



BRIEFING NOTE FOR INFORMATION

DATE: February 24, 2016
PREPARED FOR: Honourable Todd G. Stone, Minister of Transportation and Infrastructure
MEETING: Minister Norm Letnick, Minister of Agriculture on March 1, 2016
ISSUE: George Massey Tunnel Replacement Project – Agricultural Impacts

SUMMARY:

- **The Ministry is working closely with Agricultural Land Commission staff, Ministry of Agriculture staff, farmers in Richmond and Delta, and local municipalities regarding benefits and effects for agriculture as a result of this important project.**
- **Most of the Project will be carried out within existing Highway 99 right-of-way, minimizing the need to acquire significant additional property. Based on the current design, the Ministry anticipates no net loss in agricultural land in Delta and Richmond; there may be a net positive gain as some existing highway right-of-way will be made available for agriculture at the completion of the Project.**
- **The agricultural community generally support the Project with benefits such as improved drainage, congestion relief, and traffic reliability in getting products to market and improved farm vehicle access across the highway and through the communities.**

BACKGROUND:

Since 2012, the Ministry of Transportation and Infrastructure (MoTI) has consulted with stakeholders and the public on various options for the George Massey Tunnel Replacement Project (the Project). Included in the stakeholder groups are the Richmond Farmers' Institute, the Delta Farmers' Institute, Agricultural Land Commission staff, Ministry of Agriculture staff and other members of the agricultural community.

The selected option of replacing the George Massey Tunnel (the Tunnel) with a new bridge on the existing Highway 99 corridor minimizes impacts to agricultural lands. The current concept will result in a net zero impact on agricultural land in Richmond and Delta. There will likely be a net increase in land made available for agriculture as a result of the Project.

Other benefits for agriculture are elimination of congestion and reliability in getting products to market as well as improved cross community access for farm vehicles. Drainage improvements will be significant for the farming community particularly in Richmond.

DISCUSSION:

The main areas of interest and potential impacts with respect to agriculture are:

- Minimizing impact to agricultural land;
- Potential modification in drainage and irrigation systems;
- Improving reliability for the agricultural community in getting goods to market; and
- Effects on irrigation water from sea water in the Fraser River as a result of tunnel removal.

MoTI is aware of these interests and, in conjunction with the farming community, has carried out studies on agricultural land use, river hydraulics (flow), and morphology to understand the potential effects of tunnel removal.

MoTI has also studied irrigation and drainage systems, ALR land by capability class, and farm infrastructure operations within Richmond and Delta.

In Richmond, small portions of agricultural land, most of which are not currently farmed, will be needed on the west side of Highway 99 between Westminster Highway and Blundell Road in Richmond.



In Delta, narrow strips of land will be required mostly on the west side of Highway 99 between River Road and 80th Street.

Some land currently used for transportation right-of-way will be made available for agricultural use in Richmond and Delta, primarily due to improvements in design for the replacement interchanges at Steveston Highway and Highway 17A. This will likely result in a net positive benefit to agricultural land along the corridor.

As a result of the Project, improvements in drainage are anticipated along the Highway 99 corridor, which will provide a significant benefit for agriculture.

The farming community is concerned that removal of the tunnel will allow the sea water "salt wedge" to move further up the Fraser River and impact irrigation water intakes. To understand the hydraulics of the Fraser River South Arm, MoTI has studied influencing factors including water levels, flow conditions, turbidity, salinity, and sediment deposition patterns. Preliminary findings of the study suggest that, if the tunnel is removed, there will be no impact to the movement of the salt wedge; the tunnel does not protrude above the bottom of the river bed.

If Port Metro Vancouver should decide to dredge the river deeper in the future (there are currently no plans for this), there is a concern that this could have an impact on the salt wedge. Although not related to the Project, MoTI is conducting further studies to assist the agricultural community in evaluating this issue. The Delta Farmers' Institute is also undertaking an independent analysis on this topic.

An application to the Agricultural Land Commission is currently being developed for the Project, and stakeholders in the agricultural community continue to be consulted and updated on the progress of the Project.

FINANCIAL IMPLICATIONS:

- None

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REVIEWED BY:

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INITIALS

PL

MEETING SUMMARY

MOTI staff met on behalf of Honourable Todd G. Stone, Minister of Transportation and Infrastructure:

MEETING DATE: February 16, 2016

ATTENDING: Mayor Lee Brain (Prince Rupert)
CAO Bob Long (Prince Rupert)
ADM Lindsay Kislock (MOTI)
ADM Kevin Richter (MOTI)
Executive Director, Lisa Gow

ISSUE: Discuss Tsimshian Access Project & Petronas Transportation Needs

Prince Rupert Mayor Brain:

- s.13,s.16

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Mayor Brain is seeking the following:

- Confirmation that paving on Highway 2 would be completed next year
- s.13,s.16

- s.13,s.16

MOTI Response:

- Province has committed to Highway 2 paving for next year
- s.13,s.16

- s.13

- Commitment to engage Prince Rupert to better understand transportation issues and impacts on City

- s.13



Recommendation on Next Steps:

- s.13
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- Staff to meet with PR to look at interim operational solutions (e.g. frequency of ferry service)



BRIEFING NOTE FOR INFORMATION

DATE: February 22, 2016
PREPARED FOR: Honourable Todd G. Stone, Minister of Transportation and Infrastructure
ISSUE: Meeting with Mike Corrigan, BC Ferry Services Inc. (BC Ferries)

SUMMARY:

- **Status Update on BC Ferries**

BACKGROUND:

The Minister will be meeting with Mike Corrigan, President and CEO of BC Ferries on March 1st.

DISCUSSION:

BC Ferries Financial Performance

BC Ferries has had a strong financial performance in the last couple of years. As traffic levels continue to be over 4 percent compared to last year, BC Ferries is expected to start Performance Term Four (PT4) in a better financial position than originally anticipated.

The Commissioner finalized the price caps for PT4 in September 2015 based on forecasts at that time. The Commissioner is required by legislation to set price caps at levels which ensure that the company is able to meet its debt obligations and be able to borrow to fund its capital investments.

BC Ferries reported net earnings for 2014/15 were almost \$11 million higher than the estimate used in the Commissioners PT4 price cap decision. ^{s.13}
^{s.13}

Once the Commissioner sets a price cap for a performance term, it is not subject to change if BC Ferries achieves higher than expected net-earnings within a performance term. ^{s.13}

^{s.13}

^{s.13}

That said, BC Ferries is solely responsible for setting its fare levels and can choose to not implement a fare increase.

April 1st Fare Increase

While ferry fares will increase on April first by 1.9 percent, BC Ferries' customers will see no change in what they pay to travel. Given the continued low cost of fuel, BC Ferries will be increasing the existing one percent rebate on the major and minor routes by an additional 1.9 percent which will offset the fare increase. BC Ferries is also planning to seek approval from the BC Ferry Commissioner to implement a 1.9 percent rebate on the northern routes. If approved, users on the northern routes would also see no change to their fares on April 1, 2016.



Graving Dock

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There are few graving docks in the Pacific north-west. s.13

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Disposal of Vessels

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While BC Ferries has indicated that they will release the sale price of the Queen of Chilliwack along with the Queen of Burnaby and Nanaimo once they are sold, the company normally does not publish sale prices for its vessels.

Fare Promotions

BC Ferries recently announced that it will be offering a fare promotion of 30 percent off passenger fares on select sailings on all routes between the period March 10th and 29th. s.13,s.17

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staring in 2017 s.13,s.17

The company will be phasing in its new system

LNG Ferry Conversion

On January 16, 2016, BC Ferries filed additional information with the BC Ferry Commissioner requesting approval to proceed with the project to refit the two Spirit class ferries under a revised (higher) cost cap. s.13

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vessel is expected to be in service in the spring of 2018.

The first converted

FINANCIAL IMPLICATIONS:

None

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INITIALS:

 LP/ADir

 DB



BRIEFING NOTE FOR INFORMATION

- DATE:** February 25, 2016
- PREPARED FOR:** Honourable Todd G. Stone, Minister of Transportation and Infrastructure
- MEETING:** Honourable Bill Bennett, Minister of Energy and Mines, and BC Hydro staff on March 1, 2016
- ISSUE:** BC Hydro (BCH) Site C Property Access, Acquisition and Expropriation Processes for Highway 29

SUMMARY:

- **BC Hydro Site C Project will build a hydroelectric dam and create a reservoir on the Peace River impacting approximately 30km of Highway 29 between Charlie Lake and Hudson's Hope (74km).**
- **BCH is responsible for mitigating the impacted locations on Highway 29. These locations will require realignment and new bridge crossings of the tributaries to the Peace along the highway.**
- **Also, BCH has asked MoTI to improve local roads south of Fort St John to deal with additional construction traffic.**
- **MoTI has agreed to assist BCH by providing design review and construction support.**

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BACKGROUND:

Highway 29 realignment (Appendix A):

- Realign approximately 30 km of road infrastructure at six locations on Highway 29.
- Replace five (5) structures with new, larger bridges to accommodate the higher reservoir.
- Deactivate sections of the highway and bridges that will be realigned.
- Use existing MoTI pits and quarries for new construction and develop additional pits and quarries outside of the reservoir impacts.

Site C Access Roads (Appendix B):

These are provincial side roads to the south of Fort St John, commonly referred to as the North Bank Roads that require improvements to support the additional traffic for both the construction and operation of the dam. These works are underway, currently in winter shut down and scheduled for completion in late 2016.

- a. Old Fort Road – Dam access, upgrade width, strength and alignment.
- b. 240 Road – Dam access, upgrade width, strengthen and pave.
- c. 269 Road – Dam access, upgrade south end, width, strengthen and pave.

The improvements for Highway 29 realignment are scheduled to begin construction in Summer 2017 and complete in Fall 2021. The access road improvements have begun and are expected to be complete in Fall 2016.

The budget for the Highway 29 improvements is ^{s.17}
 improvements are currently on budget for ^{s.17}

The access road



DISCUSSION:

BC Hydro has requested MoTI to assume responsibility for the [s.13](#)

[s.13](#)

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Both BC Hydro and the Ministry of Transportation and Infrastructure have rights to expropriate under the Expropriation Act as authorized by the Hydro and Power Authority Act and the Transportation Act respectively. The expropriation authority under the Hydro and Power Authority Act specifically relates to property involved in the construction or installation of a power site, power project or power plant and/or the land that is flooded to accumulate and store water on it. The Transportation Act specifically relates to land involved in the creation of a provincial public highway. [s.14](#)

[s.14](#)

[s.13](#)

FINANCIAL IMPLICATIONS:

- [s.17](#)

Attachments: Appendix A – Highway 29 Realignment Sections
 Appendix B - North Bank Roads South of Fort St. John
 Appendix C - [s.13](#)
 Appendix D –

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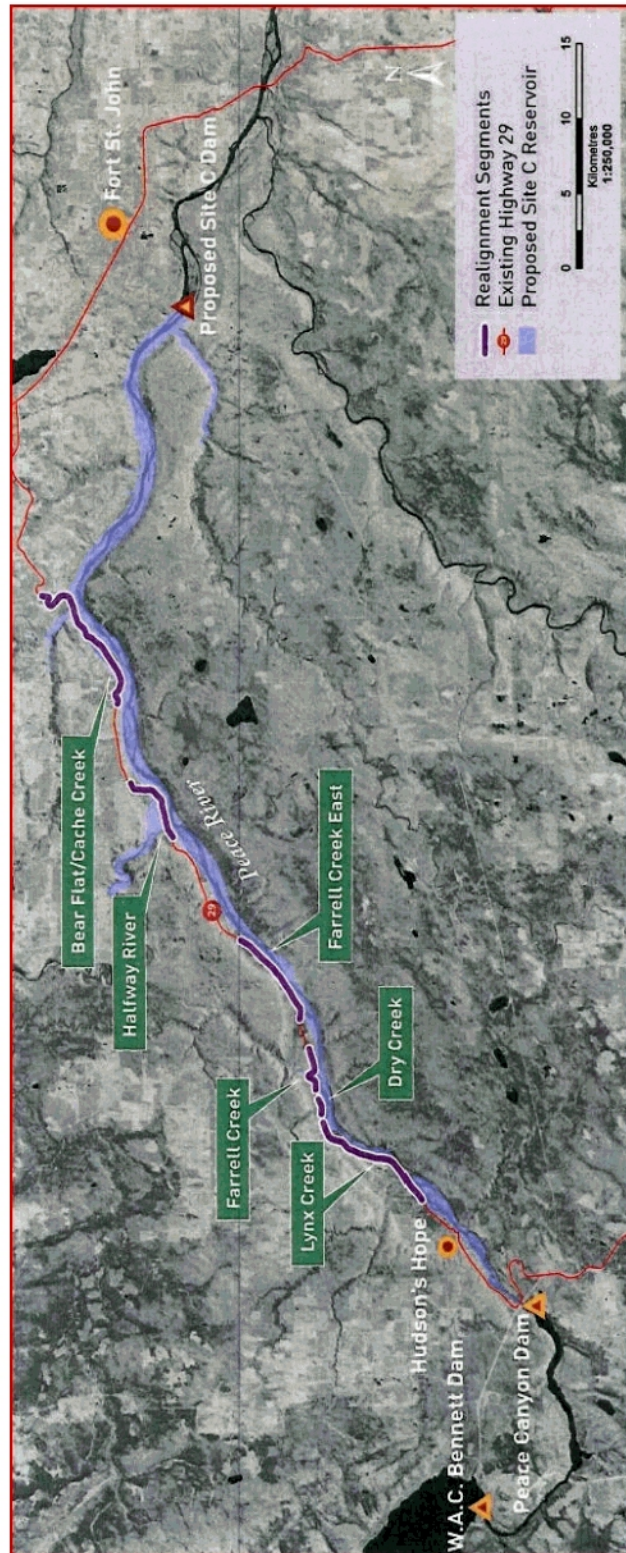
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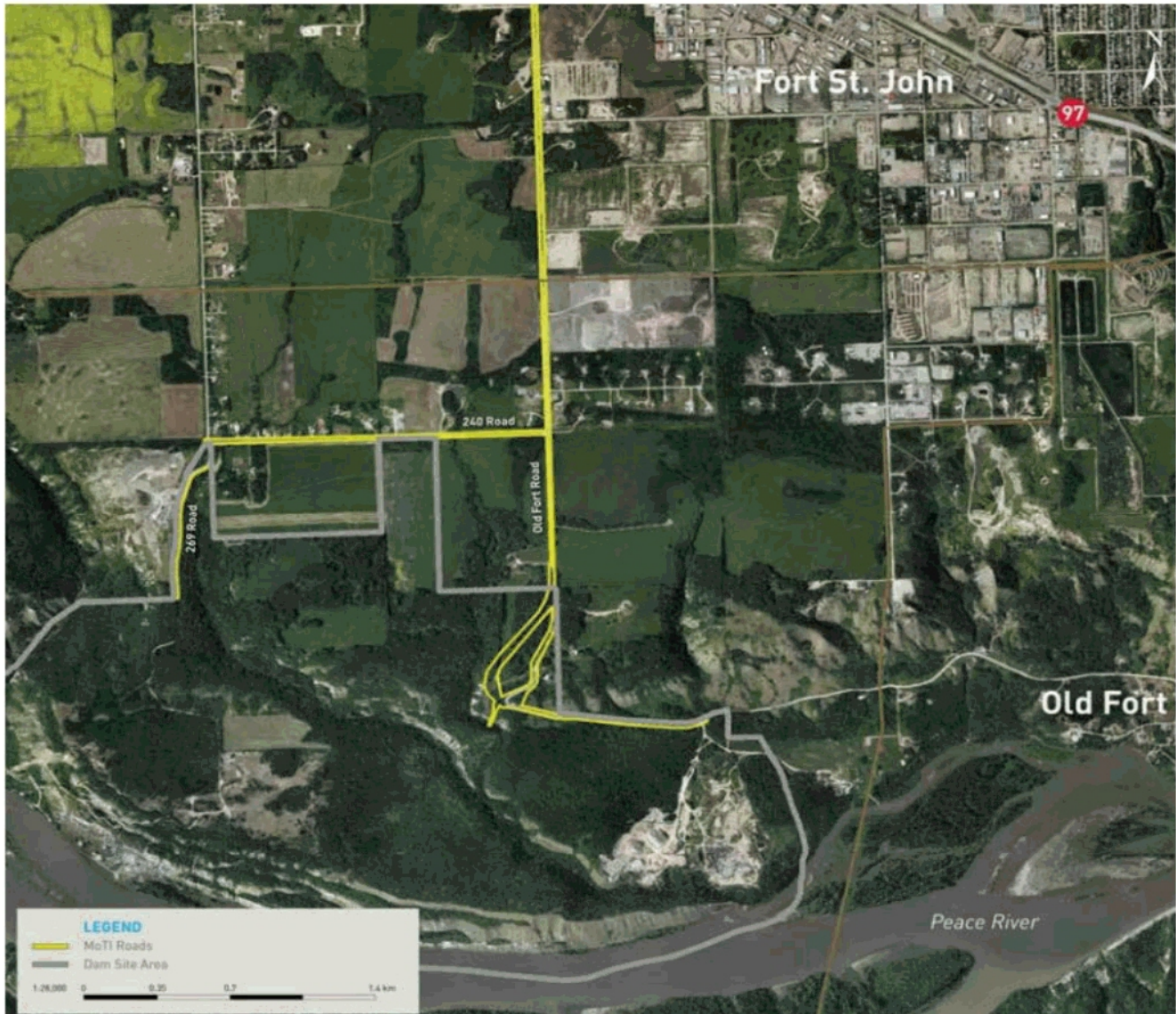


Appendix A - Highway 29 Realignment Sections





Appendix B - North bank roads south of Fort St. John



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BRIEFING NOTE FOR INFORMATION

DATE: February 22, 2016

PREPARED FOR: Honourable Todd G. Stone, Minister of Transportation and Infrastructure

MEETING: Mark Blucher, President & CEO, ICBC, Ronald Olynyk, Interim Chair, ICBC, Steve Crombie, VP, ICBC, Grant Main and Lindsay Kislock, on February 23, 2016

ISSUE: Quarterly meeting with ICBC's CEO & Board Chair

SUMMARY:

- **The requirement for regular meetings between ministers and board chairs, and deputy minister and CEOs that focus on performance against the taxpayer accountability principles, results and strategic decision making has been embedded in the Taxpayer Accountability Principles issued by government in June 2014.**

BACKGROUND:

The last meeting between the Minister and Mark Blucher, President & CEO of ICBC was on November 16, 2015. The last meeting between the Minister and ICBC's Board Chair, which was Walter Gray at the time, was on August 5, 2015.

DISCUSSION:

ICBC has provided a proposed agenda for this meeting (Attachment 1). A brief summary of each of the agenda items is provided below. ICBC has also provided detailed briefing material for each item (see Attachments 2 - 6).

1. [s.13](#)
2. Digital Strategy – ICBC is continuing to refine its Service strategy (Digital strategy), and has been working with GCPE on potential announcements. ICBC intends to provide an update the Minister on status of the various initiatives. Initiatives slated for implementation in 2016 include: online driver abstracts, online claims status tool, adjustor text message pilot, and a premium estimator tool. [s.13](#)
[s.13](#) (see Attachment 3).
3. [s.12,s.13](#)



4. Transformation Project (TP) Update – ICBC is projecting an end-August ‘go-live’ date for TP. The largest remaining project, Insurance Sales and Administration (ISAS), which will provide new insurance capabilities replacing legacy insurance systems, and modernize backend financial payment systems is now well into systems integration testing (to be complete end April (increment 10 stated on Jan 4 – there are 11 increments total). ICBC’s current Estimate at Completion (EAC) based on the end August go-live date is \$399.6M, which includes \$17.8M in contingency (see Attachment 5).
5. Taxi Pilot Results – ICBC intends to provide the Minister with a summary of the results from a recent pilot within the taxi industry that involved installing crash avoidance technology in taxis in the Vancouver area. The pilot found a 24 per cent reduction in all crashes, and a 61 per cent reduction in at-fault, rear end crashes. ICBC is now exploring options for expanding this pilot (see Attachment 6)

FINANCIAL IMPLICATIONS:

- None

Attachments:

Attachment 1: ICBC Proposed Agenda

s.13

Attachment 3: Digital Strategy (ICBC deck)

s.12,s.13

Attachment 5: Transformation Program (TP) Update (ICBC deck)

Attachment 6: Taxi Pilot Results (ICBC Briefing Note)

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INITIALS

LK

N/A



Briefing for Minister Meeting Agenda

MEETING DATE 23 February 2016

MEETING TIME: 3:30pm – 4:30pm

LOCATION Minister's Office, Legislative Buildings, Victoria BC

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2. Digital Strategy (Verbal Update with Supporting Material)

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4. Transformation Project Update (Verbal Update with Supporting Material)

5. Taxi Pilot Results (BN)

6. New or Other Business (Chair)

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Service Strategy Announcements Overview

February 23, 2016

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Potential announcement concepts

2016

2017 - 2020+

Event

News release/ pitch

Bundle item



Red tape reduction announcement
Online insurance renewals included
(government on lead for announcement)



Online driver abstracts & claims history report

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Q2

Text message pilot

Q2

Premium impact estimator tool

Q1

Enhanced locator on icbc.com

2015

Report injury claims online

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Event: Full announcement, media event with stakeholders

News release/ pitch: Service is unique or high-interest, possibility of news release or pitch directly to media

Bundle item: Service could be mentioned at an event or in a news release for a larger service, service unable to standalone as an announcement

Timing and final announcement concepts, including which services will be bundled, will be determined as the projects near implementation

Online insurance renewals

- March 2 event on red tape reduction
 - Government announcement to release results of public consultation along with a summary of completed, current and future initiatives to reduce red tape
 - Online insurance renewals scored high with BC residents and there is interest in including mention at the event

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Service Strategy announcements

- News release for online driver abstracts & claims history report
 - Will link to larger service strategy
 - Opportunity to quote the Minister
 - Timing to align with advertising
- s.13
- Additional news releases or direct pitches to media outlets may be possible in Q1/Q2 2016 for smaller bundle items (ex. text message pilot, premium impact estimator tool)
 - Will determine once projects are complete and based on media interest from earlier announcements

Comms approach

- Provide opportunities to the Minister(s), where appropriate
- Engage impacted stakeholders (i.e. Brokers) prior to announcements
- Proactive communication to employees prior to external announcements
- Media outreach (news releases and direct pitching) for larger initiatives, or bundle of smaller items

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Transformation Project (TP) Overview




February 23, 2016

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Executive Summary for TP Project Status

Insurance Sales and Administration System (ISAS)

The Insurance Sales and Administration System (ISAS) project will provide new insurance capabilities by replacing ICBC's legacy insurance systems with Guidewire's PolicyCenter product. The project also includes modernization of backend financial payment systems.

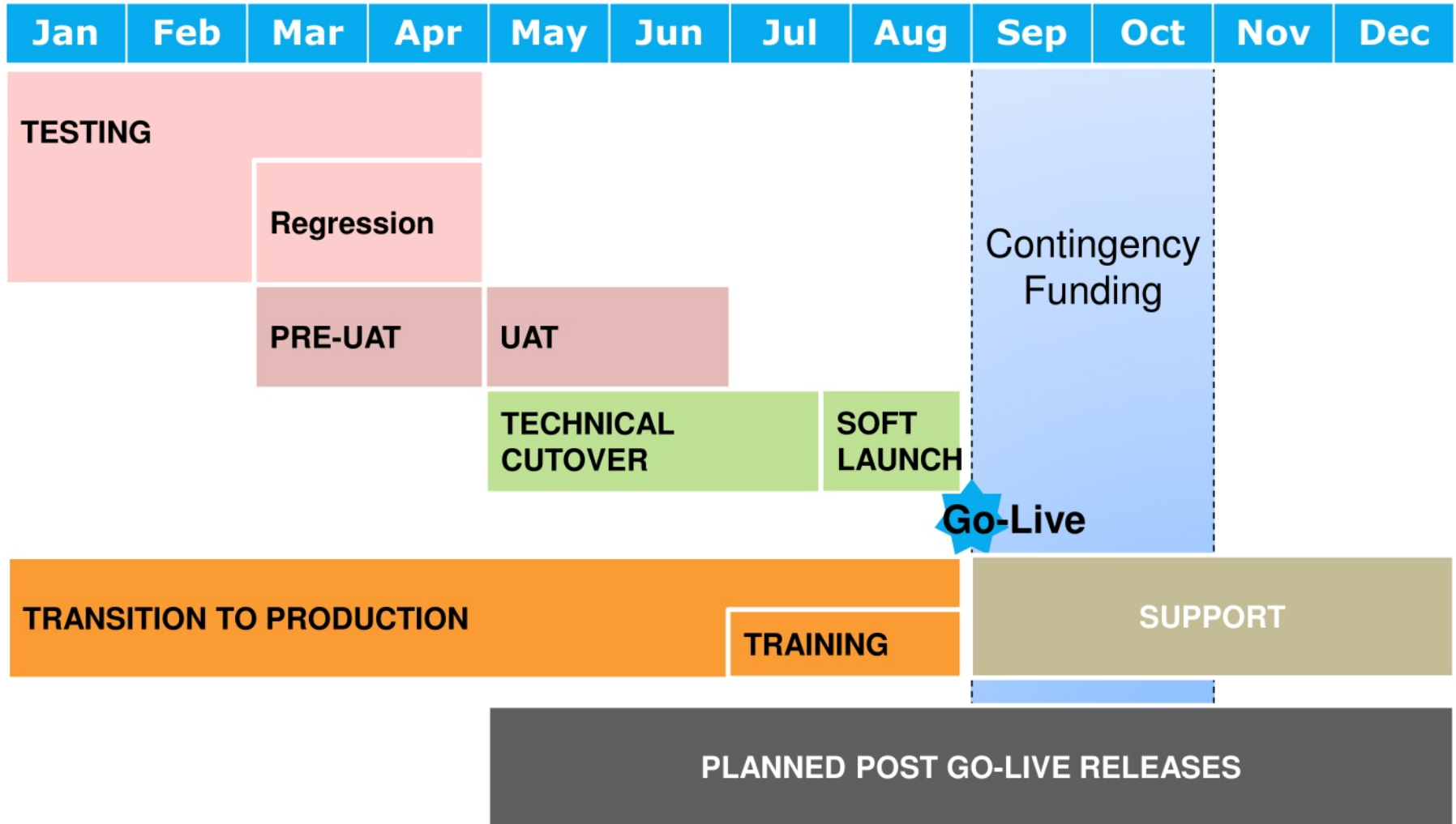
| Status & Trend | Risk* | Status, Key Challenges | Risks and Mitigations |
|---|------------|---|---|
| Scope  | Increasing | <ul style="list-style-type: none"> SG and Board have approved plan to simplify and de-risk Gen1 delivery – revised plan includes adopting a multi-release strategy, which includes some PolicyCenter functionality and targeted products planned for future releases post go-live SG and TPC have approved Fleet rated policies and Garage policies for a future release | <ul style="list-style-type: none"> The project has implemented numerous testing process improvements to address productivity issues The project adopted a revised delivery plan in late 2015 which simplifies and de-risks go-live The project has done various business and technical reviews in 2015 to remediate defects in high risk areas before SIT testing The project will conduct another business review in Q2 2016 to further remediate defects The enterprise release management process, established in 2015 to minimize impacts to ISAS schedule due to conflicts with other ICBC projects is effective Executive direction was issued to key operational teams in 2015/16 to ensure potential conflicts with ISAS are avoided (e.g., projects and initiatives, release work, etc.) |
| Schedule  | | <ul style="list-style-type: none"> Testing Increment 10 started as planned on Jan 4. Final test cases from Increment 9 (<1%) remain open and Increment 9 and 10 are progressing Focus is to commence Increment 11 on Feb 1 and Systems Integration Testing (SIT) regression in March and complete SIT at the end of April Complex defects have been remediated, and testing of these defects is going well. This will mean some overlap between completion of SIT execution and regression testing in March due to retesting of these complex defects Project go-live date remains late Aug 2016 | |
| Budget  | | <ul style="list-style-type: none"> Q4 2015 Decision Case refresh for ISAS has been approved by the TPC (Nov) and Board (Dec) in the amount of \$170.9M with an overall Decision Case budget of \$399.6M that includes \$17.8M in contingency. At end Jan '16, ISAS actual spend to date against TP budget is \$139M The ISAS project's current Estimate At Completion (EAC) based on Aug/Sep 2016 go-live is \$169.3M with an overall TP Decision Case EAC of \$399.6M that includes \$17.8M in contingency | |

UAT= User Acceptance Testing

Status & Trend: No change  Worsening  Improving  as compared to previous month end

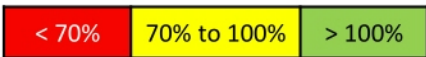
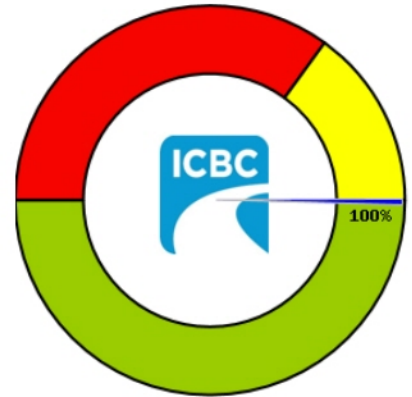
*Risk Assessment based on information provided by the Portfolio Manager and Project Sponsor at month end.

Delivery Schedule: Go-Live and Beyond

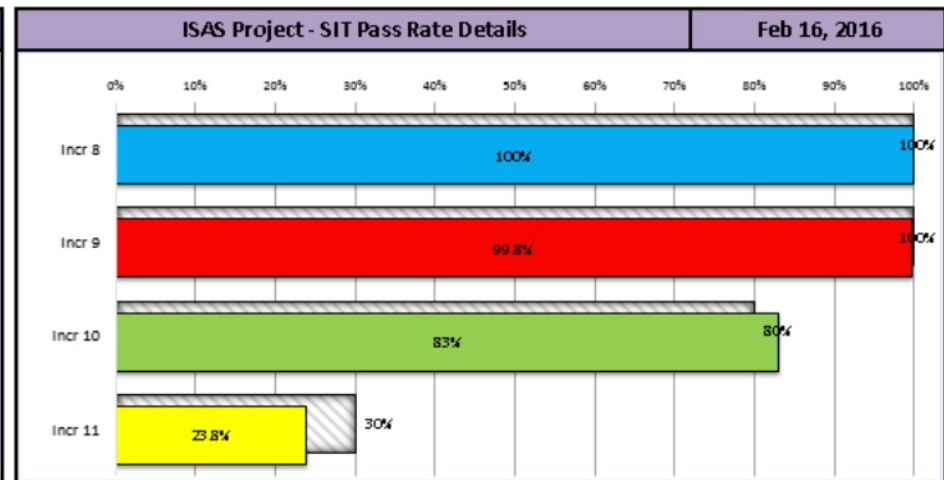
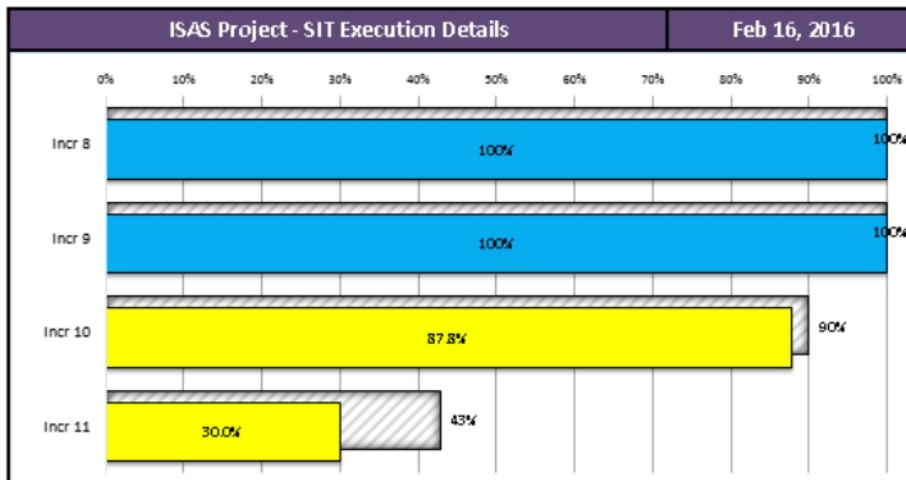


Testing Dashboard (as of Feb 16)

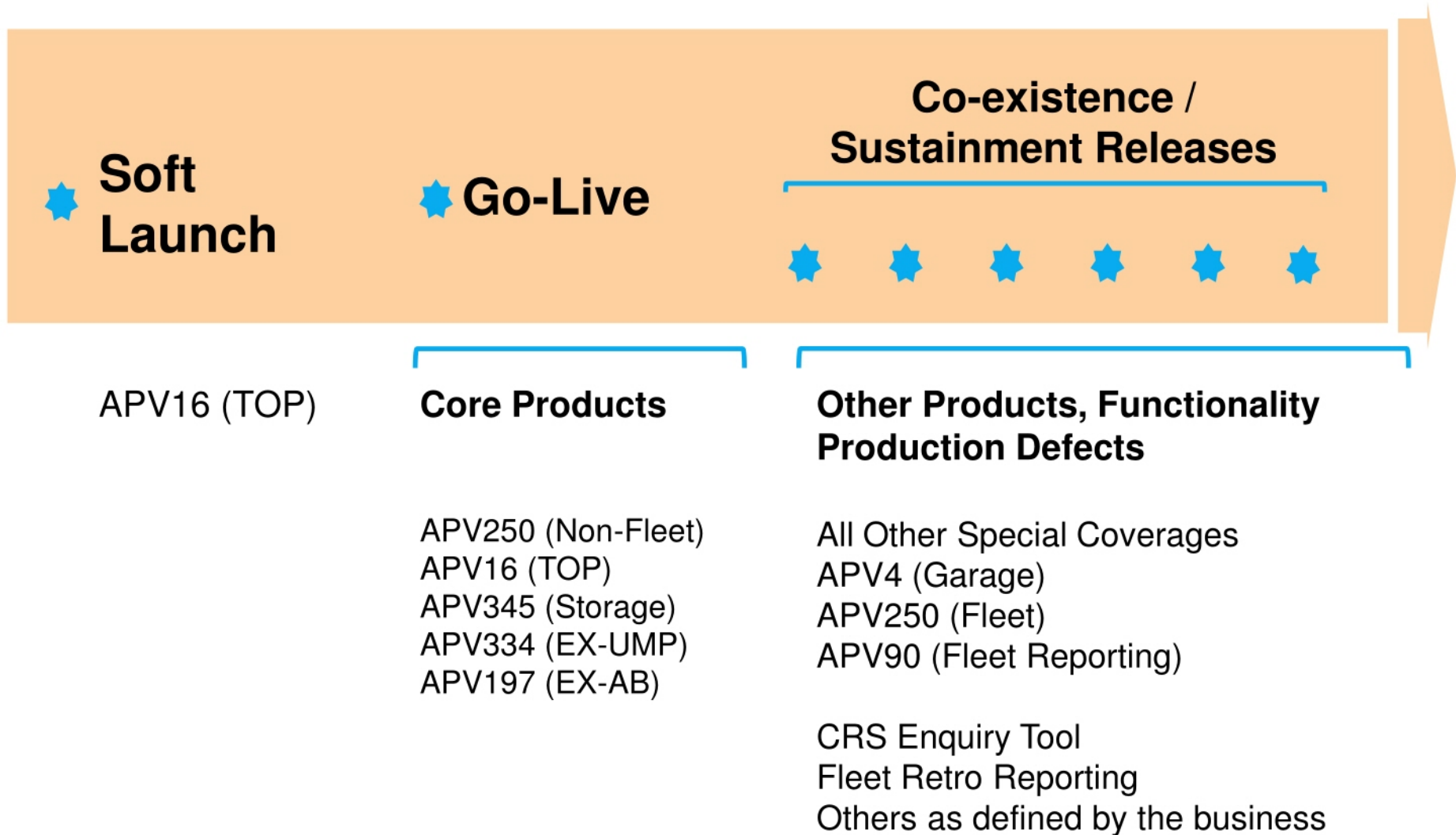
Overall Execution



| ISAS - Test Execution Dashboard | | | | | | | | | | | | | | |
|---------------------------------|--------------|----------------|---------------------------|------------------|--------|----------------|---------|--------|-------------|---------------|-------------|----------|-----------|----------|
| System Integration Testing | | Plan Execution | | Actual Execution | | | | | | | Percentages | | | |
| | | Actual Scripts | Execution plan till today | Passed | Failed | Executed (P+F) | Blocked | No Run | In-Progress | Remaining TCs | Execution | | Pass Rate | |
| | | | | | | | | | | | % Planned | % Actual | % Planned | % Actual |
| S2 | Increment 8 | 701 | 701 | 701 | 0 | 701 | 0 | 0 | 0 | 0 | 100% | 100% | 100% | 100% |
| | Increment 9 | 1204 | 1204 | 1201 | 3 | 1204 | 0 | 0 | 0 | 3 | 100% | 100% | 100% | 99.8% |
| | Increment 10 | 1397 | 1257 | 1161 | 66 | 1227 | 60 | 74 | 35 | 236 | 90% | 87.8% | 80% | 83% |
| | Increment 11 | 1063 | 456 | 253 | 66 | 319 | 58 | 623 | 63 | 810 | 43% | 30.0% | 29% | 23.8% |
| Total | | 4365 | 3618 | 3316 | 135 | 3451 | 118 | 697 | 98 | 1049 | | | | |



Multi-Release Strategy





BRIEFING NOTE

Prepared for: **Hon. Todd Stone**, Minister of Transportation and Infrastructure
for DISCUSSION

Subject: Safety Technology for Taxi Fleets

Issue: ICBC conducted a study with the taxi industry installing crash avoidance technology into taxis. The results showed significant reductions in crashes. ICBC is now considering ways to expand these technologies across the taxi fleet.

Background

- In 2014, ICBC conducted a pilot study to determine the safety benefits of two emerging vehicle safety technologies. A forward crash avoidance technology (FCAT) and vehicle operation data collection (VODC). Four Vancouver-based taxi companies were chosen to participate in the study because they have large fleets that log a lot of kilometers in high-risk traffic environments.
- The FCAT units (Mobileye) were calibrated specifically for the taxi industry and alerted taxi drivers to potential front-end crashes with vehicles, cyclists, pedestrians and lane deviations by providing a visual and audio warning. The VODC units (Traffilog) tracked rapid acceleration and hard braking, excessive speed and aggressive turning incidents by providing a warning light to the taxi drivers with the output being reported to the fleet operator.
- The study found a 24 per cent reduction in all crashes, and a 61 per cent reduction in at-fault, rear-end crashes through the use of the FCAT units. The crash rate reduction results for the VODC units were statistically insignificant. This was likely, in part, due to the fact that feedback provided by the VODC could be ignored by drivers since there was no immediate consequence and there was also limited follow up on the results and driver coaching throughout the project on the part of the taxi companies.
- The FCAT technology is currently available as an optional feature in some vehicle manufacturers enhanced vehicle safety packages. However, these packages are relatively expensive (approximately \$5,000 for the Toyota Prius that is preferred by many taxi operators) and it will be a number of years yet before this technology becomes standard.

Discussion

- Many Taxis operate nearly 24 hours per day, primarily in urban areas with high traffic density. As a result, taxis are involved in a significantly greater number of crashes than other vehicles. The taxi industry has a basic loss ratio of 125%¹, one of the highest among commercial fleets in the province.
- Taxis account for only 1% of total Commercial premiums, but 10% of losses. A Taxi driver is almost seven times more likely to be involved in a crash than the driver of a private passenger vehicle, and twelve times as likely to cause injuries.
- The results of the pilot study undertaken by ICBC provide a strong indication

¹ Loss ratio is the ratio of claims costs and expenses to premiums paid.

ICBC BRIEFING NOTE

that expanded use of FCAT units in taxis in the Lower Mainland or across the province would result in increased passenger safety, decrease the number of crashes and reduce pressure on basic insurance rates.

- Based on these encouraging findings, ICBC is reviewing various options for the installation and use of FCAT units in taxis throughout the Lower Mainland or all of B.C. The main considerations are:
 - Should participation be voluntary or mandatory?
 - Who will bear the cost of installation?
 - The Mobileye FCAT device costs \$575 per unit, plus \$125 for installation, a total of \$700 per unit. There are 2,409 taxis in BC, requiring an initial outlay of \$1,686,300 to retro-fit the existing fleet.

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Next Steps

- ICBC intends to engage the taxi pilot participants to share the results followed by a similar meeting with the Taxi association from across the Province on March 3, 2016. ICBC will gauge the reaction of those stakeholders to the findings to help inform its approach.
- Ultimately, it is anticipated that the Mobileye FCAT technology can be employed to other subgroups of customers with similar risk factors to the taxis. s.13

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Date: 23 February 2016