

APPENDIX A: REHABILITATION & RECONSTRUCTION COST ESTIMATE

Appendix A: Rehabilitation & Reconstruction Cost Estimate

August 6, 2016
2231-33002-b1

Hwy #	NAME	Length km	Road Width incl. Shoulders m	Standard Cross Section Width incl. Shoulders m	Road Class	Surface Type	Condition Rating	Recommended Improvements	Ditching Improvements**	Priority	Approx. Year of Construction***		Improvement Cost Estimate
											15 Year Timeline	30 Year Timeline	
120	FERNWOOD ROAD	1.2	9.0	7.3	Minor	Paved	53	Reconstruction	N/A	1	1 to 2.5 years	1 to 5 years	\$ 1,124,550
143	OLD SCOTT ROAD	0.4	3.7	7.3	Minor	Surface Treatment	50	Reconstruction	N/A	1	1 to 2.5 years	1 to 5 years	\$ 257,400
143	OLD SCOTT ROAD	1.6	3.7	7.3	Minor	Surface Treatment	48	Reconstruction	N/A	1	1 to 2.5 years	1 to 5 years	\$ 1,036,200
1052	TRINCOMALI HEIGHTS	1.4	5.6	7.3	Minor	Paved	48	Reconstruction	N/A	1	1 to 2.5 years	1 to 5 years	\$ 1,294,650
116	FULFORD-GANGES ROAD	1.9	9.5	10.3	Major	Paved	69	Rehabilitation	Incl.	2	1 to 2.5 years	1 to 5 years	\$ 1,388,479
116	FULFORD-GANGES ROAD	3.4	7.4	10.3	Major	Paved	62	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 1,944,483
116	FULFORD-GANGES ROAD	0.3	8.4	10.3	Major	Paved	63	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 195,911
105	ATKINS ROAD	0.8	7.4	7.3	Minor	Surface Treatment	69	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 149,169
106	BEDDIS ROAD	0.2	4.0	7.3	Minor	Surface Treatment	70	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 22,344
113	CRANBERRY ROAD	3.6	7.1	7.3	Minor	Paved	72	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 1,466,093
118	DUKE'S ROAD	2.0	6.3	7.3	Minor	Surface Treatment	58	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 302,953
128	LE PAGE ROAD	1.0	5.4	7.3	Minor	Gravel	46	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 33,553
913	MALVIEW DRIVE	1.2	6.1	7.3	Minor	Paved	71	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 401,411
1645	MOUNT MAXWELL ROAD	0.8	5.5	7.3	Minor	Gravel	37	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 27,123
1645	MOUNT MAXWELL ROAD	0.5	4.8	7.3	Minor	Gravel	36	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 15,090
142	NORTH BEACH ROAD	3.0	6.0	7.3	Minor	Paved	63	Rehabilitation	Incl.	2	2.5 to 5 years	5 to 10 years	\$ 1,027,921
437	PARK DRIVE	1.0	6.3	7.3	Minor	Paved	71	Rehabilitation	Incl.	2	5 to 7.5 years	10 to 15 years	\$ 380,964
139	REYNOLDS ROAD	0.7	6.3	7.3	Minor	Paved	75	Rehabilitation	Incl.	2	5 to 7.5 years	10 to 15 years	\$ 232,303
2	SCOTT POINT DRIVE	1.9	4.7	7.3	Minor	Paved	68	Rehabilitation	Incl.	2	5 to 7.5 years	10 to 15 years	\$ 485,921
152	WALKER'S HOOK ROAD	2.6	5.6	7.3	Minor	Paved	69	Rehabilitation	Incl.	2	5 to 7.5 years	10 to 15 years	\$ 832,321
152	WALKER'S HOOK ROAD	1.0	6.3	7.3	Minor	Paved	60	Rehabilitation	Incl.	2	5 to 7.5 years	10 to 15 years	\$ 353,816
152	WALKER'S HOOK ROAD	1.4	5.6	7.3	Minor	Paved	69	Rehabilitation	Incl.	2	5 to 7.5 years	10 to 15 years	\$ 441,575
116	FULFORD-GANGES ROAD	3.3	7.8	10.3	Major	Paved	77	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 195,000
26	CHARLESWORTH ROAD	0.7	6.6	7.3	Minor	Paved	88	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 40,200
205	CHURCHILL ROAD	1.1	5.5	7.3	Minor	Paved	88	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 87,200
170	ISABELLA POINT ROAD	1.1	5.3	7.3	Minor	Paved	90	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 66,600
170	ISABELLA POINT ROAD	0.8	6.0	7.3	Minor	Gravel	68	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 49,200
501	MORNINGSIDE ROAD	0.6	4.5	7.3	Minor	Paved	86	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 33,000
1645	MOUNT MAXWELL ROAD	0.3	5.5	7.3	Minor	Paved	76	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 20,400
1645	MOUNT MAXWELL ROAD	1.7	6.7	7.3	Minor	Gravel	80	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 103,200
880	FALLOT WAY	0.3	6.3	7.3	Minor	Paved	92	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 18,000
139	REYNOLDS ROAD	0.1	5.4	7.3	Minor	Paved	94	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 8,400
139	REYNOLDS ROAD	1.3	6.3	7.3	Minor	Paved	88	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 77,400
122	UPPER GANGES ROAD	2.4	5.3	7.3	Minor	Paved	78	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 145,800
447	WELBURY DRIVE	0.8	5.2	7.3	Minor	Paved	84	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 45,600
208	WHIMS ROAD	0.3	6.0	7.3	Minor	Paved	100	Rehab - Ditching Only	100%	3	5 to 7.5 years	10 to 15 years	\$ 18,500
106	BEDDIS ROAD	6.7	6.5	7.3	Minor	Surface Treatment	78	Rehab - Ditching Only	50%	3	5 to 7.5 years	10 to 15 years	\$ 201,600

SALT SPRING ISLAND
ROAD CONDITION ASSESSMENT - FINAL REPORT

Appendix A: Rehabilitation & Reconstruction Cost Estimate



August 9, 2016
2231-33502-01

Hwy #	NAME	Length km	Road Width Incl. Shoulders m	Standard Cross Section Width Incl. Shoulders m	Road Class	Surface Type	Condition Rating	Recommended Improvements	Ditching Improvements**	Priority	Approx. Year of Construction ***		Improvement Cost Estimate
											15 Year Timeline	30 Year Timeline	
2925	REID ROAD S	0.2	4.3	6.7	Local	Paved	99	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 12,600
75A	SCARFF LANE	0.1	4.9	6.7	Local	Surface Treatment	78	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 8,400
326	SEABRIGHT ROAD	0.1	4.0	6.7	Local	Gravel	72	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 5,400
1304	SIMSON ROAD	0.4	5.0	6.7	Local	Gravel	66	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 22,200
560	SUFFOLK ROAD	0.4	5.5	6.7	Local	Surface Treatment	94	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 22,200
430	TANTRAMAR DRIVE	0.2	3.4	6.7	Local	Surface Treatment	80	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 9,000
148	TOYNBEE ROAD	1.5	5.8	6.7	Local	Gravel	84	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 89,400
1040	WESTON VIEW DRIVE	0.2	5.0	6.7	Local	Gravel	64	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 9,000
289	WILDWOOD DRIVE	0.3	3.3	6.7	Local	Surface Treatment	79	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 16,800
221	ZALIT ROAD	0.1	4.7	6.7	Local	Surface Treatment	80	Rehab - Ditching Only	100%	6	12.5 to 15 years	25 to 30 years	\$ 4,800
1630	ARMAND WAY	1.0	6.0	6.7	Local	Gravel	71	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 30,300
110	BURGOYNE BAY ROAD	0.4	5.5	6.7	Local	Gravel	71	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 13,200
4476	CANVASBACK PLACE	1.2	7.3	6.7	Local	Paved	98	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 36,000
119	EPFON ROAD	1.3	6.6	6.7	Local	Gravel	83	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 39,300
1301	FARM COURT	0.1	5.3	6.7	Local	Surface Treatment	81	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 2,100
1446	HEIDI PLACE	0.2	5.6	6.7	Local	Gravel	88	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 7,200
1365	HOLMES ROAD	0.9	6.3	6.7	Local	Gravel	83	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 26,100
666	ISLE VIEW DRIVE	0.8	6.3	6.7	Local	Paved	81	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 23,700
1003	LAKEFAIR DRIVE	0.4	4.8	6.7	Local	Gravel	87	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 10,800
4117	MEADOW DRIVE	0.8	6.3	6.7	Local	Paved	93	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 24,800
426	MENHINCK DRIVE	0.7	6.3	6.7	Local	Paved	87	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 19,800
300	MILES AVENUE	0.1	5.6	6.7	Local	Surface Treatment	86	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 3,300
	MUSGRAVE PLACE	0.4	3.5	6.7	Local	Gravel	75	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 11,100
1434	PEREGRINE WAY	0.1	4.8	6.7	Local	Surface Treatment	77	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 3,900
1456	QUARRY DRIVE	1.0	6.6	6.7	Local	Surface Treatment	78	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 29,400
1091	SHEPHERD HILLS ROAD	1.3	7.0	6.7	Local	Gravel	86	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 38,100
1539	SUNEAGLE DRIVE	0.9	6.3	6.7	Local	Surface Treatment	84	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 26,700
149	TRIPP ROAD	1.0	5.0	6.7	Local	Gravel	88	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 30,900
172	WRIGHT ROAD	1.2	6.7	6.7	Local	Gravel	91	Rehab - Ditching Only	50%	6	12.5 to 15 years	25 to 30 years	\$ 35,400
116	FULFORD-GANGES ROAD	4.0	9.5	10.3	Major	Paved	78	Maintenance	0%	-	-	-	\$ -
116	FULFORD-GANGES ROAD	0.2	18.5	10.3	Major	Paved	93	Maintenance	0%	-	-	-	\$ -
116	FULFORD-GANGES ROAD	0.1	15.0	10.3	Major	Paved	88	Maintenance	0%	-	-	-	\$ -
116	FULFORD-GANGES ROAD	1.0	6.8	10.3	Major	Paved	94	Maintenance	0%	-	-	-	\$ -
776	LONG BEDDIS ROAD	4.5	9.8	10.3	Major	Paved	85	Maintenance	0%	-	-	-	\$ -
108	BEDDIS ROAD	0.4	6.8	7.3	Minor	Paved	94	Maintenance	0%	-	-	-	\$ -
296	BOOTH ROAD	0.3	6.1	7.3	Minor	Gravel	62	Maintenance	0%	-	-	-	\$ -
112	COLLINS ROAD	1.5	6.2	7.3	Minor	Paved	83	Maintenance	0%	-	-	-	\$ -

SALT SPRING ISLAND
ROAD CONDITION ASSESSMENT - FINAL REPORT

Appendix B: Road Widening Cost Estimate



August 9, 2016
2231-33802-01

Hwy #	NAME	Length km	Road Width incl. Shoulders m	Standard Cross Section Width incl. Shoulders m	Difference to Standard m	Road Class	Surface Type	Condition Rating	Recommended Improvements	Widening
1540	WEST EAGLE DRIVE	1.49	6.3	7.3	1.0	Minor	Surface Treatment	79	Rehab - Ditching Only	\$ 141,550.00
	MUSGRAVE PLACE	0.37	3.5	6.7	3.2	Local	Gravel	75	Rehab - Ditching Only	\$ 82,880.00
743	BRINKWORTH ROAD	0.45	6	6.7	0.7	Local	Paved	48	Reconstruction	N/A
210	DRAKE ROAD	0.63	4.9	6.7	1.8	Local	Surface Treatment	48	Reconstruction	N/A
1434	PEREGRINE WAY	0.13	4.8	6.7	1.9	Local	Surface Treatment	77	Rehab - Ditching Only	\$ 23,465.00
1456	QUARRY DRIVE	0.98	6.6	6.7	0.1	Local	Surface Treatment	78	Rehab - Ditching Only	\$ 9,310.00
677	MARINA CRESCENT	0.38	4.3	6.7	2.4	Local	Paved	55	Reconstruction	N/A
1091	SHEPHERD HILLS ROAD	1.27	7	6.7	-0.3	Local	Gravel	86	Rehab - Ditching Only	\$ -
1539	SUNEAGLE DRIVE	0.89	6.3	6.7	0.4	Local	Surface Treatment	84	Rehab - Ditching Only	\$ 33,820.00
149	TRIPP ROAD	1.03	5	6.7	1.7	Local	Gravel	88	Rehab - Ditching Only	\$ 122,570.00
172	WRIGHT ROAD	1.18	6.7	6.7	0.0	Local	Gravel	91	Rehab - Ditching Only	\$ -
116	FULFORD-GANGES ROAD	3.95	9.5	10.3	0.8	Major	Paved	78	Maintenance	\$ 383,400.00
116	FULFORD-GANGES ROAD	0.2	18.5	10.3	-8.2	Major	Paved	93	Maintenance	\$ -
105	ATKINS ROAD	0.83	7.4	7.3	-0.1	Minor	Surface Treatment	69	Rehabilitation	\$ -
116	FULFORD-GANGES ROAD	0.14	15	10.3	-4.7	Major	Paved	88	Maintenance	\$ -
116	FULFORD-GANGES ROAD	1	6.6	10.3	3.7	Major	Paved	94	Maintenance	\$ 425,500.00
776	LONG HARBOUR ROAD	4.53	9.8	10.3	0.5	Major	Paved	85	Maintenance	\$ 280,475.00
1191	MCLENNAN DRIVE	0.47	6.6	6.7	0.1	Local	Surface Treatment	45	Reconstruction	N/A
1091	SHEPHERD HILLS ROAD	0.4	3	6.7	3.7	Local	Gravel	58	Rehabilitation	\$ 103,600.00
296	BOOTH ROAD	0.32	6.1	7.3	1.2	Minor	Gravel	62	Maintenance	\$ 26,880.00
112	COLLINS ROAD	1.49	6.2	7.3	1.1	Minor	Paved	83	Maintenance	\$ 188,485.00
106	BEDDIS ROAD	0.41	6.8	7.3	0.5	Minor	Paved	94	Maintenance	\$ 23,575.00
112	COLLINS ROAD	0.43	5.8	7.3	1.5	Minor	Gravel	79	Maintenance	\$ 46,150.00
106	BEDDIS ROAD	0.23	4	7.3	3.3	Minor	Surface Treatment	70	Rehabilitation	\$ 72,105.00
446	FRUITVALE ROAD	0.2	4.8	6.7	1.9	Local	Surface Treatment	75	Rehab - Ditching Only	\$ 36,100.00
1075	FURNESS ROAD	0.86	6.8	7.3	0.5	Minor	Paved	75	Maintenance	\$ 169,625.00
115	CUSHEON LAKE ROAD	2.95	6.8	7.3	0.5	Minor	Surface Treatment	84	Maintenance	\$ 136,800.00
1012	ELIZABETH DRIVE	1.9	6.4	7.3	0.9	Minor	Gravel	84	Maintenance	\$ 7,770.00
1351	FOREST RIDGE ROAD	1.11	7.2	7.3	0.1	Minor	Gravel	89	Maintenance	\$ 13,020.00
1082W	HOREL ROAD W	0.62	7	7.3	0.3	Minor	Paved	82	Maintenance	\$ 68,080.00
823	FORT STREET	0.37	5.7	7.3	1.6	Local	Paved	39	Reconstruction	\$ 83,480.00
170	ISABELLA POINT ROAD	2.42	7	7.3	0.3	Minor	Paved	83	Maintenance	N/A
956	MOUNT BELCHER HTS.	0.3	6.5	6.7	0.2	Local	Paved	77	Maintenance	\$ 25,410.00
127	KING ROAD	0.11	4	7.3	3.3	Local	Gravel	87	Rehab - Ditching Only	\$ 1,400.00
123	GARNER ROAD	0.1	6.5	6.7	0.2	Local	Gravel	7	Reconstruction	N/A
180	MUSGRAVE ROAD	11.22	6	6.7	0.7	Local	Gravel	65	Maintenance	\$ 10,500.00
127	KING ROAD	0.75	7.1	7.3	0.2	Minor	Gravel			

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Appendix B: Road Widening Cost Estimate



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Hwy #	NAME	Length km	Road Width Incl. Shoulders m	Standard Cross Section Width Incl. Shoulders m	Difference to Standard m	Road Class	Surface Type	Condition Rating	Recommended Improvements	Widening
902	LEISURE LANE	0.56	6.5	6.7	0.2	Local	Paved	95	Rehab - Ditching Only	\$ 12,860.00
4509	CAIRNS PLACE	0.09	6.3	6.7	0.4	Local	Paved	98	Maintenance	\$ 4,140.00
110A	BURGOYNE BAY ACCESS	0.16	5.7	6.7	1.0	Local	Surface Treatment	73	Rehabilitation	\$ 15,200.00
	CANAL ROAD	1.23	6.3	6.7	0.4	Local	Paved	87	Maintenance	\$ 56,580.00
1441	EAGLE RIDGE DRIVE	0.94	6.8	6.7	-0.1	Local	Paved	90	Rehab - Ditching Only	\$ -
1441	EAGLE RIDGE DRIVE	1.35	6.9	6.7	-0.2	Local	Paved	91	Rehab - Ditching Only	\$ -
116	FULFORD-GANGES ROAD	0.3	8.4	10.3	1.9	Major	Paved	63	Rehabilitation	\$ 65,550.00
119	EPRON ROAD	0.33	5.5	6.7	1.2	Local	Paved	96	Rehab - Ditching Only	\$ 45,540.00
116	FULFORD-GANGES ROAD	1.88	9.5	10.3	0.8	Major	Paved	69	Rehabilitation	\$ 172,960.00
866	DELIA CRESCENT	0.09	6	6.7	0.7	Local	Gravel	82	Rehab - Ditching Only	\$ 4,410.00
116	FULFORD-GANGES ROAD	3.38	7.4	10.3	2.9	Major	Paved	62	Rehabilitation	\$ 1,127,230.00
885	DONORE ROAD	0.65	6.6	6.7	0.1	Local	Paved	99	Rehab - Ditching Only	\$ 7,475.00
1438	CAPRICE HEIGHTS	0.18	8	6.7	0.7	Local	Gravel	85	Maintenance	\$ 8,820.00
110	BURGOYNE BAY ROAD	0.19	6.3	6.7	0.4	Local	Surface Treatment	64	Rehabilitation	\$ 7,220.00
925	CASTILLOU WAY	0.17	5.6	6.7	1.1	Local	Gravel	100	Maintenance	\$ 13,090.00
1134	CARLIN AVENUE	0.29	5.8	6.7	0.9	Local	Paved	65	Rehabilitation	\$ 30,015.00
881	CEDAR LANE	0.69	7	6.7	-0.3	Local	Paved	91	Maintenance	\$ -
722	CASTLE CROSS ROAD	0.33	5	6.7	1.7	Local	Surface Treatment	65	Rehabilitation	\$ 53,295.00
67	CENTRAL AVENUE	0.78	4.5	6.7	2.2	Local	Gravel	80	Maintenance	\$ 120,120.00
1638	CHANNEL RIDGE DRIVE	1.42	7	6.7	-0.3	Local	Paved	79	Maintenance	\$ -
1076	CHUAN DRIVE	0.21	5.3	6.7	1.4	Local	Surface Treatment	71	Rehabilitation	\$ 27,930.00
963	CHOCK ROAD	0.18	4	6.7	2.7	Local	Gravel	75	Maintenance	\$ 34,020.00
1189	DEMETRI WAY	0.79	7.4	6.7	-0.7	Local	Surface Treatment	63	Rehabilitation	\$ -
117	DODD'S ROAD	0.22	2.6	6.7	4.2	Local	Gravel	38	Rehabilitation	\$ 54,880.00
4454	CLARINDA ROAD	0.13	5.6	6.7	1.1	Local	Paved	100	Maintenance	\$ 16,445.00
471	CORBETT ROAD	0.23	6.2	6.7	0.5	Local	Paved	83	Maintenance	\$ 13,225.00
4060	CORMORANT CRESCENT	0.7	8.6	6.7	-0.1	Local	Paved	98	Maintenance	\$ 8,050.00
654	COTTONWOOD ROAD	0.21	3.5	6.7	3.2	Local	Surface Treatment	82	Maintenance	\$ 63,840.00
884	CREEKSIDE DRIVE	0.64	5.6	6.7	1.1	Local	Surface Treatment	77	Maintenance	\$ 66,880.00
954	CROSS ROAD	0.06	5	6.7	1.7	Local	Gravel	84	Maintenance	\$ 7,140.00
968	CUDMORE ROAD	0.69	6.3	6.7	0.4	Local	Paved	93	Maintenance	\$ 31,740.00
328	CUSHEON PLACE	0.02	4	6.7	2.7	Local	Gravel	92	Maintenance	\$ 3,780.00
	CYPRESS VIEW ROAD	0.38	7	6.7	-0.3	Local	Paved	100	Maintenance	\$ -
	CYPRESS VIEW ROAD	0.1	7	6.7	-0.3	Local	Paved	93	Maintenance	\$ -
887	DAVID CRESCENT	0.16	6	6.7	0.7	Local	Gravel	94	Maintenance	\$ 7,840.00
769	DOGWOOD LANE	0.73	3	6.7	3.7	Local	Gravel	43	Rehabilitation	\$ 188,070.00
209	DEAN ROAD	0.22	4	6.7	2.7	Local	Paved	91	Maintenance	\$ 68,310.00

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Appendix B: Road Widening Cost Estimate

Hwy #	NAME	Length km	Road Width incl. Shoulders m	Standard Width incl. Shoulders m	Difference to Standard m	Road Class	Surface Type	Condition Rating	Recommended Improvements	Widening
690	LUMLEY ROAD	0.07	3	6.7	3.7	Local	Gravel	85	Maintenance	\$ 18,130.00
1304	MAIN STREET	0.4	4.8	6.7	1.9	Local	Gravel	65	Maintenance	\$ 53,200.00
4062	SIMSON ROAD	0.37	5	6.7	1.7	Local	Gravel	68	Rehab - Ditching Only	\$ 44,030.00
284	MAPLE RIDGE PLACE	0.21	6.1	6.7	0.6	Local	Paved	99	Maintenance	\$ 14,490.00
430	MARGARET AVENUE	0.27	6.3	6.7	0.4	Local	Surface Treatment	87	Maintenance	\$ 10,260.00
560	TANTRAMAR DRIVE	0.15	3.4	6.7	3.3	Local	Surface Treatment	80	Rehab - Ditching Only	\$ 47,025.00
1255	SUFFOLK ROAD	0.37	5.5	6.7	1.2	Local	Surface Treatment	94	Rehab - Ditching Only	\$ 42,180.00
139	MARGOLINE DRIVE	0.63	5.3	6.7	1.4	Local	Surface Treatment	88	Maintenance	\$ 70,490.00
278	REYNOLDS ROAD	1.29	6.3	7.3	1.0	Minor	Paved	88	Rehab - Ditching Only	\$ 148,350.00
560	SUNSET DRIVE	2.55	6.6	9.1	2.5	Minor	Paved	68	Rehabilitation	\$ 733,125.00
51	SUFFOLK ROAD	0.17	3.2	6.7	3.5	Local	Gravel	58	Rehabilitation	\$ 41,850.00
116	JENKINS ROAD	0.15	5	6.7	1.7	Local	Gravel	42	Rehabilitation	\$ 17,850.00
1645	FULFORD-GANGES ROAD	3.25	7.8	10.3	2.5	Major	Paved	77	Rehab - Ditching Only	\$ 934,375.00
1645	MOUNT MAXWELL ROAD	0.61	4.8	7.3	2.5	Minor	Gravel	36	Rehabilitation	\$ 89,250.00
26	MOUNT MAXWELL ROAD	0.8	5.5	7.3	1.8	Minor	Gravel	37	Rehabilitation	\$ 100,800.00
1484	CHARLESWORTH ROAD	0.67	6.8	7.3	0.7	Minor	Paved	88	Rehab - Ditching Only	\$ 53,935.00
900	MAXHAM ROAD	0.26	6.3	6.7	0.4	Local	Gravel	61	Maintenance	\$ 7,000.00
330	KINGS LANE	0.29	4.7	6.7	2.0	Local	Paved	56	Rehabilitation	\$ 66,700.00
4442	MAYCOCK ROAD	0.26	4.3	6.7	2.4	Local	Paved	90	Maintenance	\$ 59,280.00
427	McALLISTER ROAD	0.72	7.8	6.7	-0.9	Local	Gravel	83	Maintenance	\$ 198,720.00
1433	MCGILL ROAD	0.09	4.3	6.7	2.4	Local	Paved	94	Maintenance	\$ 5,040.00
177	MCGOLDRICK PLACE	0.21	5.9	6.7	0.8	Local	Gravel	82	Maintenance	\$ 5,040.00
122	McPHILLIPS AVENUE	2.43	8.7	6.7	-2.0	Local	Paved	93	Maintenance	\$ 558,900.00
447	UPPER GANGES ROAD	0.07	5.3	7.3	2.0	Minor	Paved	78	Rehab - Ditching Only	\$ 183,540.00
142	McPHILLIPS AVENUE	0.76	7	6.7	-0.3	Local	Paved	97	Maintenance	\$ 18,975.00
131	WELBURY DRIVE	0.11	5.2	7.3	2.1	Minor	Paved	84	Rehab - Ditching Only	\$ 45,490.00
1436	KNOTT PLACE	3.02	5.2	6.7	1.5	Local	Paved	57	Rehabilitation	\$ 61,180.00
208	NORTH BEACH ROAD	1.33	6	7.3	1.3	Minor	Paved	63	Rehabilitation	\$ 4,140.00
4498	BRIDGENAN ROAD	0.60	6.3	6.7	0.4	Local	Paved	88	Rehab - Ditching Only	\$ 46,345.00
302	MERESIDE ROAD	0.31	6	6.7	0.3	Local	Paved	99	Maintenance	\$ 27,370.00
1639	WHIMS ROAD	0.15	7	6.7	-0.3	Local	Paved	60	Rehabilitation	\$ 59,280.00
150	MORGANER PLACE	0.17	5.3	6.7	1.4	Local	Paved	67	Rehabilitation	\$ 26,880.00
143	LAKEVIEW CRESCENT	0.24	4.1	6.7	2.6	Local	Surface Treatment	37	Rehabilitation	\$ N/A
143	LANGLEY ROAD	0.12	3.5	6.7	3.2	Local	Gravel	50	Reconstruction	\$ N/A
143	TAHOUNEY ROAD	0.39	3.7	7.3	3.6	Minor	Surface Treatment	48	Reconstruction	\$ N/A
143	OLD SCOTT ROAD	1.57	3.7	7.3	3.6	Minor	Surface Treatment	48	Reconstruction	\$ N/A

Galeazzi, Linda MAH:EX

From: Galeazzi, Linda CSCD:EX
Sent: Friday, July 15, 2016 5:07 PM
To: Erwin, Janelle A TRAN:EX
Cc: Callander, Alan TRAN:EX; Edmondson, Marijke CSCD:EX
Subject: RE: Salt Spring Island - 2 follow up questions

Hi Janelle,

Thanks for your email. I find it interesting that Mr. Gillespie does not recall the \$1.5 million spent on North Beach Road, since he is the person who alleged this at the November 22, 2015 public meeting at Fulford Hall. Mr. Gillespie's comments questioned the credibility of the study and caused a lot of work for TRAN, MCSCD and Urban Systems. I certainly appreciate that TRAN staff has done their due diligence; however, it's confusing that Mr. Gillespie does not recall his own comments.

Yes, James and Sheldon were in contact this week, and James forwarded an email regarding the three gravel pits on SSI (Cusheon, Horel, Musgrave). What MCSCD needs to know is whether or not TRAN is including any of the gravel pits in your restructure assistance offer (RAO)? MCSCD provides a comprehensive offer of restructuring assistance from Justice (police costs), TRAN, and transitional grants from the MCSCD's restructure program to the incorporation study committee via letter. We anticipate providing that letter in August. However, we require TRAN's RAO in writing before we can do that.

Our understanding is that TRAN staff would review the Road Condition Assessment Report prepared by McElhanney Consulting Services, then finalize the RAO. I understand that McElhanney's road report has been finalized; however, we have not received a copy of that report. Have you?

All for now,
Linda

s.22

From: Erwin, Janelle A TRAN:EX
Sent: Friday, July 15, 2016 4:28 PM
To: Galeazzi, Linda CSCD:EX
Cc: Callander, Alan TRAN:EX
Subject: Re: Salt Spring Island - 2 follow up questions

Hi Linda:

James and our gravel manager Sheldon connected earlier this week so that one should be solved.

With respect to North Beach we have scanned all our files and spoken with our internal staff as well on folks that left. Also thru internal moti staff, we had discussion with Don Gillepie who happened to be at our HQ office this

week. no one, Don included, recalls this 1.5m expenditure. I am confident we have done our due diligence to provide the info we have available. Perhaps a call with Don from you would be helpful as he told our staff he wasn't aware of this 1.5m either. Not clear on what's happening here.

I think James has everything he needs now to produce a complete and credible report for the public.

Thanks
Janelle

Sent from my iPhone

On Jul 12, 2016, at 10:43 AM, Galeazzi, Linda CSCD:EX <Linda.Galeazzi@gov.bc.ca> wrote:

Hello Janelle,

I understand James Klukas from Urban Systems has spoken with you about the road network on Salt Spring Island and that most of the information requested by US has been provided. US is interested in two remaining items: 1) gravel pits 2) North Beach Road.

- 1) In the 2002 restructure assistance offer from TRAN, it stated that TRAN was willing to transfer all three gravel pits (Cusheon Pit, Horel Pit & Musgrave Pit) to a SSI municipality. Could you please advise if there are any gravel pits currently on SSI that could be transferred to a SSI municipality should electors approve incorporation?
- 2) Last November at a public open house on SSI, Don Gillespie questioned the accuracy of the preliminary study by informing a large audience that \$1.5 million had been spent on North Beach Road in 2014 and that the study did not accurately reflect this. The statements by Mr. Gillespie questioned the *credibility* of the study, therefore further clarification is required.

Jessica Ling, with input from Mike Pearson, provided the following information:

"In February 2015 there was a localized road failure due to a large tree that fell down and took the road with it on North Beach Road approximately 960m north of the intersection of Walkers Hook Road/Fernwood Road and North Beach Road. This was emergency work that cost approx. \$97,300 and was completed by Mainroad under an H200." I'm not sure what H200 means; perhaps it's part of the maintenance contract? I followed the URL included with the information from Jessica & Mike, which took me to a Driftwood newspaper article that indicated the following in relation to the road failure:

"Sidney-based G&E Contracting is currently in the midst of shoring up the bank with heavy boulders quarried from island rock. The Ministry of Transportation and Infrastructure stated Monday that full repairs could not be completed until an archeological assessment is ready, although the road is expected to be open next week. The road cuts through an ancient aboriginal site. Shell midden can be clearly seen at the edges of neighbouring properties and a consulting archeologist has been on site in the last week, along with Harold Joe, a representative of the Cowichan Tribes."

In your opinion, does it sound reasonable that an archeological assessment and the emergency repair work totalled \$97,300 (I have no idea what it would cost). Also, the newspaper article indicated that full repairs could not be completed right away, do you know if any further work was done following the archaeological assessment?

We anticipate another series of open houses on SSI will take place this fall, and the Consultants would like to ensure that the credibility of their work in relation to road maintenance and emergency repairs is not called into question.

Thanks,
Linda

Galeazzi, Linda MAH:EX

From: Ling, Jessica K TRAN:EX
Sent: Thursday, December 3, 2015 1:31 PM
To: Galeazzi, Linda CSCD:EX
Subject: FW: North Bench Road SSI
Attachments: SI-15-003 - N Beach Rd slide repair.docx; Fwd: North Beach Rd; 2015 Road Reconstruction.kmz

As discussed.
Jessica

From: Erwin, Janelle A TRAN:EX
Sent: Wednesday, December 2, 2015 9:55 PM
To: Ling, Jessica K TRAN:EX
Subject: FW: North Bench Road SSI

FYI

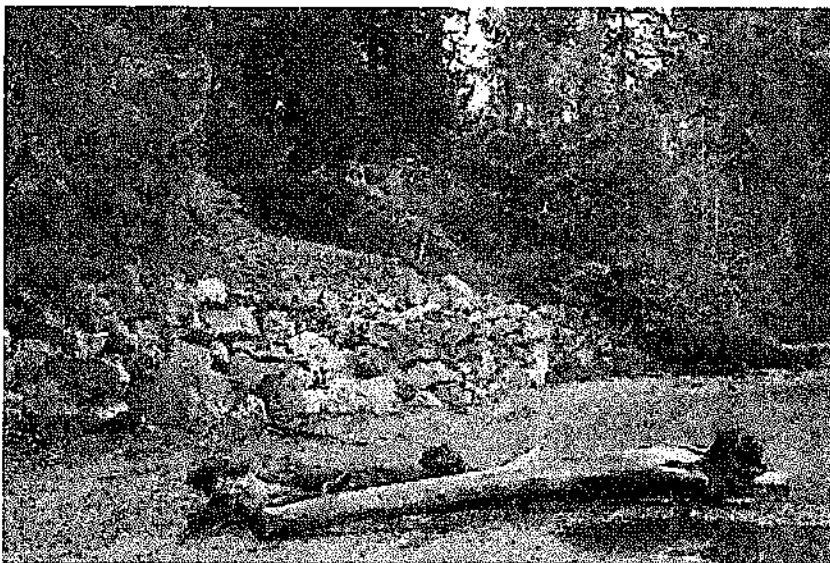
From: Pearson, Michael TRAN:EX
Sent: Wednesday, December 2, 2015 4:04 PM
To: Erwin, Janelle A TRAN:EX
Subject: North Bench Road SSI

Hi Janelle,

In February 2015 there was a localized road failure due to a large tree that fell down and took the road with it on North Beach Road approximately 960m north of the intersection of Walkers Hook Road/Fernwood Road and North Beach Road.

This was emergency work that cost approx. \$97,300 and was completed by Mainroad under an H200.

<http://gulflandsdriftwood.com/news/repairs-continue-north-beach-road/#.VI-FwpjluM8>



Let me know if you need any more info.

Mike Pearson, P.Eng.

A/Operations Manager

Ministry of Transportation and Infrastructure

240-4460 Chatterton Way

Victoria, BC V8X 5J2

Tel: (250) 952-5562

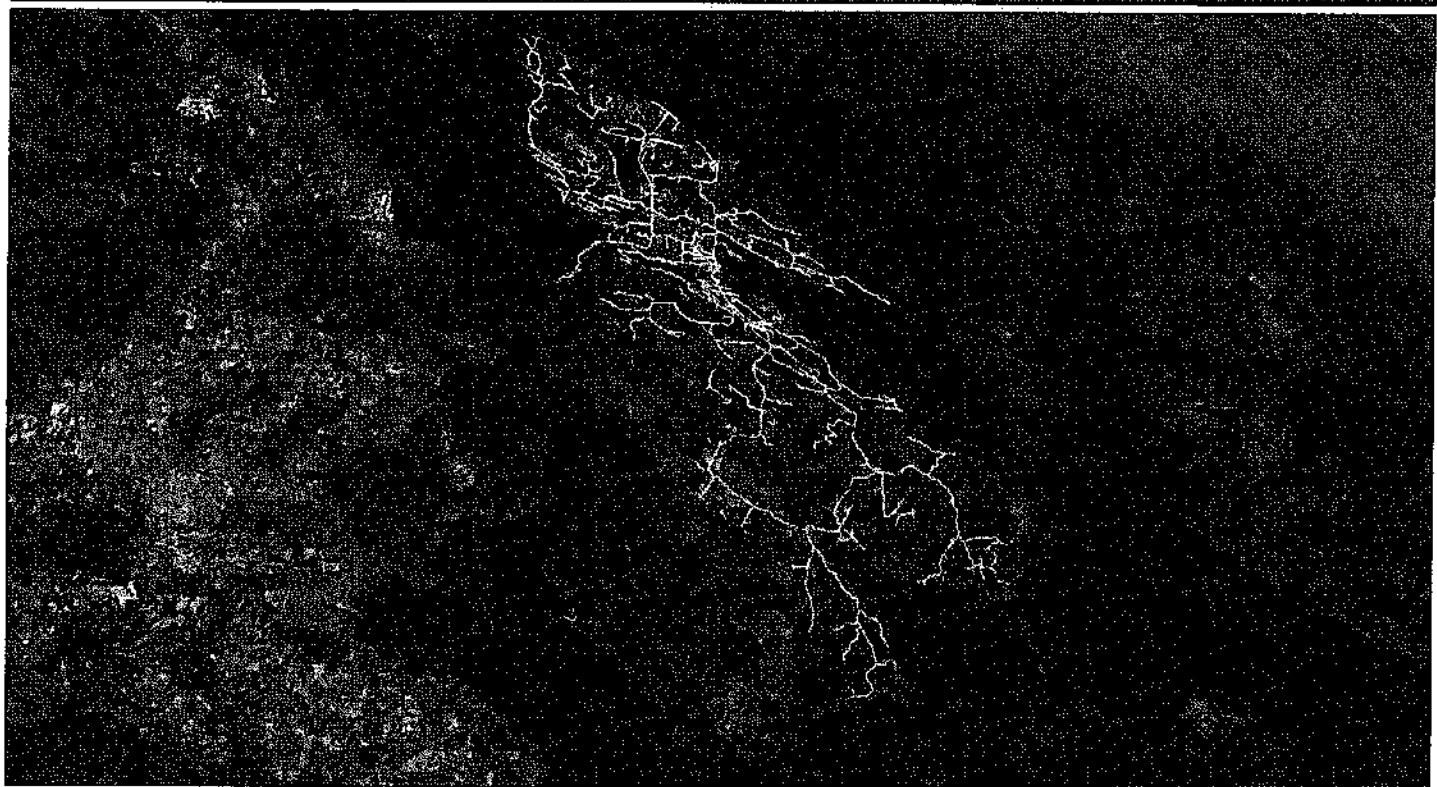
Mobile: (250) 213-9451

Michael.Pearson@gov.bc.ca



Salt Spring Island Road Condition Assessment

Prepared for Urban Systems Ltd.



McElhanney

McElhanney Consulting Services Ltd.
202-5855 York Road
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V9L 3S3

Contact: Darryl Tunnicliffe, P.Eng.
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Email: dtunnicliffe@mcelhanney.com

2231-33802-01

OQM | Organizational Quality
Management Program



Executive Summary

McElhanney Consulting Services Ltd (MCSL) was retained by Urban Systems to undertake a visual assessment of the roads on Salt Spring Island to document existing conditions and provide recommendations for improvements and future financial demands.

Salt Spring Island has approximately 272km of roads with four road classifications (residential rural/local, minor, main, and major) and four types of road surface treatments (asphalt, surface treatment, gravel and dirt). MCSL conducted a Road Condition Assessment by assessing the Ride Comfort Rating and Distress Manifestation for each road. A score out of 100 was calculated for each road.

As part of the study, the results of the preliminary investigation were graphically represented and presented in an online survey using MCSL's proprietary software Vertisee. The results of the survey were used during the quality control phase to verify assessment conditions for those roads where condition concerns were noted by members of the public. Please note, residents also expressed safety and geotechnical concerns that are beyond the scope of this project.

Results of the Road Condition Assessment indicated that 28% of the roads are in very poor to fair condition with the remainder of the roads in good to very good condition. Roads widths were also measured and compared to the standard width as specified in the Islands Trust – MOTI Agreement. In general, Salt Spring Island roads are narrower than the standard widths ranging from an average of 0.8m narrower for Local/Residential roads to an average of 1.9m narrower for Main roads.

Based on the results of the study, approximately:

- \$17.4M is required to reconstruct 25km of roads,
- \$15.6M is required to rehabilitate 112km of roads, and in addition
- In addition, \$2.3M capital improvements were identified to address alignment and intersection concerns per 2000 report by the Ward Consulting Group. These concerns were outside the scope of MCSL's work.

The results of the Road Condition Assessment should be used as for information only. It is not intended as a prescription for remedial road upgrades. Additional works are required to identify the details and extents of any road improvements. Further work is recommended to identify upgrade requirements and prioritization including conducting geotechnical assessments, assessing road safety features, and completing a Traffic Management Study. This further work would be the responsibility of MOTI or by the municipality if incorporated.

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INTRODUCTION

McElhanney Consulting Services Ltd (MSCL) was retained by Urban Systems to undertake a visual assessment of the roads on Salt Spring Island to:

- compile a "snapshot" of the existing conditions,
- provide recommendations for improvements, and
- provide an indication of future financial demands.

The scope of this report includes:

- Identify, classify and document all existing roads;
- Analyze the condition of roads using a visual comparative and qualitative assessment;
- Compare road widths to Standard Cross Sections;
- Identify roads in need of maintenance and repair work;
- Identify the general condition of sidewalks;
- Note general drainage concerns;
- Provide an estimate of maintenance costs;
- Provided an estimate of reconstruction costs; and
- Provide a list of road improvement priorities.

Please note that the scope of work for paved roads was less than that for other roads. The Ministry of Transportation and Infrastructure (MOTI) had conducted a detailed assessment of paved roads in 2013. Our scope for these roads was to provide a cursory road condition assessment and confirm the results with those from the MOTI assessment.

1.1 LIMITATIONS

Please note, this report is limited to a surficial review of road conditions with recommendations based on specific observations. This report can be used to infer road structure conditions but further intrusive and analytical investigation would be required to define actual conditions. This report does not comment on:

- the adequacy of existing road cross sections to serve the existing user demands,
- vehicular, bicycle and/or pedestrian safety,
- geotechnical slope stability,
- new road construction requirements, or
- other issues beyond the limited scope of the works provided.

2 BACKGROUND

Salt Spring Island is completing an incorporation study to identify the impacts of changing to a municipal governance structure. The Island covers 18,270 hectares and has a population of approximately 10,500. The Ministry of Transportation and Infrastructure operates and maintains approximately 272 km¹ of roads that vary in age, condition, and construction standards. In addition to Salt Spring's local traffic BC Ferries estimate that approximately 36,000 Vehicles (118,000 tourists) visit Salt Spring Island every year.

2.1 ROAD CLASSIFICATION

Salt Spring Island road classifications are based on a 1992 Letter of Agreement between the Ministry of Transportation & Highways² and the Islands Trust. Using Islands Trust nomenclature, the road standards are summarized in Table 1, below:

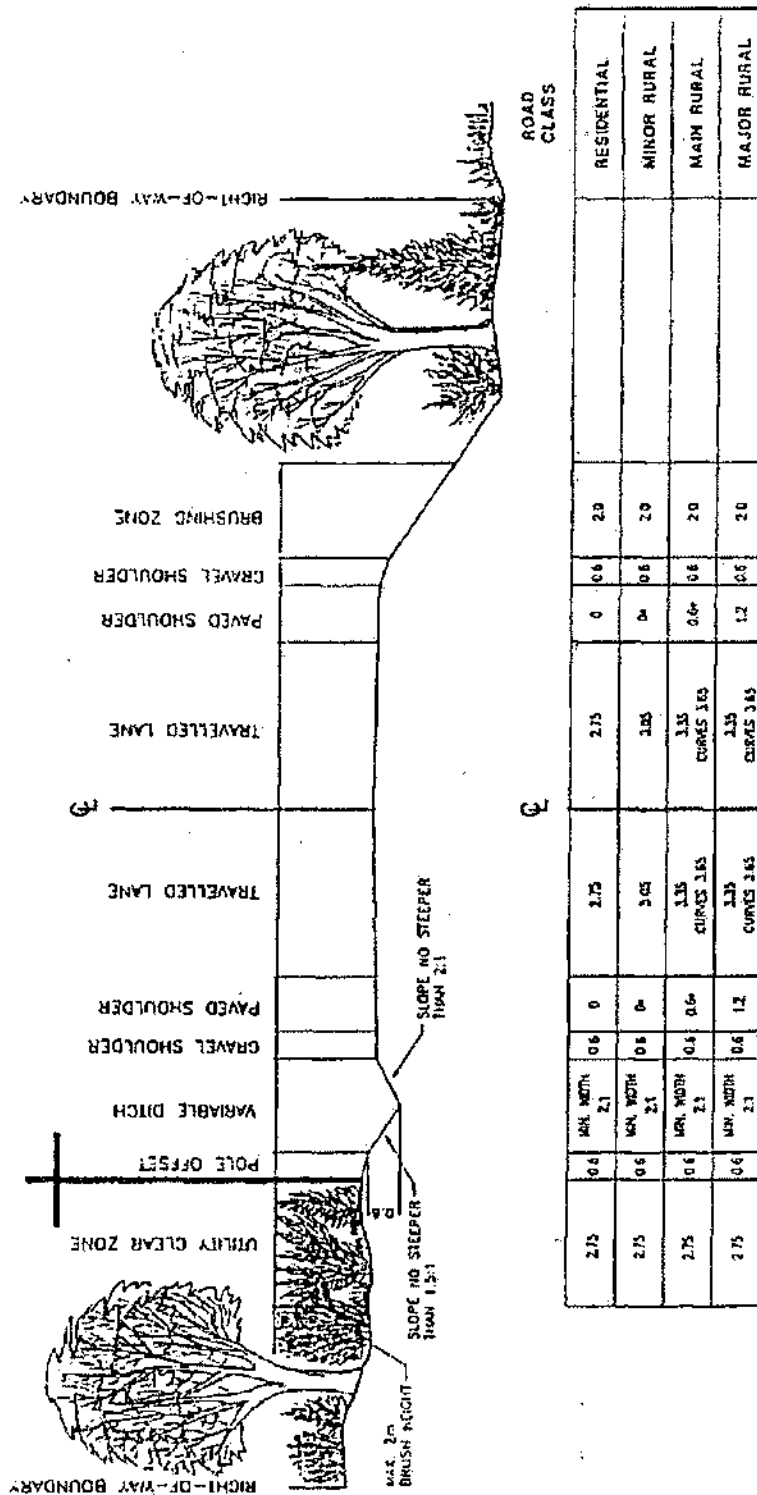
Table 1: Road Classification						
Classification	Design Speed	Full Constructed Width	Driving Lane Width	Paved Shoulder Width (one side)	Gravel Shoulder Width (one side)	Cycle Lanes
	<i>km/hr</i>	<i>m</i>	<i>m</i>	<i>m</i>	<i>m</i>	<i>No. Lanes</i>
Residential Rural/Local	50	6.7	5.5	0	0.6	0
Minor Rural	50	7.3	6.1	0	0.6	2
Main Rural	60	9.1 9.7*	6.7 7.3*	0.6m/lane	0.6	2
Major Rural	80	10.3 10.9*	6.7 7.3*	1.2m/lane	0.6	2

* - Roads widened for crests & curves.

The Typical Cross Section from the 1992 Letter of Agreement is presented in Figure 1 on the following page for reference.

¹ 272 km as measured using GPS devices during the 2016 Road Condition Assessment project.

² Now named the Ministry of Transportation & Infrastructure (MOTI)



NOTE:
- DIMENSIONS IN METRES
- REQUIRED DITCH WIDTH VARIES DEPENDING UPON THE DEPTH OF DITCH REQUIRED FOR DRAINAGE.
- * DESIGNATION AS CYCLE ROUTE INCREASES SHOULDER WIDTH TO 1.2m
- R.O.W. WIDTH 20m FOR ALL CLASSES EXCEPT MAJOR RURAL WITH A WIDTH OF 25m.

Figure 1: Typical Cross Section

3 METHODOLOGY

There are a variety of methods and techniques used throughout the industry to complete road condition assessments. We have referenced the Ministry of Transportation & Infrastructure (MOTI) Pavement Surface Condition Rating Manual, 5th Edition, 2015 and have generally followed the methodology and criteria developed by the Ontario Good Roads Association. The methodology has been adjusted to reflect specific site conditions when needed.

Each road segment was assessed using two key observations:

1. Ride Comfort Rating; and,
2. Distress Manifestation.

These criteria are used to define the Pavement Condition Rating (PCI).

Each road was assessed in segments during the surface condition investigation. Observations of the drainage, sidewalks and curbing conditions were also noted.

3.1 RIDE COMFORT RATING

The Ride Comfort Rating (RCR) provides a qualitative assessment of road segments based on the inspector's judgment of select criteria while driving at the posted speed limit. The RCR is rated using the scale presented in Table 2, below.

Table 2: Ride Comfort Rating										
Rating	1	2	3	4	5	6	7	8	9	10
Description	Very Poor	Poor			Fair			Good		Very Good

3.2 DISTRESS MANIFESTATION INDEX

The Distress Manifestation Index (DMI) offers a visual comparison of both the Severity of Distress (SI) and the Density of Distress (DI).

Asphalt Road Surfaces

For asphalt surfaces both the SI and DI were rated on a scale from 0.25 to 2:

- Severity of Distress – "very slight" to "very severe"
- Density of Distress – "few" to "throughout."

Asphalt pavement condition concerns include the following:

- Surface Defects (e.g. aggregate loss)
- Surface Deformation (e.g. wheel track rutting)
- Cracking (e.g. alligator cracks)

Gravel Road Surfaces

For both gravel and dirt surfaces both SI and DI were rated on a scale from 1 to 3:

Severity of Distress – “slight” to “severe”

Density of Distress – “intermittent” to “extensive.”

Gravel surface conditions include the following:

- Surface Defects (e.g. loose gravel, dust, potholes, breakup)
- Surface Deformation (e.g. washboard, rutting, flat / reverse crown, distortion)

3.3 MAINTENANCE - PAVED SURFACES

Significant cost savings can be achieved by investing in maintenance prior to significant degradation. The cost savings for maintenance and rehabilitation activities are based on the understanding that maintenance provided earlier in the life of road extends the useful life. This is illustrated in general terms in Figure 2, below.

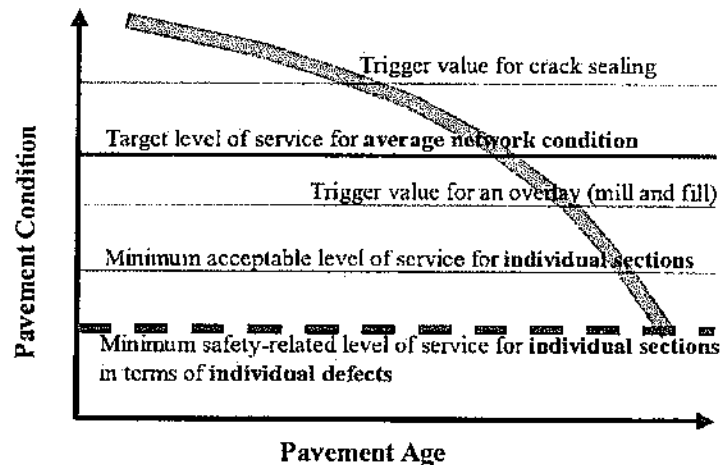


Figure 2: Service Levels with Age and Pavement Condition³

Pavement generally deteriorates slowly until it reaches a “fair” condition. However, further degradation is rapid.

³ Transportation Association of Canada (TAC), Hein, Watt, Municipal Pavement Performance Predictions based on Pavement Condition Data, Annual Conference for TAC, 2005.

The Pavement Life Cycle, illustrated in Figure 3 below, shows the relationship between the Pavement Condition Index and Age. The information presented in the following figure can be used to form the basis of recommended improvements based on the PCI.

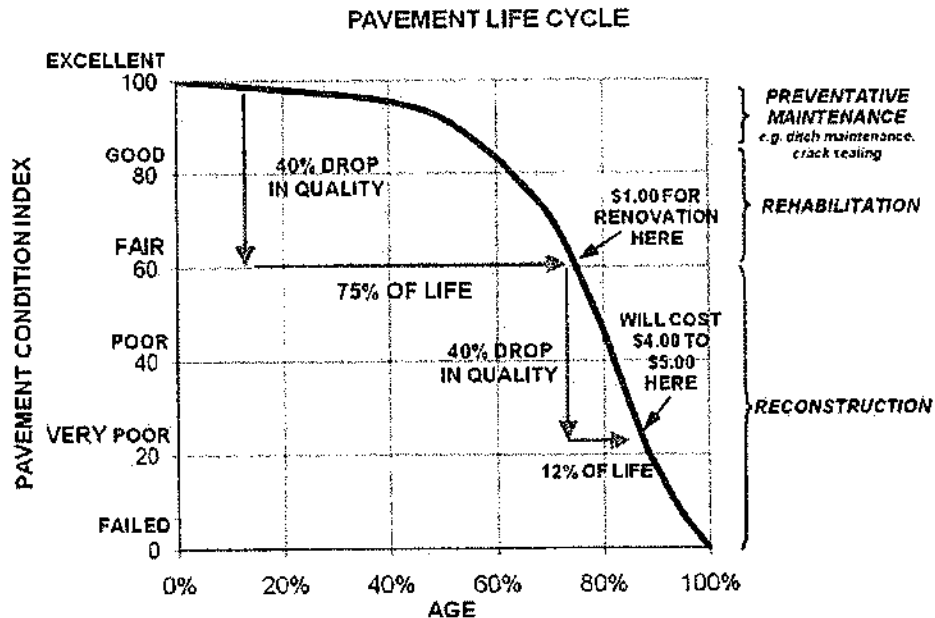


Figure 3: Pavement Life Cycle⁴

In summary, any maintenance program for paved roads should consider the long term savings of providing maintenance early in the road pavement life in order to delay the need for resurfacing. This will extend service life and reduce overall maintenance costs.

3.4 MAINTENANCE - AGGREGATE SURFACES

Unlike paved surfaces, there is no 'protection' layer on gravel and dirt roads. In general, gravel roads lose surfacing aggregate steadily over time. Routine maintenance activities are required such as regular grading and surface aggregate replacement. Similar to the Pavement Life Cycle, gravel roads will quickly degrade if routine maintenance is not provided.

3.5 CONDITION INDEX CRITERIA

The Pavement Condition Index (PCI) rating is based on the Ride Condition Rating and Distress Manifestation Index observations. A formula is used to calculate a pavement condition rating for each road segment. Road segments are rated out of 100, with higher scores indicating better road conditions.

⁴ U.S. Army Corps of Engineers

For the purposes of this report, the PCI rating will be used to identify recommended road maintenance and rehabilitation requirement. Trigger conditions vary between road classifications and roads that are considered higher priority.

Table 3 shows the criteria established for the assessment. Note: Values in Table 3 can be adjusted based on Salt Spring Island's priorities.

Table 3: Pavement Condition Index Criteria		
Pavement Condition Score (PCI)	Pavement Condition Description	Action
0 - 55	Very Poor to Poor	Reconstruction
55 - 65	Poor to Fair	Rehabilitation
65 - 75	Fair	Rehabilitation
75 - 90	Good	Line Painting, Crack Sealing, Pothole Repair, Ditch Maintenance
90 -100	Very Good	Routine Line Painting

A Gravel Condition Rating (GCR) has been developed for Salt Spring's gravel and dirt roads to define road maintenance and rehabilitation requirements. The rating is out of 100, with higher scores indicating better road conditions. The scoring criteria are different for paved roads and gravel roads due to differences in road construction and the nature of degradation for each type of road. Rating gravel roads is quite subjective as conditions can change rapidly over a short period of time.

Table 4 shows the general condition rating criteria established for the assessment.

Table 4: Gravel Condition Rating Criteria		
Gravel Condition Rating (GCR)	Gravel Condition Description	Action
0 - 19	Very Poor to Poor	Reconstruction
20 - 39	Poor to Fair	Rehabilitation
40 - 59	Fair	Rehabilitation
60 - 79	Good	Pothole Repair, Grading, Additional Aggregate
80 -100	Very Good	Routine Grading

As part of the road surface condition assessment, the quality of the sidewalks and curbing was also assessed.

Table 5 shows the condition rating criteria established for the assessment.

Table 5: Sidewalk and Curb Condition Rating Criteria					
Score	1 Failed	2 Poor	3 Adequate	4 Good	5 Excellent
Description	Replacement required immediately.	Significant cracking and/or poor surface.	Some cracking and/or surface deterioration.	Minor cracking and/or surface deterioration.	Free from significant cracking or surface deterioration.

4 OBSERVATIONS

4.1 GENERAL ROAD CONDITION

McElhanney reviewed 387 segments of roads with a total length of 272 km. A summary of the type, length, and general condition is presented in Table 6, below.

Table 6: General Condition Summary						
Classification	Very Poor to Poor	Poor to Fair	Fair	Good	Very Good	Total
	<i>kilometers</i>					
Gravel	11.2	2.1	8.7	14.6	22.0	59
Dirt	0	0	1.3	0.2	2	4
Surface Treated	4.4	5	5.9	23.9	2.1	41
Asphalt Pavement	9.3	9.3	18.8	80.2	51.3	169
Total Length (km)	24.9 9%	16.4 6%	34.7 13%	118.9 44%	77.4 28%	272 100%

The results in Table 6 are summarized as follows:

- 76 km (28%) of the roads were rated very poor to fair condition
- 196 km (72%) of the roads were rated good to very good condition.

Refer to Appendices A and B for a complete summary of all roads and their condition. Regarding the paved roads, our results were comparable to the 2013 road condition assessment provided by MOTI with no significant difference in results.

The road condition rating system provides an overall indication of road quality for a given road segment. There may be specific localized areas within the roadway that show signs of deterioration that may not trigger a poor rating.

Drainage

Poor ditching and/or drainage was noted in approximately 86 km (32%) of the roads. Poor drainage is of particular concern because it leads to increased rate of degradation and, therefore, reduction in overall service life.

4.2 ROAD & SHOULDER WIDTHS

Road widths were measured during the Road Condition Assessment and included measuring the full gravel width or full pavement width including the gravel shoulder.

A summary of the road width, weighted by total length, is compared to the road standards in Table 7.

Table 7: Width Comparison			
Classification	FULL ROAD WIDTH*		
	Standard Width <i>m</i>	Average Recorded Width <i>m</i>	Difference <i>m</i>
Local	6.7	5.9	0.8
Minor	7.3	6.2	1.1
Main	9.1	7.2	1.9
Major	10.3	8.9	1.4

* Including Shoulders

4.3 SIDEWALKS & CURBS

As part of the road surface condition assessment, the quality of the sidewalks and curbing was also assessed. Sidewalks are generally limited to the Ganges Area with 3 major surface types including Brick, concrete and asphalt. Approximately 1800 m of sidewalks and 3000 m of curbs were assessed. There are no known sidewalk standards for Salt Spring Island.

A summary of the sidewalk conditions is shown in Table 8.

Table 8: Sidewalks Condition Summary						
Classification	Failed	Poor	Adequate	Good	Excellent	Total
	<i>meters</i>					
Brick Sidewalk	0	0	0	25	45	70
Concrete Sidewalk	0	0	415	414	288	1117
Asphalt Sidewalk	0	0	0	130	500	630
Total Length (m)	0 0%	0 0%	415 23%	569 31%	833 46%	1817 100%

*(the average width of sidewalks are as follows, 2.85m Brick, 2.1m Concrete, and 1.6m Asphalt)

A summary of the curb conditions is shown in Table 9. There are no known curb standards for Salt Spring Island.

Table 9: Curb Condition Summary						
Classification	Failed	Poor	Adequate	Good	Excellent	Total
	<i>meters</i>					
Concrete Curb	0	0	542	710	60	1312
Asphalt Curb	190	199	620	700	0	1709
Total Length (m)	190	199	1162	1410	60	0
	6%	7%	38%	47%	2%	100%

4.4 CROWD SOURCING SURVEY

The preliminary results of the road condition assessment were graphically presented in an online survey using MCSL proprietary software Vertisee. The survey was very successful in the number of respondents with over 450 comments received. Many of the comments addressed concerns outside the scope of this study such as safety or geotechnical issues.

Comments pertinent to the Road Condition Assessment were reviewed and used to determine which roads to review as part of our quality control procedure. A total of 15 road segments were reviewed and compared to our original assessment and included:

1. Atkins Road
2. Booth Canal Road
3. Cusheon Lake Road
4. Fulford-Ganges Road (3 segments)
5. Isabella Point Road
6. Morningside Road
7. North Beach Road
8. North End Road (2 segments)
9. Robinson Road
10. Stewart Road
11. Sunset Drive
12. Walker's Hook Road

In all cases except one, there was no change to our original assessment as the re-assessed condition was the same as our initial assessment. The one exception was a 2km length of Fulford-Ganges Road (Seaview Avenue to Cranberry Road) which was assessed to be in poorer condition than our initial review.

5 COST ESTIMATES

This report includes cost estimates for:

- 1) Maintenance Activities
- 2) Capital Cost Estimates

5.1 MAINTENANCE ACTIVITIES

Maintenance activities are works generally provided every 1 to 5 years and limited to surface treatments and minor drainage improvements such as brush control and ditch cleanout. Typical Maintenance activities are provided in Table 10 on the following page.

Table 10: Typical Maintenance Activities		
Road Type	Activity	Frequency*
Asphalt Roads	Crack Sealing	2 to 5 years
	Patching/Pothole Repair	1 to 2 times per year
Surface Treated Roads	Patching/Pothole Repair	1 to 2 times per year
	Manual Chipseal Repair	1 to 2 times per year
	Machine Patching	2 to 5 years
Gravel Roads	Minor Grading	2 to 4 times per year
	Major Grading/Ditching	2 years
	Spot Repair	1 to 2 times per year
	Dust Control	2 to 4 times per year
General Maintenance Activities	Ditch Cleanout	Annual
	Culvert Inspection & Cleaning	Annual
	Curb & Gutter Maintenance & Repair	Annual
	Catch Basin & Inlet Cleanout	Annual
	Line Painting	3 to 5 years
	Brush Control	1 to 2 times per year
	Tree & Shrub Maintenance	1 to 2 times per year

*The frequency of maintenance requirements will vary depending on the initial construction quality, age, type, current condition, and use of each road.

Historical Maintenance Costs

The Ministry of Transportation & Infrastructure has provided their costs for the Operations & Maintenance contract to maintain the entire inventory of Salt Spring Island Roads. The historical costs for 2010 to 2014 are summarized in the Table 11, below.

Table 11: Historical Maintenance Costs			
Fiscal Year	Cost/km/year	CPI Increase to \$2016	Cost/km/year \$2016
2014/2015	\$5,000	102%	\$5,100
2013/2014	\$4,500	104%	\$4,700
2012/2013	\$4,200	105%	\$4,400
2011/2012	\$5,200	107%	\$5,500
2010/2011	\$4,800	110%	\$5,300
Average Cost			\$5,000

Projected Maintenance Costs

The projected maintenance costs are based on the historical maintenance costs of \$5000/km. For 272 km, the annual maintenance cost is projected to be \$1.4M.

Maintenance requirements and costs can vary substantially depending on the average condition of the roads. If the overall road condition drops, then maintenance requirements will increase. If the overall road condition improves, then maintenance requirements will decrease.

5.2 CAPITAL COST ESTIMATES

There are two cost regimes to provide cost estimates for future works:

- 1) Rehabilitation, and
- 2) Reconstruction

The cost to widen roads to standard widths was also calculated. Please note that this is for illustration purposes only. Roads with sub-standard widths may be adequate for existing and future demands.

Rehabilitation

Rehabilitation works include the replacement of surficial pavements and are limited to the width of the existing road cross-section. Rehabilitation includes the following works:

- Asphalt & Surface Treatments
- 50% base gravels, and
- Ditching improvements.

Dirt roads would be rehabilitated to the same standard as gravel roads.

Reconstruction

Re-construction works include all rehabilitation items plus:

- Constructed to full road width of standard cross-section
- Limited clearing and grubbing,
- Stripping & Disposal
- Cut to Fill
- Full replacement of base, sub-base gravels, and drainage system.

Road Widening

Road widening to Standard Widths is, essentially, the construction of a new road for the width required. It includes the same construction items noted in Rehabilitation and Reconstruction. Costs for widening were calculated for all roads where the existing width is less than the Standard Width.

Cross Section Elements

Costs estimates are proportional to the quantity of materials required to rehabilitate or construct a road. The Ministry of Transportation & Infrastructure – “BC Supplement to TAC Geometric Design Guide, 2007 Edition” was referenced for the cross section details as summarized in Table 12 below:

Table 12: Thickness of Road Cross-Section Components				
Item	Local mm	Minor mm	Main mm	Major mm
Subbase Gravel*	250	250	250	250
Base Gravels	225/300**	300	300	300
Asphalt	50	75	75	100

* The required thickness of subbase gravels ranges from 150mm (over harder materials) to 300mm (over softer materials); 250mm was assumed for all roads.

** 225mm thickness required on paved roads, 300mm thickness required for gravel roads.

Unit Rate Assumptions

Cost estimates were derived from road projects undertaken on Salt Spring Island and other relevant projects on Vancouver Island. The following unit rates were used to calculate the cost of road improvements as summarized in Table 13 below:

Table 13: Unit Rate Assumptions		
Item	Units	Unit Rate
Clearing and Grubbing	ha	\$30,000
Stripping & Disposal	m ³	\$50
Cut to Fill	m ³	\$40
Subbase Gravels	m ³	\$55
Base & Surface Gravels	m ³	\$60
Ditching & Limited Culverts	m	\$30
Seal Coat	m ²	\$12
Asphalt	tonne	\$200
General Fees (Mob/Demob, Traffic Control, Etc.).	%	5%
Engineering	%	15%
Contingency	%	30%

A detailed assessment of each road segment is required to identify the type and extent of required improvements. Actual remedial costs will vary depending on the nature of the improvements required, maintenance standards, and the timing of the works.

5.3 COSTS ESTIMATES

Rehabilitation and reconstruction costs are based on unit rates expressed in dollars per square meter (\$/m²). These 'unit costs' are presented in Tables 14 & 15 below.

Table 14: Unit Cost Estimates – Rehabilitation				
Road Type	Local \$/m ²	Minor \$/m ²	Main \$/m ²	Major \$/m ²
Asphalt	\$38.00	\$57.00	\$58.00	\$78.00
Surface Treatment	\$22.00	\$24.00	\$24.00	\$27.00
Gravel/Dirt	\$4.00	\$6.00	\$7.00	\$8.00

For rehabilitation works, costs increase with the type of road due to the increased thickness required for base gravels and/or pavements.

Table 15: Unit Cost Estimates – Reconstruction & Widening				
Road Type	Local \$/m ²	Minor \$/m ²	Main \$/m ²	Major \$/m ²
Asphalt	\$111.00	\$129.00	\$127.00	\$145.00
Surface Treatment	\$92.00	\$90.00	\$88.00	\$87.00
Gravel/Dirt	\$66.00	\$66.00	\$63.00	\$62.00

For Reconstruction and Widening cost estimates, asphalt roads increase in cost for each type of road due to the increased thickness of asphalt. For the remaining road types, costs are essentially the same but reduce slightly due to the relative cost of ditching.

5.4 RECONSTRUCTION & REHABILITATION COST ESTIMATE SUMMARY

Cost estimates have been generated for reconstruction and rehabilitation works, as determined by the condition index criteria presented in Tables 3 and 4. A summary of the number of roads identified and their total costs for each type of work is in Table 16 along with roads requiring ditching improvements only. Refer to Appendix A for additional details.

Table 16: Reconstruction & Rehabilitation Cost Estimate Summary			
Maintenance Activity	Number of Road Segments	Total Length km	Total Cost Estimate
Reconstruction	15	25	\$17,400,000
Rehabilitation	81	51	\$12,600,000
Rehabilitation – Ditching Only	81	62	\$3,000,000
Total	96	138	\$33,000,000

Road Widening Cost Estimate

Cost estimates for road widening have been determined using the difference to the standard road cross section versus existing road width and summarized in Table 17 on the following page. Refer to Appendix B for additional details.

Table 17: Road Widening Cost Estimate		
Maintenance Activity	Total Length km	Total Cost Estimate
Road Widening	248	\$29,000,000

248 km of 272 km (91%) of roads were identified to have widths less than the standard cross sections. Further studies are required to determine the extent of road widening required and, as such, the cost estimate is considered to be an upper-end value of road widening costs for Salt Spring Island.

Potential Additional Costs

Assessing road alignments and intersection visibility was not part of this study. The Preliminary Road Assessment Report by Ward Consulting Group identified improvements to address these issues. Alignment and visibility findings including estimated costs is presented in Table 18, excerpted from their report Table 2: Identified Road Improvements and Estimated Costs (prepared Feb. 2000).

Table 18: Alignment & Intersection Improvements				
Class	Road	Problem	Location	Est. Cost (2016)*
Major	Fulford-Ganges Road	intersection visibility	at Beddis Road	\$20,000
Major	Fulford-Ganges Road	tight turn	south of Saltspring Way	\$134,000
Major	Fulford-Ganges Road	tight turn	south of Horel	\$134,000
Major	Fulford-Ganges Road	tight turn	north of Isabella	\$134,000
Main	Lower Ganges Road	intersection visibility	at Booth Canal Road	\$20,000
Main	North End Road	intersection visibility	at Lang Road	\$20,000
Main	North End Road	intersection visibility	at North Beach Road	\$20,000
Main	North End Road	road sight distance	north of Upper Ganges Road	\$20,000
Main	North End Road	steep slope	along St. Mary Lake	\$134,000
Main	Stewart Road	tight turn	at Arnell Park	\$402,000
Main	Sunset Drive	intersection visibility	at West Eagle Dr	\$20,000
Main	Vesuvius Bay Road	intersection visibility	at Chu An Drive	\$20,000
Minor	Cranberry Road	road sight distance	various	\$40,000
Minor	Isabella Point Road	tight turn	north of Roland Rd	\$201,000
Minor	Isabella Point Road	tight turn	north of Roland Rd	\$201,000
Minor	Mount Maxwell Road	road sight distance	various	\$80,000
Minor	Mount Maxwell Road	road sight distance	various	\$80,000
Minor	Robinson Road	intersection visibility	north of Mansell Road	\$80,000
Minor	Robinson Road	intersection visibility	north of Mansell Road	\$80,000
Minor	Robinson Road	steep slope	north of Bullocks Lake	\$268,000
Minor	Upper Ganges Road	tight turn	west of Highwood	\$80,000
Minor	Upper Ganges Road	tight turn	west of Highwood	\$80,000
Resid.	Lee Road	intersection visibility	at Fulford-Ganges	\$20,000
TOTAL:				\$2,288,000

* Increased from 2000 report per CPI index.

The above-listed problems and associated costs were not analyzed as part of the scope of this project and McElhanney can not confirm their accuracy or applicability.

5.5 COST ESTIMATE SUMMARY

The maintenance and capital cost estimates provided in this report are summarized in Table 19 below.

Table 19: Maintenance & Capital Cost Estimate Summary	
Maintenance	\$5000 per year per km \$1.4M per year for 272 km
Reconstruction & Rehabilitation	\$33M 138 km (50%) of roads
Road Widening	\$29M 248 km (91%) of roads are less than the standard cross section but may have satisfactory widths; further study required.
Alignment & Intersection Improvements	\$2.3M addressing 23 improvements.

5.6 CAPITAL PLANNING

There is approximately \$33M in reconstruction and rehabilitation works. It is recommended to address roads identified for reconstruction and rehabilitation sooner rather than later to mitigate additional costs associated with further degradation. The time line to address these works can range significantly. For example, it may require 15 to 30 years or \$1.1M to \$2.2M per year to address these capital improvements. Priority will be to:

- 1) Complete reconstruction works on major and minor roads,
- 2) Complete rehabilitation works on major and minor roads, and
- 3) Complete reconstruction & rehabilitation of local roads.

Refer to Appendix A for further details including priority. Based on the above priority and spending assumptions, there is a total \$14.6M estimated for reconstruction or rehabilitation of major and minor roads. At \$1.1M to \$2.2M per year, it would take 6 to 13 years to address these roads.

Assuming all \$33M are addressed in the next 15 to 30 years, we can provide time spans for when projects could be completed. Refer to Appendix A for suggested time frames. The timing is based on the assumption that capital spending will be evenly distributed to each time frame. A summary of assumed cost projections over the next 15 to 30 years is provided in Table 20 below.

Table 20: Cost Projection Summary		
15-Year Timeline	30-Year Timeline	Cost Projection
1 to 2.5 years	1 to 5 years	\$5.1M
2.5 to 5 years	5 to 10 years	\$5.6M
5 to 7.5 years	10 to 15 years	\$5.4M
7.5 to 10 years	15 to 20 years	\$5.1M
10 to 12.5 years	20 to 25 years	\$6.1M
12.5 to 15 years	25 to 30 years	\$5.7M
TOTAL		\$33M

6 RECOMMENDATIONS

This report represents a snapshot of the road condition based on a visual assessment. It is recommended to consider additional works for managing construction activities and planning road structure in the future including:

- Prior to completing road improvement works, conduct a detailed assessment of each road segment which may include geotechnical testing such as a Benkleman Beam test or other falling weight deflectometer analyses.
- Complete a Traffic Management Study to identify critical roads and prioritize future road upgrades to meet the existing and future demands of the community. This would also provide an opportunity to revisit the road standards and identify if new or revisions to the existing standards are warranted.
- Budget for good maintenance in order to minimize unnecessary capital costs in the future.
- Review all roads for safety features including, but not limited to, comparison to standard MOTI requirements for roadside barriers, signage, lighting, vertical and horizontal alignments.

In addition to the above recommendations, it is worth noting that geotechnical concerns were identified in 2013 MOTI report (Morningside Road Wall) and as per many respondents to the crowd-sourcing survey. Thus, it is also recommended to review these potential concerns and identify if further works are required to assess the presence/absence of any geotechnical issues.

6.1 COMPARISON TO 2000 PRELIMINARY ASSESSMENT RECOMMENDATIONS

The 2000 report *Preliminary Assessment of Salt Spring Island's Roads* by the Ward Consulting Group (Ward) in 2000 identified \$11.5M (*Table 2*) in capital improvements with \$5.6M (*Table 3*) for Road Widening. Converting to 2016 dollars, that is \$15.4M in capital improvements and \$7.5M for road widening. As presented in *Table 18*, \$2.3M of the capital improvements was for alignment and intersection improvements with the remaining \$13.1M for other road improvements.

By comparison, this report estimates \$33M in capital improvements and up to \$29M in road widening costs. Please note, however, that a direct comparison is not possible because the basis of the costs is not provided in the 2000 Ward Report.

August 9, 2016

7 CLOSURE

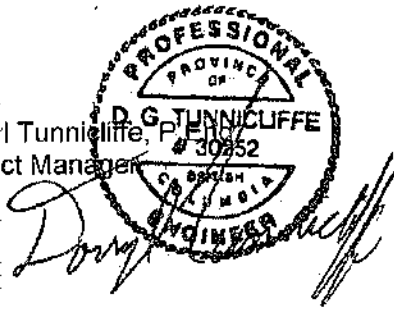
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We trust this meets your needs at this time. If you have any further questions or concerns, please do not hesitate to contact us.

Prepared By,

Reviewed By,

Darryl Tunnicliffe, P.Eng.
Project Manager



Chris Pogson, P.Eng.
Nanaimo Branch Manager

2016-08-09



Edmondson, Marijke MAH:EX

From: Galeazzi, Linda CSCD:EX
Sent: Tuesday, August 16, 2016 4:52 PM
To: Mark Aston
Cc: Edmondson, Marijke CSCD:EX; Faganello, Tara CSCD:EX; 'Karen Wright'
Subject: RE: Road Condition Assessment Public Meeting

Hello Mark,

s.22 and the SSI incorporation study process this week. We are aware of the Committee's plan to present the results of the road condition assessment report to the Salt Spring Island community in September, and it makes sense that Urban Systems and the consulting engineer who prepared the road report to attend that meeting.

We understand that MOTI is currently reviewing the road report, which will help inform their portion of the Provincial restructure assistance offer (RAO). The usual process regarding the Provincial RAO is that MCSCD staff present the comprehensive RAO to the Committee and the Committee disseminates the information to the SSI public. At this point MOTI has not indicated when they anticipate finalizing their assistance. We will pass along the Committee's invitation to MOTI to attend the September public meeting; however, I am not aware that MOTI staff have ever done this.

The annual UBCM Convention takes place this year from September 26 – 30, which will make it challenging for provincial staff to be available for meetings. However, we assure the Committee that the Province is working diligently on providing the best offer of restructure assistance that is available.

Regards,
Linda

From: Mark Aston s.22
Sent: Monday, August 15, 2016 5:19 PM
To: Edmondson, Marijke CSCD:EX
Cc: Galeazzi, Linda CSCD:EX; Faganello, Tara CSCD:EX; Karen Wright
Subject: Road Condition Assessment Public Meeting

Hi Marijke

s.22 I thought I should contact you with this request.

The week of Sept 19th we are scheduling (date, time, and venue are being confirmed) a public meeting to inform the community about the results of the road condition assessment. Urban Systems and the engineering road consultant who conducted the assessment will be leading the majority of the session. It is intended as a session to explain the assessment to the public.

As part of this meeting, and as discussed with the Minister recently, we would like to also present any offer of restructure assistance that may be targeted for road related items (capital or maintenance). The ISC feels that if an offer does contain funding or upgrades to the roads that it would be important for the public to receive that information as part of the presentation, if possible, so that it presents a more complete perspective.

Ideally rather than Urban or I speaking to this we wondered if someone from MCSCD would be able to attend to present this portion?

Although a date and time has not been confirmed I wanted to give you an early heads-up. I will forward the specifics of the session to you as soon as I receive them.

Best regards,

Mark

Galeazzi, Linda MAH:EX

From: Pearson, Michael TRAN:EX
Sent: Tuesday, September 6, 2016 4:00 PM
To: Galeazzi, Linda CSCD:EX
Cc: Erwin, Janelle A TRAN:EX; Callander, Alan TRAN:EX; Edmondson, Marijke CSCD:EX
Subject: RE: Salt Spring Island Road Condition Assessment - Final Report

Hello Linda,

Please see below.

Regards,

Mike Pearson, P. Eng.
Operations Manager
Vancouver Island District - Central Vancouver Island
Direct line: 250-751-3287
Mobile: 250-213-9451
Fax: 250-751-3288
Michael.Pearson@gov.bc.ca



Ministry of
Transportation
and Infrastructure

From: Galeazzi, Linda CSCD:EX
Sent: Tuesday, September 6, 2016 3:02 PM
To: Pearson, Michael TRAN:EX
Cc: Erwin, Janelle A TRAN:EX; Callander, Alan TRAN:EX; Edmondson, Marijke CSCD:EX
Subject: RE: Salt Spring Island Road Condition Assessment - Final Report

Hello Mike,

Thank you for providing the restructure assistance offer on behalf of MoTI. We recognize that this offer is more robust than the previous offer to the Salt Spring community (in 2000), and that it includes significant capital expenditures. The CSCD ministry executive discussed MoTI's offer today and wish to confirm and/or clarify the following:

- MoTI to complete resurfacing approximately 13 km of Fulford Ganges Road, between Ganges Village and the ferry terminal, including 1.2 m shoulder, within five years from the incorporation date (estimated \$5M). Is this correct? Is it also correct that this work is not scheduled to be done within five years, e.g. MoTI would accelerate this as an incentive to incorporate? s.13,s.16
s.13,s.16
- During the latter part of the five years transition assistance, MoTI would complete mitigation of the slope stability issue on Walkers Hook Road (estimated \$1M). Is this correct? Correct.

- MoTI to provide annual contribution of \$20,000 towards line markings [thermoplastic and long lines] during five year transitional period (Estimate \$100,000). Is this correct? Correct.
- MoTI would provide financial assistance to the potential Island Municipality to resolve the outstanding road tenure concern on Beddis Road, should this issue not be resolved prior to incorporation. Is this correct? Correct.

We appreciate that this offer could help address some of the long-standing concerns of the Salt Spring Island community. s.13,s.16

s.13,s.16 we will make clear in the comprehensive offer of restructuring assistance from the Province that this is an extraordinary offer that includes capital road upgrades, which has not been included in restructuring assistance for the past 20 years. My understanding is that capital program ended in 1996.

Thank you,
Linda

Linda Galeazzi
Senior Planning Analyst
Governance and Structure Branch
Ministry of Community, Sport and Cultural Development
Tel 250 387-4031
Fax 250 387-7972

From: Pearson, Michael TRAN:EX
Sent: Friday, September 2, 2016 3:46 PM
To: Faganello, Tara CSCD:EX; Erwin, Janelle A TRAN:EX; Andrade, Ana CSCD:EX; Gedney, Vanessa R CSCD:EX
Cc: Richter, Kevin J TRAN:EX; Edmondson, Marijke CSCD:EX; Galeazzi, Linda CSCD:EX; Parkes, Norm E TRAN:EX; Bhatti, Ashok A TRAN:EX; Callander, Alan TRAN:EX
Subject: RE: Salt Spring Island Road Condition Assessment - Final Report

Hello Tara,

Please find attached our signed note. Apologies for the delay.

Regards,

Mike Pearson, P. Eng.
A/District Manager
Vancouver Island District
Direct line: 250-751-3287
Mobile: 250-213-9451
Fax: 250-751-3288
Michael.Pearson@gov.bc.ca



Ministry of
Transportation
and Infrastructure

Galeazzi, Linda MAH:EX

From: Mark Aston s.22
Sent: Thursday, September 8, 2016 3:18 PM
To: Galeazzi, Linda CSCD:EX
Subject: RE: quick questions

Hi Linda

Thx for responding to my questions – I very much appreciate it, especially in light of what sounds to be a hectic period for you. Great to have these before our meeting today.

Yes feel free to give me a call whenever you have a few minutes.

Cheers

Mark

From: Galeazzi, Linda CSCD:EX [<mailto:Linda.Galeazzi@gov.bc.ca>]
Sent: September 8, 2016 2:49 PM
To: 'Mark Aston' s.22
Subject: RE: quick questions

Hello Mark,

I'm sorry for not getting back to you sooner than today. Work is intense and I can assure you that we are working closely with our provincial colleagues from the Ministries of Finance, Transportation and Infrastructure and Public Safety and Solicitor General on restructure assistance and the rural tax rebate from those respective Ministries.

- Following our meeting with the board of the SSI Fire Protection District, we provided the administrator with information about the process that would take place if the SSI electorate approves Island incorporation. The administrator raised a few astute questions clarifying the sequence of events that would take place if incorporation is approved, such as who would make decisions for the FPD during the time period between the referendum and incorporation, and when the election of the first municipal council would take place.
- We clarified that there is a bit of a time lag (by design) between a referendum and an inaugural council meeting, which is held on the incorporation date. This allows transitional provisions to occur, such as the election of the first municipal council takes place before incorporation. Electing the first council prior to the incorporation provides that the municipal council is the decision-making body upon incorporation. In addition, only routine decisions would be made by all current service providers in the time period between the referendum and incorporation.
- We heard back from MoTI on Tuesday that similar to MCSCD staff they will not be attending the road condition assessment presentation on September 21. In addition to the intensive work involved in pulling together a restructure assistance offer, all ministries are dealing with the annual UBCM convention that takes place the last week of September and creates a substantial amount of work.
- In regard to the timing of a comprehensive restructure assistance offer, MCSCD has informed, advised, and prodded our provincial colleagues at the executive and staff levels for the past year. This effort continues and we are ever hopeful that the RAO will be finalized within the next couple of weeks. Please keep in mind that

four different ministries are working to provide the Salt Spring Island community with the best possible restructure assistance available (which includes vetting and approvals from three different ministry executives).

I would like to touch base with you by phone in the next couple of weeks to discuss the incorporation study. However, the RAO is the priority and once it has been finalized I will give you a call.

Best regards,
Linda

From: Mark Aston ^{s.22}
Sent: Friday, September 2, 2016 9:16 AM
To: Galeazzi, Linda CSCD:EX
Subject: quick questions

Hi Linda

I wondered if you have any updates on the following, couple of items, as we prepare for our Sep 8th Committee mtg and the planning for the Road Condition Assessment (RCA) Presentation?

- Was there any final update on your discussions with the Salt Spring Fire Protection District?
- The rca public presentation is scheduled for Sept 21st. Do you know if there will be a Ministry or MOTI rep attending? Also do you have any update on the timing of receiving the offer of restructure assistance?

Thx, hope all is well with you.

Mark



September 20, 2016

Ref: 168984

Mark Aston
Chair
Salt Spring Island Incorporation Study Committee
664 Beddis Road
Salt Spring Island, BC V8K 2E5

Dear Chair Aston:

I am pleased to write to you to provide a commitment of restructuring assistance to the Salt Spring Island Incorporation Study Committee on behalf of the Salt Spring Island community.

I understand that the Committee is engaging with the public on a final incorporation study which will examine the potential impacts of incorporating a new municipality for Salt Spring Island. Because of the timeline for completion of the study, I have decided to provide the provincial commitment of restructuring assistance now so that the community will be aware of the transitional funding available to assist in moving from a rural governance community to an island municipality.

The total amount of the restructure assistance commitment for Salt Spring Island, in the event that electors approve island incorporation, is nearly \$20 million for transition and implementation.

Transitional and Implementation Assistance Summary

Ministry of Community, Sport and Cultural Development		
Per-capita grant (est. 10,234 residents)	\$300 per capita	\$ 3,070,200
Restructure implementation grants		\$ 240,000
Ministry of Transportation and Infrastructure		
Annual road maintenance costs (272 km road network, 5 years)	\$1.14M annually	\$ 5,700,000
Annual line marking (5 years)	\$20,000 annually	\$100,000
Capital road rehabilitation – Fulford-Ganges Road		\$ 5,000,000
Capital road rehabilitation – Walkers Hook Road stabilization		\$ 1,000,000
Ministry of Public Safety and Solicitor General		
Annual police costs (5 years)	\$0.55M annually	\$ 2,755,000
Ministry of Finance		
Rural Tax Rebate	50% or 100% (shown at 100% for illustration)	\$ 1,950,000
Total Provincial Transitional Assistance		\$ 19,815,200

.../2

Ministry of Community,
Sport and Cultural Development and
Minister Responsible for Translink.

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 310
Parliament Buildings
Victoria BC

www.gov.bc.ca/cscd

In the event a vote is held, and the electorate of Salt Spring Island approves island incorporation in such a vote, and Cabinet agrees to incorporate the island, the Government of British Columbia is committed to providing the new municipality with the restructuring assistance described in this letter.

In addition, if established the new municipality would also qualify for a range of conditional and unconditional grants. The estimated value of annual grants available to a Salt Spring Island municipality is \$875,855.

Annual Grant Summary

Ministry of Community, Sport and Cultural Development	
Small Community Grant	\$ 362,255
Traffic Fine Revenue Sharing	\$ 113,600
Renewed Gas Tax Agreement	\$ 400,000
Total Annual Grants	\$ 875,855

1. Municipal Restructure Assistance (Per Capita Grant)

If a new island municipality is incorporated, the Ministry of Community, Sport and Cultural Development (MCSCD) will provide a Restructure Assistance Grant for the new municipality pursuant to the *Local Government Grants Act* and Regulation. The amount of this Restructure Assistance Grant will be \$200 per capita based on the population of the island. This amount is higher than the current standard of \$150 per capita for municipal restructuring and it matches the amount offered by the Government to Salt Spring Island in 2000.

At the same time, I recognize the Committee's concern with both the condition of the local road network and lack of suitable office space in one location for a municipal administration, and I am prepared to offer an additional \$100 per capita to seed a reserve fund for one or both purposes. While the Restructure Assistance Grant is discretionary, I would urge the new municipal council to establish a reserve fund (or funds) with the additional monies, which would total just over \$1 million within the five year time frame for transitional assistance.

This brings the total amount of the Restructure Assistance Grant to \$300 per person, which is the maximum amount allowable under the legislation. The following table illustrates the estimated amount of the Grant, based on the population of 10,234 from the 2011 Canada Census, to be paid over a five-year period. Please note that the exact amount of the Restructure Assistance Grant will be based on the population as determined from the 2016 Census, supplemented, if necessary, by a further local population enumeration.

Population	Per capita amount	Total	Per Capita Grant Payment Schedule by Fiscal Year				
			2016/17	2017/18	2018/19	2019/20	2020/21
10,234	\$200	\$2,046,800					
10,234	\$100	\$1,023,400	(potential capital reserve fund/s)				
			2016/17	2017/18	2018/19	2019/20	2020/21
	TOTAL	\$3,070,200	\$614,040	\$614,040	\$614,040	\$614,040	\$614,040

.../3

2. Ministry of Transportation and Infrastructure: Road Network Assistance

The Ministry of Transportation and Infrastructure (MoTI) normally continues to maintain local roads and bridges through its existing maintenance contractor for a five year period from the date of incorporation, or until the maintenance contract ends. If the maintenance contract ends before completion of the five year transitional period, a cash payment of equivalent value is typically offered by MoTI to the new municipality.

The current Provincial maintenance contract will expire in 2019, at which time MoTI will provide the municipality with the remaining (road maintenance) equivalent value based on the date of incorporation. The Island's road network is comprised of approximately 272 kilometres of roads, and the annual projected road maintenance costs are about \$1,140,000 annually, or \$5.7 million over five years.

MoTI has confirmed that Salt Spring Island has no eligible arterial roads. However, in addition to the standard five years road maintenance described above, MoTI has determined that capital road rehabilitation will also be provided as follows:

- Complete resurfacing of approximately 13 km of Fulford Ganges Road between Ganges Village and the ferry terminal, including a 1.2 m shoulder (estimated at \$5 million);
- Complete mitigation of the slope stability issues on Walkers Hook Road (estimated at \$1 million), and;
- Provide financial assistance to the new municipality to resolve the outstanding road tenure issue on Beddis Road, should this issue not be resolved prior to incorporation.

It is important to note that as a result of the recently completed road condition assessment report, MoTI will accelerate the resurfacing of Fulford Ganges Road which was outside of its five year rehabilitation plan. Slope mitigation of Walkers Hook Road is scheduled for the latter part of the five year transition period. In addition to the capital road rehabilitation, MoTI will also provide an annual contribution of \$20,000 towards line markings – thermoplastic and long lines – for five years (estimated at \$100,000).

The total amount of restructure assistance from MoTI is \$11.8 million. This is an extraordinary commitment of restructuring assistance; capital road rehabilitation has not been provided to a new municipality since MoTI's capital assistance program was cancelled in 1996.

3. Ministry of Public Safety and Solicitor General: Police Service Cost Assistance

Municipalities with a population of 5,000 or over – as confirmed by a Canada Census – are responsible for providing policing within their jurisdiction. If Salt Spring Island electors approve island incorporation, the first applicable Census for the new municipality would occur in 2021. Police services would continue to be provided by the RCMP Provincial Force until April 1, 2022, at which the newly incorporated municipality would enter into a Municipal Police Use Agreement (MPUA). At that time, the municipality will be responsible for 70 percent policing costs, including accommodation for the municipal detachment, civilian support staff, prisoner expenses and the direct cost of police officers.

.../4

Once the MPUA is in place, a Salt Spring Island municipality would cease to be policed by the Provincial Force and the Ministry of Public Safety and Solicitor General (MPSSG) will provide the municipality with the equivalent value of the police cost deferral for the remainder of the five year transitional period based on the date of incorporation.

In 2007, the MPSSG introduced a police tax for rural areas and small municipalities and it is necessary to account for this initiative in the provision of police costs assistance to support the potential restructure. Until the MPUA takes effect, the Province will continue to recover the full rural police tax from the taxpayers of the new municipality in the same manner as other municipalities that are policed by the Provincial Force.

At current expenditure levels, the total amount of restructuring assistance from MPSSG would be at least \$551,000 annually, or \$2.75M over five years. This commitment will give the new municipality a significant benefit of police costs assistance for an extended period.

4. Provincial Rural Tax Refund

The new municipality will be entitled to receive an amount based on the Province's revenues under the *Taxation (Rural Area) Act* for the year during which the incorporation is implemented. The Minister of Finance pays an amount equivalent to 100 percent of that revenue if the date of incorporation is effective before July 1, or an amount equivalent to 50 percent of that revenue if the date of incorporation is after June 30 in any year. For 2016, the gross General Rural Property Taxes levied on Salt Spring island taxpayers was \$1.95 million.

5. Restructure Implementation Grants

If Salt Spring Island electors approve incorporation, MCSCD will provide Restructure Implementation Grants for a range of tasks associated with the incorporation of a new municipality as described below.

- *Election Administration* - If the electorate approves island incorporation, a grant of \$50,000 will be provided to the Capital Regional District to cover the costs of the election of the first municipal council of the new island municipality.
- *Interim Administration* - MCSCD will also provide resources to cover the costs of an Interim Corporate Officer (appointed by the CSCD Minister) to manage the start-up and establish ongoing administration for the new municipality. The estimated amount of this grant is \$100,000 and is paid via a contract for services.
- *Integration of Local Service Delivery* - I recognize the importance of integrating local service delivery through a single on-island administration, including an infrastructure planning framework, and will provide resources to enable the new municipal council to develop its priorities. A grant of up to \$40,000 will assist the municipality for this purpose.

.../5

- *Improvement District Conversion* - In accordance with the MCSCD Improvement District Conversion Guide, grants totalling \$35,000 will be paid to the new municipality upon incorporation for the respective dissolutions of the North Salt Spring Waterworks District and Salt Spring Island Fire Protection District to assist with the administrative costs of the service transfers. The other three, smaller improvement districts may not be dissolved for three years; however, when dissolution takes place, a further total of \$15,000 would be paid to the municipality to assist with the costs of the service transfers.

Combined, these Restructure Implementation Grants represent a substantial commitment of \$240,000 to assist with the costs of the transition to municipal status.

6. Financial Transfer Programs (Annual Local Government Grant Funding)

There are several programs that will provide annual revenues for the new municipality, briefly reviewed below. The main objectives of the Financial Transfer Programs are to ensure the financial viability of smaller municipalities and provide affordable infrastructure.

Small Communities Grant (SCG) - municipalities with a population between 5,000 and 18,000 receive a grant based on a formula that accounts for population and property assessments. Based on the estimated population and assessments for a new Salt Spring Island Municipality, the estimated SCG is \$362,255.

In the first year of incorporation, a municipality will receive a pro-rated SCG based on the incorporation date. Should a municipality incorporate in fall, the SCG would be approximately 1/3 of the estimated amount noted above. In the first full calendar year after incorporation, and in subsequent years, the municipality will receive the full SCG annually, pursuant to the Local Government Grants Regulation.

Traffic Fine Revenue Sharing (TFRS) program - The new island municipality will be eligible to receive funds from TFRS. Under this program, 100 percent of net Provincial traffic fine revenues are shared with municipalities responsible for providing police services. Eligibility for the municipality to receive funds from this program is based on actual policing costs. Therefore, the TFRS program will provide annual revenue to the new municipality once it has assumed responsibility for policing. An estimate of the grant is \$113,600.

Federal-Provincial-Union of British Columbia Municipalities Program - commonly referred to as the "Renewed Gas Tax Agreement," this program will be another important revenue source for the new municipality. Following incorporation, the island municipality would be eligible to sign the *Gas Tax Community Works Fund* agreement. This agreement provides each signatory annual funding based on a per capita formula with a funding floor. The funding floor is \$50,000 to which the per capita amount is added. An estimate of the CWF grant is approximately \$400,000.

In summary the annual grants (totalling \$875,855) available to a Salt Spring Island municipality (in addition to transitional assistance) follow:

- Small Community Grant; estimated at \$362,255
- Traffic Fine Revenue Sharing; estimated at \$113,600 and
- Renewed Gas Tax Agreement; estimated at \$400,000.

.../6

Impact of Incorporation on Current Service Providers

I recognize that there may be some transitional issues that the Capital Regional District and the Islands Trust may need to address in relation to their respective services, and other matters, if incorporation proceeds. While the precise nature of this work is not yet defined, it is important for the Committee to know that I am willing to work with and provide modest support, as feasible within overall budget limitations, to both the Capital Regional District and Islands Trust during transition from rural governance to an island municipality.

Process, Timing and Vote

With this commitment of restructuring assistance in place, and engagement with the public under way, the Committee is approaching the point of determining whether to recommend proceeding to a vote.

I recognize that this is not an easy decision for the Committee; however, it is important to acknowledge that a recommendation to proceed with an incorporation vote does not imply that the Committee supports the potential restructure. Rather, the Committee's role is to consider whether the concept of incorporation is of sufficient interest and importance to the community that electors should be given the opportunity to approve or reject that concept in a vote.

The timing for the remainder of the study process will be somewhat dependent on the timing of the Committee's recommendation to proceed with a vote — if, in fact, that turns out to be the Committee's recommendation — and completion of Provincial consultation with other ministries and stakeholders.

If a vote is to be held, MCSCD normally requires eight to ten weeks between the Minister's Order for the referendum and the date of the vote. If the vote were to be successful, an Order in Council (OIC) and Letters Patent incorporating the municipality would require Cabinet approval. Once approved, Letters Patent would authorize an inaugural election for the first municipal council prior to the incorporation date.

The OIC and Letters Patent would also initiate a number of sequential events to ensure that:

- an elected council and interim corporate officer is in place prior to the incorporation and inaugural council meeting;
- jurisdiction for services is transferred to the new municipality;
- current service providers continue to deliver services under the jurisdiction of the municipality for a transitional period; and
- the North Salt Spring Waterworks District and Salt Spring Island Fire Protection District are dissolved and transferred to the municipality upon incorporation.

There are several factors that would go into determining an appropriate schedule for vote and, if endorsed, incorporation. These include currency of the incorporation study findings relative to the vote date, conclusion of consultations with First Nations and discussions with affected service providers, and sufficient duration of the inaugural council's term of office to manage the first steps in establishing a new municipal administration.

.../7

As a guide only for a suggested timetable, I am aware that the earliest possible opportunity for a vote would be February 2017. In light of the necessity of preparing for the election of a municipal council, the earliest reasonable time frame for incorporation would be November 2017. This would provide the inaugural council a single year before the general local election in October 2018.

Conclusion

I am very pleased to be able to make this commitment of restructuring assistance to the Salt Spring Island community. I believe the commitment is fair and reasonable and provides a generous degree of support that recognizes the significance of the potential incorporation. The total estimated value of the assistance described in this letter is almost \$20 million, which is an extraordinary commitment to the Salt Spring Island community if incorporation vote were endorsed by the electors.

Sincerely,



Peter Fassbender
Minister

pc: The Honourable Mike Morris, Minister of Public Safety and Solicitor General
The Honourable Todd Stone, Minister of Transportation and Infrastructure
Her Worship Mayor Barbara Desjardins, Chair, Capital Regional District
Wayne McIntyre, Director, Salt Spring Island Electoral Area, Capital Regional District
Peter Luckham, Chair, Islands Trust Council
George Grams, Trustee, Islands Trust
Peter Grove, Trustee, Islands Trust
Lisa Godenzie, Director, RCMP Contract, Policing and Security Branch, Ministry of Public
Safety and Solicitor General
Janelle Erwin, Regional Deputy Director, South Coast Region, Vancouver Island District
Office, Ministry of Transportation and Infrastructure
Marijke Edmondson, Director, Governance and Structure Branch

Galeazzi, Linda MAH:EX

From: Mark Aston s.22
Sent: Friday, October 14, 2016 10:30 PM
To: Galeazzi, Linda CSCD:EX
Subject: RE: Road Capital \$

Thx Linda

This is most helpful.

Cheers

Mark

-----Original Message-----

From: Galeazzi, Linda CSCD:EX [<mailto:Linda.Galeazzi@gov.bc.ca>]
Sent: October 14, 2016 7:21 PM
To: Mark Aston s.22
Subject: Re: Road Capital \$

Hello Mark,

s.22 and just saw your message. The restructuring assistance commitment from MoTI headquarters in Victoria clarified that the slope stability work on Walkers Hook Road is notionally within MoTI's 5 year capital plan for SSI. This means the work on Walkers Hook Road would most likely be done within five years (the offer noted in the latter part of the five year plan). However, it is possible that urgent work elsewhere within the overall service area could defer the slope stability work. MoTI HQ also clarified that the resurfacing of Fulford Ganges Road is not within the five year capital plan. This means that the road resurfacing work for Fulford Ganges Road could be within a 10, 15 or even 20 year capital plan. What is clear - and is in writing - is that MoTI HQ is offering to accelerate the resurfacing of Fulford Ganges Road as part of the restructure assistance commitment to SSI. The MoTI HQ commitment confirms that both, the work on Walkers Hook and Fulford Ganges Roads, would be completed within five years of incorporation in the event that SSI electors endorse incorporation.

The other thing that's clear is that MoTI decision-makers are located @ HQ in Victoria, not in MoTI District offices. I presume that Trustee Grams was chatting with MoTI staff from the District office. I also presume that they have the best of intentions; however, District staff do not speak for HQ and it would be best to stick to the facts in the offer to avoid confusion and misinformation. I have long held that communication between MoTI HQ and MoTI District offices is best left up to MoTI HQ.

I hope this helps.

Regards,
Linda

From: Mark Aston s.22
Date: Thursday, October 13, 2016 at 10:52 PM
To: Linda Galeazzi

<Linda.Galeazzi@gov.bc.ca<<mailto:Linda.Galeazzi@gov.bc.ca>>>

Subject: Road Capital \$

Hi Linda

George Grams was chatting with MOTI staff, yesterday I believe it was, and they told him that the \$6m in road capital was going to happen irrespective of incorporation or not. Can you clarify this please as this seemed to conflict somewhat with what I took away from our discussion the other day.

Thx

Mark

Edmondson, Marijke MAH:EX

From: James Klukas <jklukas@urbansystems.ca>
Sent: Friday, September 23, 2016 10:20 AM
To: Galeazzi, Linda CSCD:EX
Cc: Edmondson, Marijke CSCD:EX; Dan Huang
Subject: RE: SSI - FOI and MC cost info

Thanks, Linda. I realize that you're all probably busy getting ready for UBCM right now, so feel free to disregard my voicemail. If we can connect in person on Thursday that would be great, as we will be delivering an updated report to the Committee on October 5, and I would like to discuss some items related to the Offer of Assistance in advance.

On Thursday would it be possible to get together sometime between 9:30am and 1pm for either coffee or lunch?

Marijke is welcome to join us if available, and Dan may also be available if we are able to connect earlier than later.

Thanks,

James

-----Original Message-----

From: Galeazzi, Linda CSCD:EX [<mailto:Linda.Galeazzi@gov.bc.ca>]
Sent: Wednesday, September 21, 2016 9:18 AM
To: James Klukas <jklukas@urbansystems.ca>
Subject: RE: SSI - FOI and MC cost info

Hi James,

I'll get back to you with confirmed answers as soon as I can. In the meantime, please see below, but do not share publicly.

In terms of transition assistance for road maintenance in relation to the 2014/15 SSI costs, I think MoTI headquarters uses a blended rate that is calculated on the entire maintenance contract area for SA-1, e.g. the service area is much larger than Salt Spring Island. By the way, this is the main reason that MCSCD is obligated to request transition assistance - and to refer municipal boundary extensions - to MoTI headquarters rather than a District highways office.

I can confirm that the complete resurfacing of 13 km of Fulford Ganges Road, between Ganges Village and the Fulford ferry terminal, including a 1.2 m shoulder is outside MoTI's 5 year rehabilitation plan. This means that MoTI will accelerate this capital project in the event that SSI electors approve incorporation.

In terms of complete mitigation of the slope stability issue on Walkers Hook Road, I understand that this work is notionally scheduled within the latter part of MoTI's 5 year plan.

I'll confirm as soon as possible.

Thanks,
Linda

-----Original Message-----

From: James Klukas [mailto:jk Lukas@urbansystems.ca]
Sent: Tuesday, September 20, 2016 12:51 PM
To: Galeazzi, Linda CSCD:EX
Subject: FW: SSI - FOI and MC cost info

Hi Linda,

Just wanted to confirm the amount of roads transition assistance in relation to actual costs. See June 2016 email from Janelle Erwin below.

James

-----Original Message-----

From: Erwin, Janelle A TRAN:EX [mailto:Janelle.Erwin@gov.bc.ca]
Sent: Friday, June 24, 2016 12:07 PM
To: James Klukas <jklukas@urbansystems.ca>
Subject: SSI - FOI and MC cost info

Hi James:

Got your phone message and my apologies for the delay.

Below is the link to the public FOI site where all the information you need should be available (details on expenditures & Beddis Road).

<http://www2.gov.bc.ca/gov/search?q=salt+spring+island%2Binmeta%3Adc.contributor%3DTransportation+and+Infrastr ucture&id=9199E78C9682482EB9EA0B6D6B8D386C&tab=1>

The only new information is our MC costs for 2014/15 to supplement what you already had.

2014/15 - \$1.315M

I hope this provides you with all the information you need to finalize your report to the committee.

Best,

Janelle

If you are not the intended recipient or agent, do not rely on, distribute, or copy any part of this e-mail. If you received this e-mail in error, please delete the message, and if possible let me know it has been received in error. Many thanks. If you are not the intended recipient or agent, do not rely on, distribute, or copy any part of this e-mail. If you received this e-mail in error, please delete the message, and if possible let me know it has been received in error. Many thanks.

Capital Road Rehabilitation

The Province has determined that should incorporation incur, capital road rehabilitation would be provided as follows:

- Complete resurfacing of approximately 13 km of Fulford Ganges Road, including a 1.2 meter shoulder on both sides of the road (estimated at \$5 million); and,
- Complete mitigation of slope stability issues on Walkers Hook Road (estimated at \$1 million).

The Province has indicated that as a result of the recently completed Road Condition Assessment report (discussed further in Section 9.2.3 of this report and provided in Appendix D), MoTI will accelerate the resurfacing of Fulford Ganges Road, which was outside of its five year rehabilitation plan. Slope mitigation of Walkers Hook Road is scheduled for the latter part of the five year transition period.

Capital road rehabilitation has not been provided to a new municipality since MoTI's capital assistance program was cancelled in 1996.

Transition Assistance from the Ministry of Public Safety and Solicitor General

Transition Assistance for Policing

Table 6.5 identifies annual Provincial transition assistance of \$551,000 for policing costs during the first five years following a potential municipal incorporation. As indicated, this transition assistance is reflective of ultimate annual policing costs minus the portion of annual policing costs charged to the municipality during the transition period.

Table 6.5: Value of Provincial Transition Assistance for Policing

Item	Annual Amount	Duration
Annual Local Policing Costs at Full Municipal Responsibility	\$1,278,000	Annually after Year 5
Annual Policing Costs During Transition Period	\$727,000	Years 1 to 5
Annual Value of Provincial Transition Assistance for Policing	\$551,000	Years 1 to 5

As detailed in Section 5.2.2, in the first five years following a municipal incorporation, Salt Spring Island would continue to pay for policing based on the value of the rural area Police Tax *plus* the value of the current Police Tax rate reduction, which is designed to reflect the fact that Salt Spring Island property owners already pay the Provincial Rural Tax. Thus, for the first five years following incorporation, the net contribution towards policing costs would be \$727,000 annually (based on the current Police Tax levy of \$407,000 plus the \$320,000 value of the rural Police Tax rate reduction identified in Section 5.2.2).

Transition Assistance from the Ministry of Finance

Provincial Rural Tax Rebate

Pursuant to Section 23 of the Local Government Act, a new municipality would be entitled to receive an amount based on the Province's Provincial Rural Tax revenues from Salt Spring Island for the year of

Edmondson, Marijke MAH:EX

From: Edmondson, Marijke CSCD:EX
Sent: Monday, May 30, 2016 2:06 PM
To: Galeazzi, Linda CSCD:EX
Subject: RE: Salt Spring Island Incorporation Study - Request to MOTI

Hi Linda,

I just spoke with Janelle, who thought that they had funneled answers to all of these questions back to James through Jessica quite some time ago. Janelle will follow-up with Jessica and get back to me.

Cheers, M.

Marijke Edmondson | Director, Local Government Structure
Governance and Structure Branch | Ministry of Community, Sport and Cultural Development
Direct: 250.387.4058 | Mobile: 250.889.8198 | Fax: 250.387.7972 | Email: marijke.edmondson@gov.bc.ca

From: Galeazzi, Linda CSCD:EX
Sent: Thursday, May 26, 2016 9:05 AM
To: Edmondson, Marijke CSCD:EX
Subject: FW: Salt Spring Island Incorporation Study - Request to MOTI

See the email from James below.

From: James Klukas [<mailto:jklukas@urbansystems.ca>]
Sent: Wednesday, May 18, 2016 3:42 PM
To: Erwin, Janelle A TRAN:EX
Cc: Galeazzi, Linda CSCD:EX; Dan Huang
Subject: Salt Spring Island Incorporation Study - Request to MOTI

Hi Janelle,

Linda Galeazzi passed your contact information on to me, and as you know, Urban Systems is currently working on the Salt Spring Island Incorporation Study. Further to my voicemail, we are currently in the process of updating the Incorporation Study using 2016 financial information, and our goal is to have an updated draft report to the Committee by the end of June. To assist with this work, would you be able to:

- a) Provide more recent data on Salt Spring Island maintenance costs and capital expenses to update the information provided below (see August 11, 2015 email from MCSCD to myself with information from MOTI)?
- b) Respond to the questions that we provided to MCSCD in the January 4, 2016 email copied below?

If possible it would be very helpful to have this information by Friday, June 3 so that we can run the revised financial analysis for the 2016 draft report during the month of June.

If you'd like to see how this type of information was used in the 2015 Preliminary Report, please feel free to download the report here:

<http://www.ssiincorporationstudy.com/wp-content/uploads/2015/10/2015-10-30-SSI-Incorporation-Study-Preliminary-Report-FINAL.pdf>

Please feel free to contact me with any questions or if you'd like to discuss this request further.

Thanks so much for your assistance,

James Klukas, M.Pl., MCIP, RPP
Community Planner/Local Government Advisor

URBAN
systems

#550 – 1090 Homer Street
Vancouver, BC V6B 2W9
T: 604 235 1701 x 6242
C: 778 686 4766
jklukas@urbansystems.ca
urbansystems.ca

From: James Klukas
Sent: Monday, January 4, 2016 9:19 AM
To: 'Galeazzi, Linda CSCD:EX' <Linda.Galeazzi@gov.bc.ca>
Cc: Dan Huang <dhuang@urbansystems.ca>
Subject: Information Request for MOTI - Historical Road Maintenance and Rehab Expenses

Hi Linda,

s.22

For the Salt Spring Study, just before the break we spent a bit of time reviewing MOTI information that we have received to date (see August 11, 2015 email copied below, for example) on historical road maintenance and road rehabilitation expenses. As you know, to date, MOTI has provided us with an average estimated annual total road maintenance cost for Salt Spring Island, as well as total annual historical capital/program costs (e.g. rehabilitation work). However, with missing data for some years and the absence of some costs for emergency rehabilitation works (e.g. North Beach Road), there is a need to obtain a much greater level of detail to support the analysis that will be included in the incorporation study final report.

With regard to the road and bridge maintenance contract, we would suggest obtaining the following information from MOTI:

- Breakdown of contractor's routine maintenance costs on Salt Spring Island vs. quantified maintenance costs.
- For routine maintenance costs, details on the methodology used to arrive at the cost for Salt Spring Island (given that the contract is for a much wider geographic area).
- For quantified maintenance costs, we understand that on an annual basis, MOTI approves a certain amount of unit priced quantified maintenance work such as overlay patching, seal coating, ditch construction, shoulder construction, etc. This quantified maintenance work is included in the road and bridge maintenance contract, and details on annual Salt Spring Island costs (e.g. for the past ten years) will provide further background information to support estimated annual maintenance costs for the purposes of the incorporation study. We understand that MOTI has an annual approved quantified maintenance plan and annual work records, so this information should be readily available.
- Details on any separate Salt Spring Island expenditures under separate contracts, including: line painting contract; and, electric maintenance contract (if applicable on Salt Spring).

Over and above the road and bridge maintenance contract, we understand that MOTI incurs program expenses, which are tracked in an expenditure management reporting system. With regard to these program expenses, we would suggest obtaining the following historical (e.g. past ten years) information from MOTI:

- Annual expenses under the MOTI minor betterments program (e.g. works to repair minor road failures);

- Annual expenses under the MOTI safety program (e.g. small expenditures to provide minor safety improvements);
- Annual expenses under the MOTI rehabilitation program (e.g. larger expenditures such as hot mix overlay or re-seal coating over larger distances);
- Annual expenses under the MOTI side road program, previously known as the heartlands program (e.g. larger investments in rural area roads such as all MOTI roads on Salt Spring Island)

This information should include expenditures on geohazard issues (available through the District office or MOTI's geotechnical engineer).

Additionally, we would suggest obtaining the following information related to the gravel pits on Salt Spring Island:

- Residual quantity remaining in the gravel pits
- Any available gravel pit reports with details on suitability

Thanks in advance for your assistance in moving this data request forward. This data will be very important to the Committee and the community in painting an accurate picture of current road maintenance and rehabilitation expenses on Salt Spring Island.

James Klukas, M.Pl., MCIP, RPP
Community Planner/Local Government Advisor

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From: Galeazzi, Linda CSCD:EX [<mailto:Linda.Galeazzi@gov.bc.ca>]
Sent: Tuesday, August 11, 2015 10:35 AM
To: James Klukas <jklukas@urbansystems.ca>
Subject: FW: Information request by July 22: Salt Spring Island

Hello James,

The attached road inventory for Salt Spring Island and the content of the email below provided by MOTI includes most of the information requested. I have noted that the condition of the roads on SSI has yet to be provided, which will be of particular interest for the ISC and community. I've also asked for clarification on the road maintenance classification (RMC) system used. For example, what's the difference between RMC 2 and RMC 7. I also noted there are a few gaps in the capital works/rehabilitation section from 2008 – 2011. We will continue to prod for further information.

Regards,
Linda

Our contacts at MOTI provided the following information:

Inventory

In the attached Inventory Report:

- Inventory of MOTI roads and road lengths on Salt Spring Island
- Road classifications

- Total road km: 264.89 km

Maintenance Costs:

We don't have costs for 2014/15 as we are still in that fiscal year.

- 2013/14 – \$1.185M total maintenance = \$4473.56/km
- 2012/13 - \$1.101M total maintenance = \$4156.44/km
- 2011/12 - \$1.385M total maintenance = \$5228.59/km
- 2010-11 - \$1.267M total maintenance = \$4783.12/km
- Average = \$4660.43/km/yr

Capital Works

- 2005-2006: \$810k road reconstruction/paving/line marking
- 2006-2007: \$209k paving and line marking
- 2007-2008: \$1.5M paving
- 2008-2009: ?? still looking for information about projects
- 2009-2010: ?? still looking for info about projects
- 2010-2011: ?? still looking for info about projects
- 2011-2012: \$330k partnership with CRD for paving/bike lanes (could be more spent here still looking)
- 2012-2013: \$60k line marking
- 2013-2014: \$70k culvert replacement and line marking
- 2014-2015: \$100k road reconstruction

Bridges:

- Bridge 1637 (Fulford) is 6.0m wooden span on creosote piles
 Bridge 6881 (Booth Canal) is a 8.0m steel span on creosote piles
 Retaining Wall 9913R (Morningside) is a steel H-pile with wood planks

If you are not the intended recipient or agent, do not rely on, distribute, or copy any part of this e-mail. If you received this e-mail in error, please delete the message, and if possible let me know it has been received in error. Many thanks.

Edmondson, Marijke MAH:EX

From: Edmondson, Marijke CSCD:EX
Sent: Monday, May 30, 2016 1:41 PM
To: Erwin, Janelle A TRAN:EX
Subject: FW: Salt Spring Island Incorporation Study - Request to MOTI

Hi Janelle,

s.22

s.22

and I'm trying to stay on top of the shifting sands of expectation on the Salt Spring file. Are you able to generate the information requested by Urban in the emails below? I understand that there are some aspects that are challenging to provide on the basis that its release creates a challenge for future competitive bid processes. If we (CSCD) can help with how we communicate aspects of that or connecting Urban directly with staff who can help to brainstorm alternative means of providing estimates on the correct order of magnitude, please let me know.

It sounds as though Urban and the Study Committee no longer expect the road condition assessment to be completed in May/June, but rather July, and that the restructure assistance offer would follow in August. I'm growing a little concerned about whether your Executive will have enough time to decide on an opening offer, and what volleys of correspondence with the Committee on its adequacy will do to our plans for Minister Fassbender to decide on an incorporation vote this Fall.

Do you have a bit of time this week to chat?

Cheers, M.

Marijke Edmondson | Director, Local Government Structure
Governance and Structure Branch | Ministry of Community, Sport and Cultural Development
Direct: 250.387.4058 | Mobile: 250.889.8198 | Fax: 250.387.7972 | Email: marijke.edmondson@gov.bc.ca

From: Galeazzi, Linda CSCD:EX
Sent: Thursday, May 26, 2016 9:05 AM
To: Edmondson, Marijke CSCD:EX
Subject: FW: Salt Spring Island Incorporation Study - Request to MOTI

See the email from James below.

From: James Klukas [<mailto:jklukas@urbansystems.ca>]
Sent: Wednesday, May 18, 2016 3:42 PM
To: Erwin, Janelle A TRAN:EX
Cc: Galeazzi, Linda CSCD:EX; Dan Huang
Subject: Salt Spring Island Incorporation Study - Request to MOTI

Hi Janelle,

Linda Galeazzi passed your contact information on to me, and as you know, Urban Systems is currently working on the Salt Spring Island Incorporation Study. Further to my voicemail, we are currently in the process of updating the

Incorporation Study using 2016 financial information, and our goal is to have an updated draft report to the Committee by the end of June. To assist with this work, would you be able to:

- a) Provide more recent data on Salt Spring Island maintenance costs and capital expenses to update the information provided below (see August 11, 2015 email from MCSCD to myself with information from MOTI)?
- b) Respond to the questions that we provided to MCSCD in the January 4, 2016 email copied below?

If possible it would be very helpful to have this information by Friday, June 3 so that we can run the revised financial analysis for the 2016 draft report during the month of June.

If you'd like to see how this type of information was used in the 2015 Preliminary Report, please feel free to download the report here:

<http://www.ssiincorporationstudy.com/wp-content/uploads/2015/10/2015-10-30-SSI-Incorporation-Study-Preliminary-Report-FINAL.pdf>

Please feel free to contact me with any questions or if you'd like to discuss this request further.

Thanks so much for your assistance,

James Klukas, M.P.I., MCIP, RPP
Community Planner/Local Government Advisor

URBAN
systems

#550 – 1090 Homer Street
Vancouver, BC V6B 2W9
T: 604 235 1701 x 6242
C: 778 686 4766
jklukas@urbansystems.ca
urbansystems.ca

From: James Klukas
Sent: Monday, January 4, 2016 9:19 AM
To: 'Galeazzi, Linda CSCD:EX' <Linda.Galeazzi@gov.bc.ca>
Cc: Dan Huang <dhuang@urbansystems.ca>
Subject: Information Request for MOTI - Historical Road Maintenance and Rehab Expenses

Hi Linda,

s.22

For the Salt Spring Study, just before the break we spent a bit of time reviewing MOTI information that we have received to date (see August 11, 2015 email copied below, for example) on historical road maintenance and road rehabilitation expenses. As you know, to date, MOTI has provided us with an average estimated annual total road maintenance cost for Salt Spring Island, as well as total annual historical capital/program costs (e.g. rehabilitation work). However, with missing data for some years and the absence of some costs for emergency rehabilitation works (e.g. North Beach Road), there is a need to obtain a much greater level of detail to support the analysis that will be included in the incorporation study final report.

With regard to the road and bridge maintenance contract, we would suggest obtaining the following information from MOTI:

- Breakdown of contractor's routine maintenance costs on Salt Spring Island vs. quantified maintenance costs.

- For routine maintenance costs, details on the methodology used to arrive at the cost for Salt Spring Island (given that the contract is for a much wider geographic area).
- For quantified maintenance costs, we understand that on an annual basis, MOTI approves a certain amount of unit priced quantified maintenance work such as overlay patching, seal coating, ditch construction, shoulder construction, etc. This quantified maintenance work is included in the road and bridge maintenance contract, and details on annual Salt Spring Island costs (e.g. for the past ten years) will provide further background information to support estimated annual maintenance costs for the purposes of the incorporation study. We understand that MOTI has an annual approved quantified maintenance plan and annual work records, so this information should be readily available.
- Details on any separate Salt Spring Island expenditures under separate contracts, including: line painting contract; and, electric maintenance contract (if applicable on Salt Spring).

Over and above the road and bridge maintenance contract, we understand that MOTI incurs program expenses, which are tracked in an expenditure management reporting system. With regard to these program expenses, we would suggest obtaining the following historical (e.g. past ten years) information from MOTI:

- Annual expenses under the MOTI minor betterments program (e.g. works to repair minor road failures);
- Annual expenses under the MOTI safety program (e.g. small expenditures to provide minor safety improvements);
- Annual expenses under the MOTI rehabilitation program (e.g. larger expenditures such as hot mix overlay or re-seal coating over larger distances);
- Annual expenses under the MOTI side road program, previously known as the heartlands program (e.g. larger investments in rural area roads such as all MOTI roads on Salt Spring Island)

This information should include expenditures on geohazard issues (available through the District office or MOTI's geotechnical engineer).

Additionally, we would suggest obtaining the following information related to the gravel pits on Salt Spring Island:

- Residual quantity remaining in the gravel pits
- Any available gravel pit reports with details on suitability

Thanks in advance for your assistance in moving this data request forward. This data will be very important to the Committee and the community in painting an accurate picture of current road maintenance and rehabilitation expenses on Salt Spring Island.

James Klukas, M.Pl., MCIP, RPP
Community Planner/Local Government Advisor

URBAN
systems

#550 – 1090 Homer Street
Vancouver, BC V6B 2W9
T: 604 235 1701 x 6242
C: 778 686 4766
jklukas@urbansystems.ca
urbansystems.ca

From: Galeazzi, Linda CSCD:EX [<mailto:Linda.Galeazzi@gov.bc.ca>]

Sent: Tuesday, August 11, 2015 10:35 AM

To: James Klukas <jklukas@urbansystems.ca>

Subject: FW: Information request by July 22: Salt Spring Island

Hello James,

The attached road inventory for Salt Spring Island and the content of the email below provided by MOTI includes most of the information requested. I have noted that the condition of the roads on SSI has yet to be provided, which will be of particular interest for the ISC and community. I've also asked for clarification on the road maintenance classification (RMC) system used. For example, what's the difference between RMC 2 and RMC 7. I also noted there are a few gaps in the capital works/rehabilitation section from 2008 – 2011. We will continue to prod for further information.

Regards,
Linda

Our contacts at MOTI provided the following information:

Inventory

In the attached Inventory Report:

- Inventory of MOTI roads and road lengths on Salt Spring Island
- Road classifications
- Total road km: 264.89 km

Maintenance Costs:

We don't have costs for 2014/15 as we are still in that fiscal year.

- 2013/14 – \$1.185M total maintenance = \$4473.56/km
- 2012/13 - \$1.101M total maintenance = \$4156.44/km
- 2011/12 - \$1.385M total maintenance = \$5228.59/km
- 2010-11 - \$1.267M total maintenance = \$4783.12/km
- Average = \$4660.43/km/yr

Capital Works

- 2005-2006: \$810k road reconstruction/paving/line marking
- 2006-2007: \$209k paving and line marking
- 2007-2008: \$1.5M paving
- 2008-2009: ?? still looking for information about projects
- 2009-2010: ?? still looking for info about projects
- 2010-2011: ?? still looking for info about projects
- 2011-2012: \$330k partnership with CRD for paving/bike lanes (could be more spent here still looking)
- 2012-2013: \$60k line marking
- 2013-2014: \$70k culvert replacement and line marking
- 2014-2015: \$100k road reconstruction

Bridges:

- Bridge 1637 (Fulford) is 6.0m wooden span on creosote piles
- Bridge 6881 (Booth Canal) is a 8.0m steel span on creosote piles
- Retaining Wall 9913R (Morningside) is a steel H-pile with wood planks

If you are not the intended recipient or agent, do not rely on, distribute, or copy any part of this e-mail. If you received this e-mail in error, please delete the message, and if possible let me know it has been received in error. Many thanks.

Edmondson, Marijke MAH:EX

From: Edmondson, Marijke CSCD:EX
Sent: Friday, June 23, 2017 6:38 AM
To: Galeazzi, Linda CSCD:EX
Subject: Re: SSI Incorporation Study -Restructure Assistance Offer,

Thank you Linda. I'll connect with Erik Lachmuth, who took over for Janelle (although I'll copy her and Alan) but your recollection matches mine - MOTI included an estimated value of the work they would complete themselves for the purpose of describing it in the context of the offer.

Peter's question does raise an interesting opportunity though - if MOTI has not started the work on the Fulford-Ganges Road before incorporation (planning to do it within the first five years), will MOTI consult with the muni early and often and is MOTI open to collaboration with the muni so that the muni can add-on features (at muni expense) that are desirable for the community and feasible from a capital road project management perspective? It may be difficult for Erik to procure a public answer at this time given the political situation, but if the answers are yes it would be good to put that out there later in the summer.

Let's talk about the bigger picture though - how you're doing and how we're preparing for a manageable workload^{s.22}
s.22 After a week full of meetings^{s.22}

Cheers, M.

Marijke Edmondson, Director, Governance Structures
Governance and Structure Branch
Ministry of Community, Sport and Cultural Development

On Jun 22, 2017, at 7:48 PM, Galeazzi, Linda CSCD:EX <Linda.Galeazzi@gov.bc.ca> wrote:

Hi Marijke,

I'm forwarding a question from Peter Lamb (below).

My understanding of the restructure assistance commitment from MoTI is that MoTI (or its contractor) would undertake the 13 km resurfacing and 1.2 m shoulder on both sides of Fulford Ganges Road, as well as complete the slope stability issues on Walkers Hook Road. The answer to the first part of the question is that MoTI would not pay the estimated amounts to a potential new SSI municipality; I think MoTI would complete the work set out below, and that MoTI would pay the actual costs. However, that's my interpretation and you may want to confirm with Janelle before getting back to Peter.

In the answer provided to Mr. Lamb, I would be very clear that the 1.2m shoulder on Fulford Ganges Road includes a shoulder on both sides of the road.

FYI,
Linda

From: s.22
Date: Thursday, June 22, 2017 at 12:16 PM
To: Linda Galeazzi <Linda.Galeazzi@gov.bc.ca>
Subject: SSI Incorporation Study -Restructure Assistance Offer,

Linda, I would appreciate some clarification of the following statement on page 3 of the Minister's Restructure Assistance Offer, dated September 20, 2016.

"However, in addition to the standard five years road maintenance described above, MoTI has determined that capital road rehabilitation will also be provided as follows:

- Complete resurfacing of approximately 13 km of Fulford Ganges Road between Ganges Village and the ferry terminal, including a 1.2 m shoulder (estimated at \$5 million)
- Complete mitigation of the slope stability issues on Walkers Hook Road (estimated at \$1 million). "

In both cases, if incorporation is approved , is the MoTI offer to pay up to the estimated amounts to complete the road works or the estimated amounts (total \$6 million) or to pay whatever the **actual cost** is to complete the road works?

I look forward to hearing from you.

Peter Lamb

Galeazzi, Linda MAH:EX

From: Edmondson, Marijke CSCD:EX
Sent: Monday, June 26, 2017 12:21 PM
To: Lachmuth, Erik TRAN:EX
Cc: Erwin, Janelle A TRAN:EX; Callander, Alan TRAN:EX; Galeazzi, Linda CSCD:EX; Pearson, Michael TRAN:EX
Subject: RE: SSI Incorporation Study -Restructure Assistance Offer,

Thanks Erik. Cheers, M.

From: Lachmuth, Erik TRAN:EX
Sent: Monday, June 26, 2017 11:54 AM
To: Edmondson, Marijke CSCD:EX
Cc: Erwin, Janelle A TRAN:EX; Callander, Alan TRAN:EX; Galeazzi, Linda CSCD:EX; Pearson, Michael TRAN:EX
Subject: Re: SSI Incorporation Study -Restructure Assistance Offer,

Hello Marijke,

Our Ministry would carry out the improvements ourselves and therefore pay actual costs. As always we are open to collaborating on working with municipalities for an opportunity to meet their needs in our projects. Let me know if you need anything further.

Just a heads up as well that starting July 10th Mike Pearson will be taking over as District Manager, I've cced him on this email as I'm sure there will be more interest as we get closer to September. Thank you,

-Erik Lachmuth

Sent from my iPhone

On Jun 23, 2017, at 4:34 PM, Edmondson, Marijke CSCD:EX <Marijke.Edmondson@gov.bc.ca> wrote:

Hello TRAN colleagues,

I hope your summer is off to a booming start. Things have generally been quiet for us on the Salt Spring front, but we have had a slow trickle of questions as we inch towards the September 9 incorporation vote. Before CSCD responds to the question below from Mr. Lamb, I wanted to confirm that Linda and I are correctly recalling the earlier discussions. TRAN would manage and pay for the described project directly, and included reference to costs for the purpose of describing the scale/benefit of the work that TRAN would complete. Do you have any concerns with Linda's proposed approach to answering Mr. Lamb's questions?

This does seem to raise an interesting opportunity though: If TRAN has not started the work on the Fulford-Ganges Road before incorporation, is it possible/probable that you would consult with the muni before you begin? If the design process is not too far advanced, would your approach generally include openness to collaboration with the muni on features that the community might wish to add to the design (at muni expense) if they are feasible from a project management perspective?

While I recognize that it may be difficult to speak about those questions in a specific scenario publicly just at the moment, if the answers are yes it may be helpful for us to put that out there later in the summer.

Cheers, M.

Marijke Edmondson | Director, Governance Structures
Governance and Structure Branch | Ministry of Community, Sport and Cultural Development
Direct: 778.698.3227 | Mobile: 250.889.8198 | Fax: 250.387.7972 | Email: marijke.edmondson@gov.bc.ca

On Jun 22, 2017, at 7:48 PM, Galeazzi, Linda CSCD:EX <Linda.Galeazzi@gov.bc.ca> wrote:

Hi Marijke,

I'm forwarding a question from Peter Lamb (below).

My understanding of the restructure assistance commitment from MoTI is that MoTI (or its contractor) would undertake the 13 km resurfacing and 1.2 m shoulder on both sides of Fulford Ganges Road, as well as complete the slope stability issues on Walkers Hook Road. The answer to the first part of the question is that MoTI would not pay the estimated amounts to a potential new SSI municipality; I think MoTI would complete the work set out below, and that MoTI would pay the actual costs. However, that's my interpretation and you may want to confirm with Janelle before getting back to Peter.

In the answer provided to Mr. Lamb, I would be very clear that the 1.2m shoulder on Fulford Ganges Road includes a shoulder on both sides of the road.

FYI,
Linda

From: s.22

Date: Thursday, June 22, 2017 at 12:16 PM

To: Linda Galeazzi <Linda.Galeazzi@gov.bc.ca>

Subject: SSI Incorporation Study -Restructure Assistance Offer,

Linda, I would appreciate some clarification of the following statement on page 3 of the Minister's Restructure Assistance Offer, dated September 20, 2016.

"However, in addition to the standard five years road maintenance described above, MoTI has determined that capital road rehabilitation will also be provided as follows:

- Complete resurfacing of approximately 13 km of Fulford Ganges Road between Ganges Village and the ferry terminal, including a 1.2 m shoulder (estimated at \$5 million)
- Complete mitigation of the slope stability issues on Walkers Hook Road (estimated at \$1 million). "

In both cases, if incorporation is approved , is the MoTI offer to pay **up to** the estimated amounts to complete the road works or the estimated amounts (total \$6 million) or to pay whatever the **actual cost** is to complete the road works?

I look forward to hearing from you.

Peter Lamb

Galeazzi, Linda CSCD:EX

From: Edmondson, Marijke CSCD:EX
Sent: Monday, June 26, 2017 3:17 PM
To: 'Peter Lamb'
Cc: Galeazzi, Linda CSCD:EX
Subject: RE: SSI Incorporation Study -Restructure Assistance Offer,

Hello Peter,

Thank you for your email of last week, seeking clarification regarding the capital aspects of the MoTI restructure assistance offer. We have confirmed with colleagues at MoTI that their Ministry would carry out the improvements themselves and therefore pay actual costs.

Cheers,
Marijke.

Marijke Edmondson | Director, Governance Structures
Governance and Structure Branch | Ministry of Community, Sport and Cultural Development
Direct: 778.696.3227 | Mobile: 250.889.8198 | Fax: 250.387.7972 | Email: marijke.edmondson@gov.bc.ca

From: s.22
Date: Thursday, June 22, 2017 at 12:16 PM
To: Linda Galeazzi <Linda.Galeazzi@gov.bc.ca>
Subject: SSI Incorporation Study -Restructure Assistance Offer,

Linda, I would appreciate some clarification of the following statement on page 3 of the Minister's Restructure Assistance Offer, dated September 20, 2016.

"However, in addition to the standard five years road maintenance described above, MoTI has determined that capital road rehabilitation will also be provided as follows:

- Complete resurfacing of approximately 13 km of Fulford Ganges Road between Ganges Village and the ferry terminal, including a 1.2 m shoulder (estimated at \$5 million)
- Complete mitigation of the slope stability issues on Walkers Hook Road (estimated at \$1 million). "

In both cases, if incorporation is approved, is the MoTI offer to pay up to the estimated amounts to complete the road works or the estimated amounts (total \$6 million) or to pay whatever the actual cost is to complete the road works?

I look forward to hearing from you.

Peter Lamb

Galeazzi, Linda MAH:EX

From: Faganello, Tara CSCD:EX
Sent: Wednesday, August 3, 2016 11:27 AM
To: Erwin, Janelle A TRAN:EX
Cc: Richter, Kevin J TRAN:EX; Edmondson, Marijke CSCD:EX; Galeazzi, Linda CSCD:EX; Dawes, Jacquie CSCD:EX; Dick, Joan L CSCD:EX; Langton, Heather CSCD:EX; Andrade, Ana CSCD:EX
Subject: Re: SSI

Hi Janelle,

Thank you very much for your response below. Minister Fassbender met just now with Mark Aston, Chair of the SSI study committee. Mark indicated the committee will be reviewing the road condition assessment report tomorrow and after which he will be able to share it with government so that MOTI can review.

Just wanted to give you a heads up that it is coming soon, likely this week. There are tight timelines to turn around MOTI's review and confirmation of its portion of the restructure assistance offer. Mark indicated they were hoping they would hear from Minister Fassbender on the full offer by September as they have a public meeting schedule in mid to end of September first on the road assessment and then in October on the full report. All leading up to the Minister potentially calling for the incorporation vote by November.

So trust MOTI will be able to meet these timelines but I know you need to see the report first and determine impacts as well as whether any additional approvals are necessary. Please let us know if there are any issues or concerns?

Also as an FYI, Mark mentioned that the Islands Trust will be trying to meet with Minister Stone re Gulf Islands roads overall.

Thank you

Tara
Sent from my iPad

On Jul 29, 2016, at 5:22 PM, Erwin, Janelle A TRAN:EX <Janelle.Erwin@gov.bc.ca> wrote:

Good Afternoon ADM Faganello;

I left a message with your office today however^{s.22} so I wanted to take the opportunity to follow up by email on behalf of Kevin Richter.

We don't yet have the road condition assessment from the SSI incorporation committee however I spoke with Marijke today, and she indicated she would follow up and see if she could get a copy sent our way shortly.

Once we have this condition assessment, we will be prepared to review it quickly with the intent being to compare/contrast it to the draft restructuring offer that we have developed thus far.

I understand MCSCD is looking to get a complete offer to the committee by end of August to meet the committees voting timelines.

I will continue to keep in close contact with Marijke to ensure we keep things moving forward from our end once we have the condition assessment. We had a good discussion today to update on another on the status of our respective tasks.

If you need any additional information, please don't hesitate to send me an email or call me at (250) 713-8763.

Thank you,
Janelle

Janelle Erwin, P.Eng
Deputy Regional Director
South Coast Region

From: "Faganello, Tara CSCD:EX"
<Tara.Faganello@gov.bc.ca>
Date: July 28, 2016 at 4:51:30 PM PDT
To: "Richter, Kevin J TRAN:EX"
<Kevin.Richter@gov.bc.ca>
Subject: SSI

Hi Kevin,
Any update on MOTI's review of the SSI
road condition assessment?
Our Minister is meeting with the Chair
of the Study Committee next week and
just want to make sure if I have the
latest info.

thx

Tara ., CPA CGA BA Ec.

Assistant Deputy Minister
Local Government Division
Ministry of Community, Sport and
Cultural Development
Telephone: 250-356-6575
*(please be green with this email
content)*

Galeazzi, Linda MAH:EX

From: Edmondson, Marijke CSCD:EX
Sent: Monday, August 8, 2016 12:49 PM
To: Erwin, Janelle A TRAN:EX; Callander, Alan TRAN:EX
Cc: Galeazzi, Linda CSCD:EX; Nacey, Sean TRAN:EX
Subject: FW: Mtg with Minister
Attachments: August 3 2016 Briefing Note to Minister Fassbender Final.docx

FYI, this was received after Tara's note to Janelle last Wednesday. It pretty much sums up the Committee's take on priorities for the restructure assistance offer. It looks like this version already incorporates the correction that Mark notes in the email.

s.22 but I have not received anything from the Committee that looks like the road condition assessment.

Cheers, M.

Marijke Edmondson | Director, Local Government Structure
Governance and Structure Branch | Ministry of Community, Sport and Cultural Development
Direct: 250.387.4058 | Mobile: 250.889.8198 | Fax: 250.387.7972 | Email: marijke.edmondson@gov.bc.ca

From: Faganello, Tara CSCD:EX
Sent: Wednesday, August 3, 2016 8:15 PM
To: Edmondson, Marijke CSCD:EX
Cc: Marotz, Nicola CSCD:EX
Subject: FW: Mtg with Minister

Looping to ensure you have a copy...

From: Mark Aston s.22
Sent: Wednesday, August 3, 2016 1:28 PM
To: Faganello, Tara CSCD:EX; Galeazzi, Linda CSCD:EX
Subject: Mtg with Minister

Hi Tara/Linda

Attached is the document that I discussed today during the meeting with Minister Fassbender. There is 1 small correction on page 3

In the document which I gave the Minister and his Chief of Staff it read

"An additional \$292 per year funded from property taxation would be required to address the full \$29M of road widening capital expenditures to the 1992 standard, over 15 years. To address the road widening capital expenditures for the main Fulford-Ganges artery and the roads to the Vesuvius ferry would require ~ \$5M, an additional \$45 per year funded from property taxation."

but should be corrected to

"An additional \$292 per year funded from property taxation would be required to address the full \$29M of road widening capital expenditures to the 1992 standard, over 15 years. To address the road widening capital expenditures for the main Fulford-Ganges artery and the roads to the Vesuvius ferry would require ~ \$5M, an additional \$50 per year funded from property taxation."

When comparing to the \$462.

The version attached is correct. The difference is only due on the time period for amortizing the amounts.

Regards,

Mark

Salt Spring Island Incorporation Study

Briefing Note to Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development (MCSCD)

Study Progress:

- Road Condition Assessment complete and scheduled for Study Committee approval on August 4 – Shortly afterwards to be submitted to MCSCD and Ministry of Transportation and Infrastructure (MOTI) for consideration as part of Provincial Offer of Restructure Assistance
- Draft 2016 Incorporation Study responds to > 700 pieces of community feedback and is currently being refined
- Additional public engagement scheduled for the fall, including:
 - September information session regarding Road Condition Assessment and Provincial Offer of Restructure Assistance
 - October public meetings to inform community about broader Incorporation Study Report findings
- Study Committee recommendation regarding a referendum – November 2016

Main Community Considerations:

- Impact on taxes
- Road maintenance and capital liabilities/future unseen costs
- Coordination of services
- Islands Trust

Road Condition Assessment Findings:

- Road condition assessment completed by an independent engineering firm: 76 km (28%) rated very poor to fair; 196 km (72%) rated good to very good. Poor ditching noted in approximately 86 km (32%) of roads – leads to increased rate of degradation.
- Report identifies requirement for \$33M in road reconstruction and rehabilitation to address existing deficiencies.

Cost Estimate Summary for Reconstruction and Rehabilitation

Maintenance Activity	Number of Road Segments	Total Length km	Total Cost Estimate
Reconstruction	15	25	\$17,400,000
Rehabilitation	105	112	\$15,600,000
Total	120	137	\$33,000,000

- 91% of the roads were found to have widths less than the standard cross sections as determined in the 1992 Agreement between the Islands Trust and the Province. Road widening costs are estimated at \$29M (over and above the \$33M required for reconstruction and rehabilitation of existing roads). Road widening is a significant issue because many existing roads do not provide adequate facilities for pedestrians and cyclists (e.g. an adequate road shoulder). This issue impacts safety and compromises tourist opportunities.
- Through an online public engagement process, approximately 450 pieces of feedback were provided in June into the draft road condition assessment ratings. Key areas of community concern include:
 - **Geohazard Risks:** Potentially significant capital expenses in response to road failures
 - **Longstanding Deficiencies:** The "Ganges Sinkhole" is a highly visible recurring problem on the main route from Ganges to Fulford. Issues with Walkers Hook Road are threatening an existing BC Transit

Salt Spring Island Incorporation Study

route. There are numerous additional examples, including problem areas that are the result of drainage issues that have not been addressed over the years.

- **Pedestrian and Cyclist Safety:** A 1992 Agreement between the Islands Trust and the Province states that along major rural roads, a 1.2 m paved shoulder will be provided on each side of the travel way for pedestrian and cyclist use. To be applied to new roads and existing roads when upgraded.

Other Road-Related Considerations:

- Road network size – Salt Spring Island has over 272km of roads and a population of just over 10,000. City of Victoria has 264km of roads and a population of over 80,000.
- Pace of road network renewal – In recent years, there has been virtually negligible capital spending on Salt Spring Island roads. This situation is creating a future liability for Salt Spring Island, should it choose to incorporate.
- Annual maintenance - Annual contract road maintenance expenses are approximately \$1.3M per year (MOTI figures). The independent engineering firm advises drainage issues are a particular concern as they lead to increased road degradation. The engineering firm advised that a figure of \$1.6M in annual maintenance expenses is required to also address drainage issues.
- Tax revenue from Salt Spring Island – In 2016, the Province collected ~ \$2M in Provincial Rural Tax revenue from Salt Spring Island. In recent years there have been nominal additional capital expenses per year, typically of about \$100,000 or less. Over the last 20 years it has averaged approximately \$500,000 per year. Taking into account tax collected from Salt Spring residents (\$2M), annual road maintenance costs spent by MOTI (\$1.3M), and the amount spent on capital upgrades (\$0.5M), this data indicates that over the last 20 years, the Province is receiving over \$200,000 more per year than it is spending on Salt Spring Island roads. Over the 20 years this amounts to \$4M. The Committee understands that in most unincorporated communities, road maintenance and capital expenses are higher than Provincial Rural Tax revenue (i.e. the Provincial Rural Tax does not cover the full cost of roads in unincorporated areas). Salt Spring Island is very likely one of the only unincorporated communities where annual road maintenance and capital expenses are typically less than the taxes collected.
- Impact of Reduced Investment Over Time – During the previous incorporation study for Salt Spring a road condition assessment was also conducted. At that time (2000) the consulting firm identified \$15.4M required in capital improvements (adjusted for inflation to 2016 figures) in comparison to the \$33M now required. The majority of this difference is due to continuing worsening conditions due to limited capital expenditures.

Referring to the Pavement Lifecycle diagram below (page 6 of the Road Condition Assessment July 29, 2016 draft) an underinvestment over the last 20 years alone of \$4M, it is not unreasonable to have contributed to an increase of \$20M in the current required capital expenditures.

Municipal Hall:

- Very little office space for lease exists that could accommodate municipal functions. Islands Trust and CRD offices are based in Victoria and so cannot be utilized. No location for works yard
- Island taxpayers have contributed to accommodation and facilities of CRD and Islands Trust for 40 years
- Purchase would very likely be required – need for ~ 11,000 sq.ft. building - estimated at \$5 million

Salt Spring Island Incorporation Study

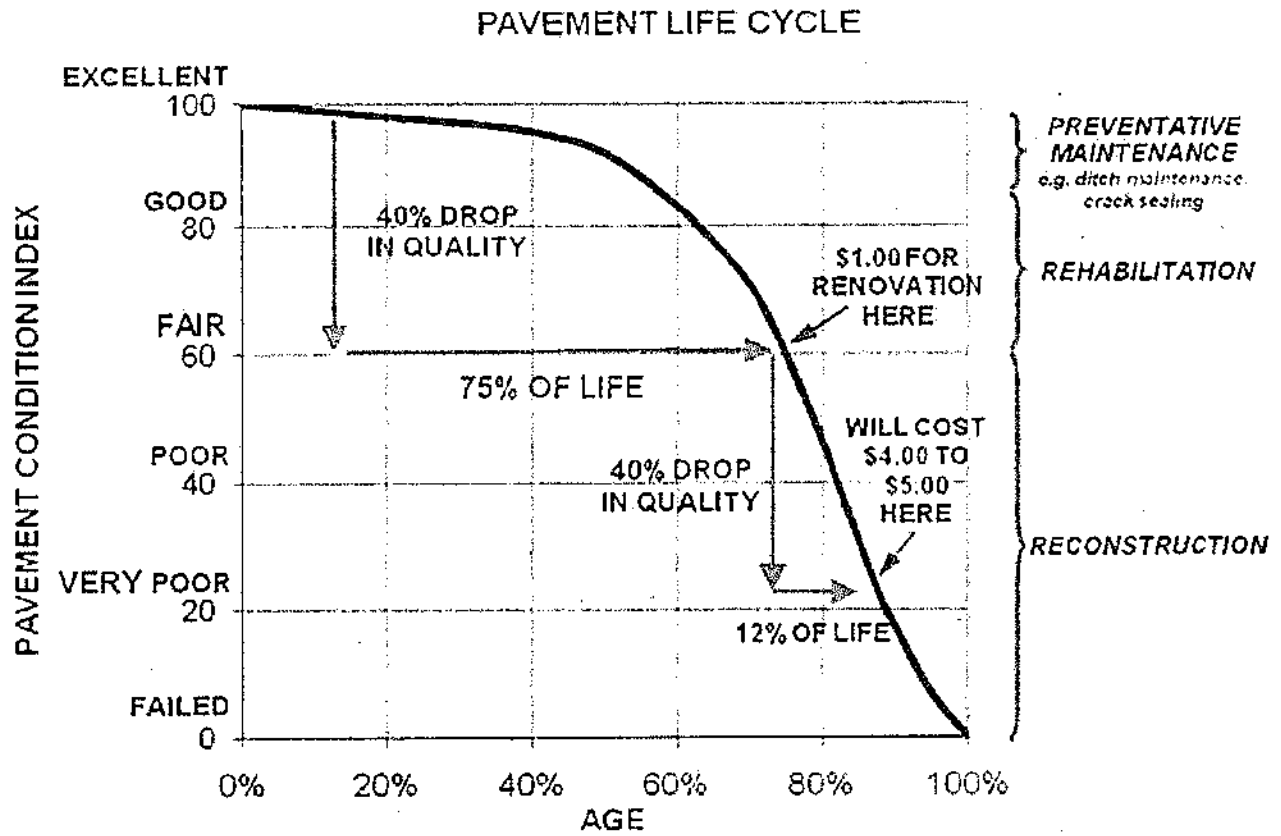
Potential Tax Impacts on Salt Spring Island:

- Total average residential property tax increases could be **\$426 to \$668**
- For a comparison to current service levels, the Draft Incorporation Study conservatively uses **\$500,000 per year in annual road capital expenses**. Overall, the Draft Incorporation Study 'apples to apples' analysis suggests a **\$29 property tax increase** for an average residential property (assessed at \$480,000).
- Based on the Draft Incorporation Study, **capital expenses for roads** should be \$2.2M per year, as opposed to the \$100,000 or less by MOTI in many recent years, or the \$500,000 per year used in the core study analysis (over last 20 years). The higher level of spending would provide for reconstruction and rehabilitation of identified roads over a 15 year period. An additional **\$257 per year** funded from property taxation.
- A **\$300,000 increase in annual maintenance costs** for Salt Spring roads, as suggested, would result in an additional **\$45 per year** funded from property taxation.
- Based on the Draft Incorporation Study, annual borrowing expenses for a **\$5 million municipal hall** could be \$300,000 per year. An additional **\$45 per year** funded from property taxation.
- An additional **\$292 per year** funded from property taxation would be required to address the full **\$29M of road widening capital expenditures** to the 1992 standard, over 15 years. To address the road widening capital expenditures for the main Fulford-Ganges artery and the roads to the Vesuvius ferry would require **~ \$5M, an additional \$50 per year** funded from property taxation.

Key Considerations for Provincial Offer of Restructure Assistance:

1. Restructuring assistance to provide accommodation for a new municipal administration (\$5 million), and assistance to secure an appropriate works yard. Reduce potential tax increase by \$45 per year.
2. Commitments to capital upgrades for roads during the 5-year period of transition assistance for road maintenance.
 - Provincial spending of \$10 million over 5 years would reduce the tax increase by \$101
 - Provincial spending of \$20 million over 5 years would reduce the tax increase by \$202
 - Provincial spending of \$30 million over 5 years would reduce the tax increase by \$303
3. Commitment of \$5M for road widening
4. Assessment of the roads at most concern for geotechnical failure and a warranty/indemnity period for unexpected road failures due to geohazards, or an agreed upon process of how to partner with a new municipality to address failures if they occur.

Salt Spring Island Incorporation Study



Galeazzi, Linda MAH:EX

From: Pearson, Michael TRAN:EX
Sent: Friday, September 2, 2016 3:46 PM
To: Faganello, Tara CSCD:EX; Erwin, Janelle A TRAN:EX; Andrade, Ana CSCD:EX; Gedney, Vanessa R CSCD:EX
Cc: Richter, Kevin J TRAN:EX; Edmondson, Marijke CSCD:EX; Galeazzi, Linda CSCD:EX; Parkes, Norm E TRAN:EX; Bhatti, Ashok A TRAN:EX; Callander, Alan TRAN:EX
Subject: RE: Salt Spring Island Road Condition Assessment - Final Report
Attachments: 237563 SSI - Signed20160902.pdf

Hello Tara,

Please find attached our signed note. Apologies for the delay.

Regards,

Mike Pearson, P. Eng.
A/District Manager
Vancouver Island District
Direct line: 250-751-3287
Mobile: 250-213-9451
Fax: 250-751-3288
Michael.Pearson@gov.bc.ca



Ministry of
Transportation
and Infrastructure

From: Faganello, Tara CSCD:EX
Sent: Wednesday, August 31, 2016 5:24 PM
To: Pearson, Michael TRAN:EX; Erwin, Janelle A TRAN:EX; Andrade, Ana CSCD:EX; Gedney, Vanessa R CSCD:EX
Cc: Richter, Kevin J TRAN:EX; Edmondson, Marijke CSCD:EX; Galeazzi, Linda CSCD:EX; Parkes, Norm E TRAN:EX; Bhatti, Ashok A TRAN:EX; Callander, Alan TRAN:EX
Subject: RE: Salt Spring Island Road Condition Assessment - Final Report

Ok thank you, I am holding our note to our Minister in anticipating of receiving this....

From: Pearson, Michael TRAN:EX
Sent: Wednesday, August 31, 2016 12:19 PM
To: Erwin, Janelle A TRAN:EX; Faganello, Tara CSCD:EX
Cc: Richter, Kevin J TRAN:EX; Edmondson, Marijke CSCD:EX; Galeazzi, Linda CSCD:EX; Parkes, Norm E TRAN:EX; Bhatti, Ashok A TRAN:EX; Callander, Alan TRAN:EX
Subject: RE: Salt Spring Island Road Condition Assessment - Final Report

Hello Tara,

I am just following up on Janelle's behalf with regards to our offer letter. The note is currently with our EFO and deputy ministers office and hopefully will be approved and forwarded on later this afternoon/evening.

Thank you,

Mike Pearson, P. Eng.
A/District Manager
Vancouver Island District
Direct line: 250-751-3287
Mobile: 250-213-9451
Fax: 250-751-3288
Michael.Pearson@gov.bc.ca



Ministry of
Transportation
and Infrastructure

From: Erwin, Janelle A TRAN:EX
Sent: Monday, August 29, 2016 9:27 PM
To: Faganello, Tara CSCD:EX
Cc: Richter, Kevin J TRAN:EX; Edmondson, Marijke CSCD:EX; Galeazzi, Linda CSCD:EX; Parkes, Norm E TRAN:EX; Pearson, Michael TRAN:EX; Bhatti, Ashok A TRAN:EX; Callander, Alan TRAN:EX
Subject: Re: Salt Spring Island Road Condition Assessment - Final Report

Hi Tara;

I have a follow up meeting tomorrow morning with Norm Parkes, A/ADM, and hope to get our offer to MCSCD shortly thereafter.

I'll follow up with Marijke if anything changes from this timeline, however I don't anticipate that as we have already walked through it last week and we are just discussing some final details in the morning.

Thanks
Janelle

Sent from my iPhone

On Aug 25, 2016, at 3:53 PM, Faganello, Tara CSCD:EX <Tara.Faganello@gov.bc.ca> wrote:

Hi there,

Just checking in on how this is coming? We have tight timelines from SSI and we have a briefing scheduled with our Minister on Sept 6th.

Look forward to hearing from you.

Thanks
Tara

From: Erwin, Janelle A TRAN:EX
Sent: Wednesday, August 10, 2016 11:32 AM
To: Faganello, Tara CSCD:EX
Cc: Richter, Kevin J TRAN:EX; Edmondson, Marijke CSCD:EX; Galeazzi, Linda CSCD:EX; Parkes, Norm E TRAN:EX; Pearson, Michael TRAN:EX; Bhatti, Ashok A TRAN:EX; Callander, Alan TRAN:EX
Subject: Re: Salt Spring Island Road Condition Assessment - Final Report

Thanks Tara.

Marijke passed it along this morning as well and our review is now underway so as we can get our restructuring offer to MCSCD in short order.

Sent from my iPhone

On Aug 10, 2016, at 10:11 AM, Faganello, Tara CSCD:EX <Tara.Faganello@gov.bc.ca> wrote:

Here it is....

Sent from my iPhone

Begin forwarded message:

From: "Karen Wright" s.22
To: "Galeazzi, Linda CSCD:EX" <Linda.Galeazzi@gov.bc.ca>
Cc: "Edmondson, Marijke CSCD:EX" <Marijke.Edmondson@gov.bc.ca>, "Faganello, Tara CSCD:EX" <Tara.Faganello@gov.bc.ca>, "Mark Aston" s.22

s.22

Subject: Salt Spring Island Road Condition Assessment - Final Report

Linda,

We've just received our final Road Condition Assessment report. Attached is a copy for the Ministry's reference.

s.22

Regards,

Karen Wright
Vice Chair & Secretary
Salt Spring Island Incorporation Study Committee
www.ssiincorporationstudy.com <<http://www.ssiincorporationstudy.com/>>



BRIEFING NOTE FOR DECISION

DATE: August 31, 2016

PREPARED FOR: Grant Main, Deputy Minister Ministry of Transportation and Infrastructure

ISSUE: Offer of road maintenance assistance for Salt Spring Island (SSI) incorporation

RECOMMENDED OPTION:

s.13,s.17

BACKGROUND:

SSI is an unincorporated community located in the Vancouver Island District, with a population of over 10,000 residents. Maintenance on SSI is provided by the ministry's contractor for Service Area 1 (SA-1), Mainroad Contracting Ltd. The current maintenance contract for SA-1 expires on September 30, 2019.

There are 264 km of roads on SSI that are under MoTI's jurisdiction. Of this, a total of 97.6 km are paved, 100.4 km are surface treated and 66 km are gravel and dirt roads. These roads vary in condition.

SSI also has three gravel pits, all of which are owned by MoTI. Two of these pits have limited potential and are close to being depleted. The third one has low potential, and would require testing to determine quality and quantity of the remaining materials. MoTI does not own any maintenance yards on SSI.

There have been no capital infrastructure upgrades completed in the last 10 years.

In April 2015, the Ministry of Community, Sport and Cultural Development (MCSCD) announced that an incorporation study for SSI would be undertaken. MCSCD has retained the services of a consultant to carry out the incorporation study. The study was to be submitted by September 30, 2015. MoTI's offer of assistance forms part of the study, along with an offer of assistance from the Ministry of Justice for police services.

A previous SSI incorporation vote was defeated in 2001. The high cost of maintaining the roads was a contributing factor in this defeat. MoTI traditionally offers up to five years of road maintenance assistance to newly incorporated municipalities that take over responsibility for the road inventory.

DISCUSSION:

s.13,s.17



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APPROVED / NOT APPROVED

[Signature]
Grant Main

Deputy Minister, Transportation & Infrastructure

Sept 2/16.
Date

PREPARED BY:

Jessica Ling, Policy Analyst
Transportation Policy Branch
(250) 356-5306

REVIEWED BY:

Alan Callander, Manager, Active Transportation and
Climate Action Policy
Janelle Erwin, Deputy Regional Director
South Coast Region
Bob Steele, AV Executive Director
Transportation Policy and Programs
Norm Parkes, AV Assistant Deputy Minister
Highways Department
Nancy Bain, EFO
Finance and Management Services Department

INITIALS

AC

JE

RDS

NP