used by the Ministry so that we may reach our own assessment of the contractor performance.
6. Please provide the kilometer by kilometer road maintenance expenditures for the HBFSR that demonstrate that expenditures have exceeded the annual budgeted level.
7. Please provide a description of the options for improvements referred to in your email and how the Ministry intends to implement those improvements. Will the Village of Tahsis be consulted on proposed improvements? Naturally the Village is seeking improvements to the HBFSR. However, the lack of both specifics and Ministry commitment need to be pointed out. Moreover, efforts to improve the road through base stabilization or other means does not preclude holding the contractor accountable for meeting its contractual performance standards for road maintenance.

I appreciate that the Village is requesting information and documents that the Ministry does not regularly disclose. This fact alone does not prevent the Ministry from disclosing these documents and information. Public money is used to pay for the road maintenance on the HBFSR so a reasonable expectation is that the contractor, through the Ministry, demonstrate accountability for its activity and the Ministry be satisfied that the province is getting value for money.

You will likely be familiar with the 2010 performance audit conducted by OAGBC on the MOTI's upkeep of the provincial roads network. Some recommendations from the Auditor General's report seem germane to the Village's concerns, namely,

- Revise the stakeholder consultation part of its contractor assessment program to ensure that judging of contractor performance by ministry staff is done in a way that is clearly fair and objective
- Analyze customer complaints and enquiries, and use this information to identify areas for making improvements in the road upkeep programs and in results reporting
- Create a set of service-related objectives and performance measures to assess its own contributions to the success of contracted routine maintenance services
- Provide the results of network-wide assessments of road and bridge condition, and options for future funding, to personnel responsible for planning and overseeing upkeep work at the district and regional levels. In addition, a summary of those results and the funding options provided should be presented to Legislators and to the public as a report card on ministry efforts at network upkeep

Thank you for your attention to this and for your time.

Mark Tatchell

From: Carter, Kevin TRAN:EX [Kevin.Carter@gov.bc.ca]
Sent: Monday, December 05, 2016 1:57 PM
To: Mark Tatchell
Cc: Molony, Anne TRAN:EX
Subject: RE: Emcon stakeholder meeting - Tahsis, Nov 8 2016

Mark,

I understand what you are requesting and have provided some answers to individual questions below. I'm am unsure however that this is the best way to achieve improvements on the HBFSR. I will start by saying that Emcon and staff are doing a reasonable job with the infrastructure they have been given. I am not saying that there isn't room for improvement, and I will work with Emcon on this, however I believe that MoTI and the Village of Tahsis need to explore what other options are available. I have looked at what is available and has been done for maintenance and the values that have been expended exceed the maintenance allocation on a road classification and kilometer by kilometer basis on a consistent basis for the past three years. As stated, some of my answers are still incomplete, and if following our discussion you feel the information you are requesting is relevant, I will continue to seek accurate answers, however I believe it best to put our collective energies into options for improvements that are beyond maintenance, to make maintenance more cost effective.

Link to Maintenance Specification www2.gov.bc.ca/gov/content/transportation/transportation-infrastructure/contracting-to-transportation/highway-bridge-maintenance/highway-maintenance/agreement/specifications

Kevin

From: Mark Tatchell [mailto:MTatchell@villageoftahsis.com]
Sent: Tuesday, November 8, 2016 5:15 PM
To: Carter, Kevin TRAN:EX
Cc: Jude Schooner; Randy Taylor; wateris@conumacable.com; satan-z-angel@cablerocket.com; Brenda
Subject: Emcon stakeholder meeting - Tahsis, Nov 8 2016

Hi Kevin,

Thanks again for attending the Emcon stakeholders meeting in Tahsis today. I know Mayor and Councillors were grateful that Emcon and Ministry staff included Tahsis in the winter stakeholder meeting schedule.

The Village sees value in relying on the service standards in the general service agreement (contract) between the Province and Emcon as well as the associated assessment tools in grounding the Village's evaluation of Emcon's performance. To that end, the questions posed today were aimed at furthering our understanding of the operation of the contract. Moreover, it would greatly assist Members of Council in performing their duties if they could have more and better information about Emcon's contract performance. They will also benefit by knowing the Ministry's operational and capital commitments to ensure the Head Bay FSR is not only safe but also maintained to a level that facilitates, rather than deters, economic development. The absence of information about the above items hampers Council in having informed conversations with the Ministry, Emcon, road users and, most importantly, local residents.

To reiterate, the questions today were:

- 1) Does Emcon report to the Ministry on its performance under the contract, e.g., on meeting the Short Response Time standards? If so, how does it report and is there specific reporting on its contract performance on the HBFSR?

None specific to HBFSR and SRT standards, Emcon will complete work inspection forms that will show that the work completed meets the contract standard. We can ask to view these reports in our auditing process. These are the property of the contractor.

2) If Emcon does report on its contractual performance on the HBFSR, please provide those reports for the last 5 years (2010-2015) to the Village of Tahsis.

As stated above these are the property of the contractor.

3) What measures and tools does MOTI use to assess whether Emcon is meeting its contractual service standards, e.g., the Short Response Time standards, on the HBFSR?

We do a variety of audits, in the case of the HBFSF, we usually focus on in process work for grading and base stabilization(dust control), and monitoring of the general surface condition.

4) You advised that Emcon is subject to regional audits on a seasonal basis. Please provide the audit program and the results of these regional and seasonal audits for the past 5 years as they pertain to the HBFSR to the Village of Tahsis.

I have not confirmed that the regional audits have focused on HBFSR. Locally we strive to complete in process audits of the main activities completed on the HBFSR, which includes two to three audits annually, approximately sixty audits are completed in the service area for the year. Included in this number are process audits which include how work is prioritized and winter preparedness, which considers work on HBFSR

5) As noted at the meeting, the Village has not been asked by MOTI to complete a stakeholder assessment guide, questions and summary. Assuming that MOTI considers the Village of Tahsis to be a stakeholder, does MOTI intend to ask the Village to complete the stakeholder assessment guide, questions and summary?

The Village and others were asked an abbreviated set of questions to determine the stakeholder ranking for the summer of 2016. I presented these verbally during a phone conversation with yourself and Mayor Schooner in October. I intend to send the stakeholder form out to a broad range of stakeholders for this season to get a larger cross section of replies.

6) To what end does MOTI seek to use the data from the stakeholder assessment guide, questions and summary? Where are these data held? Can you please provide to the Village of Tahsis a summary of the stakeholder assessment guides, questions and summaries from stakeholders that pertain to the HBFSR?

The stakeholder guide and ranking makes up 20% of the contractor assessment program ranking used to determine contractor performance and proactivity. I am unsure if the Village of Tahsis has been asked to participate in past years. I can follow up on this.

7) In May 2016 MOTI staff advised the Village of Tahsis that the annual maintenance budget for the HBFSR is \$903,000. Please confirm this is accurate for 2015/16 FY. Does MOTI expect this amount to change in the 2016/17 MOTI budget.

This is accurate and will not change significantly in 2016/17.

8) Please provide the Village with the operational and capital expenditures on the HBFSR for the past 5 years. Maintenance has exceeded \$903,000 per year, for the past three years, and exceeded \$1million in 2014/15. FLNRO has completed six bridge replacements and road relocation projects over the past five years at a cost of over \$2.75 million. WFP has also completed some improvements.

9) You advised that the cost/benefit analysis regarding chip sealing the HBFSR prepared by MOTI in January 2016 is incomplete. Please advise which information is missing and when MOTI will provide the Village with a complete C/B analysis.

I don't believe this report was intended to provide more than a high level view of base costs for local conversation. Many factors need to be considered and require engineering evaluation outside the scope of practice of local staff. As stated, chip seal is not suited on steep grades with heavy industrial traffic that is present on sections of HBFSR. Chip seal in the higher elevations would require transportation, storage and application of salt or other de-icing chemicals, not provided for in current maintenance contracts. Speed increases would result in the need for barrier installation in many areas.

10) Appendix "M" (Contractor Assessment Report) includes 4 categories of contractors ranging from "fair" to "excellent". Please advise which category MOTI rates Emcon.

Good trending to satisfactory.

11) The suggestion of a local area service agreement pertaining to the HBFSR may be of potential interest to Council. Are you able to elaborate on what that agreement would entail and how the Village could support the development of such an agreement?

This would require more research. I believe we need to discuss locally the expectations of the Village to determine next steps.

Thanks again Kevin for your willingness to follow up with these inquiries. Please feel free to contact me if you need clarification regarding any of the above. We look forward to hearing from you.

Best regards,

Mark

Mark Tatchell
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