



# Staff Report

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## Operations – Roads & Drainage

**Report To:** Special Committee of the Whole  
**Meeting Date:** June 27, 2022  
**Report Number:** CSOPS.22.062  
**Title:** Winter Maintenance Staff and Equipment Needs  
**Prepared by:** Jim McCannell, Manager of Roads & Drainage

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### A. Recommendations

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THAT Council receive Staff Report CSOPS.22.062, entitled “Winter Maintenance Staff and Equipment Needs”;

AND THAT Council authorize the three (3), six-month snowplow Operators positions to be converted to permanent six-month snowplow Operators positions.

AND THAT Council direct Staff to replace the three (3) pilot project snowplow trucks and authorize the creation of a budget of \$1,200,000 for the replacement snowplow vehicles to be funded from Unfinanced.

AND THAT Council directs Staff to begin the tender process for three (3) replacement trucks in 2022 to receive equipment in advance of the 2024 winter season.

AND THAT Council approve the standardization of snowplow attachments and equipment to Viking-Cives Ltd. and allow for the option for Single Source procurement.

### B. Overview

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This report is a follow up to Staff Report CSOPS.20.058 (Attachment #1) relating to the pilot project for Winter Roads Maintenance Operations and taking previously contracted work into inhouse work that has proven to be very successful.

### C. Background

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On May 3, 2018, Committee of the Whole received Staff Report CSPW.18.041 entitled “Winter Road Maintenance for the 2018/2019 and 2019/2020 Seasons” (Attachment #2). As a result, Staff were directed to hire three contract snowplow drivers along with the purchase of 3 used snowplow trucks as part of a pilot project in response to increasing prices for contracted services for winter snowplowing.

On November 16, 2020, Council approved Staff Report CSOPS.20.058 (Attachment #1) to continue with the pilot project and retain the three (3) six-month snowplow Operator positions to the end of the 2023 winter control season and to replace the trucks through the 2022 budget process. The capital budget was not advanced through the 2022 budget process. The growth in the Town requires a review of service levels which in turn affects equipment, staffing and facility needs. The considerations made regarding the sidewalk level of service are part of this review.

Staff is requesting to convert the three (3) six-month snowplow Operators positions from contract to permanent, six-month snowplow Operator positions. This action will add these three positions permanently to the organizational staff chart for Roads and Drainage. The positions are only for winter maintenance from November to April. Staff is also requesting to replace the three (3) heavy duty (pilot project) snowplow trucks described in report CSOPS.20.58. Staff is seeking pre-approval to start the tendering process in 2022 ahead of the 2023 budget to have equipment commissioned for the winter of 2024. Staff is also looking to tender for the truck cab and chassis while standardizing the snowplow attachments and equipment to Viking-Cives Ltd.

## **D. Analysis**

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In 2018, the Town looked at several options on how to provide winter snowplowing services. The option of not providing winter maintenance is not available to the Town. In 2018, Staff completed a detailed review of the costs associated with using Town staff compared to contracting the service out. See attachment #2. The cost comparison weighed in favour of hiring staff and purchasing equipment. Staff were directed by Council to undertake a pilot project and hire three, six-month winter contract positions and purchase 3 used trucks. Report CSOPS.20.058 extended the pilot program until the end of winter 2023.

### **Three (3), Six-month Snowplow Operator Positions**

Staff has found an increased level of service when using Town Operators for winter snowplowing over hiring for this service. There is a stronger relationship between the Town staff and the residents that provides enhanced customer service and reduces the number of service requests. Issues that trigger service requests include but are not limited to: pushing snow into laneways, drainage problems due to snow filled ditches, excessive boulevard damage, the placement of snow in cul-de-sacs and mailbox damage.

Recently Town staff are finding it more difficult to find contractors to fill these types of services due to liability issues, escalating insurance costs and a lack of qualified personnel. The Town has experienced contractors walking away from service contracts. This has resulted in a loss of service mid-season making it difficult to meet the expected level of service. These are the reasons Staff supports the use of Town Operators for these essential services. Staff recommends the three (3), six-month snowplow Operators positions to be converted to permanent six-month snowplow Operators positions.

### **Replacement of Three (3) snowplow trucks.**

The useful life of a standard snowplow truck is anticipated to be 10 years. The trucks that are part of the pilot program are now beyond that age. Two of the trucks are 2006 and the third truck is a 2012. By the time new vehicles can be tendered and received all three trucks will be past the 10 year lifecycle. Replacing these three (3) used trucks with new equipment will reduce repair costs, reduce down time and improve our greenhouse gas emissions as the new trucks run cleaner and are more efficient.

Staff recommends replacing the three (3) pilot project snowplow trucks and authorizing the creation of a budget of \$1,200,000 for the replacement snowplow vehicles to be funded from “Unfinanced”. See section G, Financial Impact.

### **Pre-approval to start the tender process.**

Staff is requesting Council to authorize the creation of a budget for the replacement of the three (3) snowplow trucks at this time. The creation of the budget will give staff the ability to start the tendering process for this equipment in advance of the 2023 Budget being approved. The Purchasing of Goods and Services Policy POL.COR.07.05 requires tendering for the truck cab and chassis which is then converted into a snowplow truck. The truck manufacturers bid for the supply of the truck which is then sent to the body assembler to be made into a snowplow truck. The time from tendering for a truck to commissioning the snowplow truck is now between 12 and 14 months. Staff is requesting approval to tender in September of 2022. The three (3) trucks will be received in the fall of 2023 to be available for the winter of 2024. The anticipated date for payment would be October 2023 once the trucks have been received. Following the commissioning of the new snowplow trucks the old trucks will be disposed of as per the Town Policies.

Staff recommends beginning the tender process for three (3) replacement trucks in 2022 to receive equipment in advance of the 2024 winter season.

### **Standardization of snowplow attachments and apparatus.**

Staff recommends the standardization of the snowplow attachments and apparatus used on the cab and chassis to Viking-Civies Ltd. The Viking-Cives snowplows and attachments are interchangeable. This means that most one-way plows can be fitted to several different trucks. This has proven to be very useful when trucks are down for repairs or when snowplows become damaged. Equipment can be “mixed and matched” as required to keep equipment on the road and working. Staff benefit from consistency across the fleet with respect to operating practices, inspection, and maintenance. Operators can move from truck to truck and quickly make the equipment work where trucks and controls are similar. The Roads and Drainage Division has relied on Viking-Cives for their expertise, the location of their repair and parts facility and their ability to respond promptly to the needs of the Town. Viking-Cives is in Mount Forest within Grey County. Other Road Authorities also use Viking-Cives equipment and this has proven beneficial when sharing equipment between Municipalities in emergency events. This arrangement has proven beneficial in the Town’s efforts to minimize equipment downtime.

and maintain the current level of service delivered to our growing community. Staff is looking to standardize only the snowplow attachments and apparatus. Staff is requesting the option to single source the Viking-Cives apparatus but to continue to investigate other suppliers for new and innovative snowplow equipment. The Purchasing Department supports standardizing this equipment as it will streamline the purchasing process. Truck manufactures will still bid for the supply of the heavy duty truck cab and chassis.

Staff recommends the standardization of snowplow attachments and equipment to Viking-Cives Ltd. and allow for the option for Single Source procurement.

In summary, staff recognize the value of internalizing our resources for providing winter road maintenance and control for our community on Town owned roads. As our community continues to grow and new roads and related infrastructure is assumed by the Town, the need for additional resources will continue. Currently the requirements of the Town cannot be met in an efficient or reliable manner by third party contractors. These conditions are not going to improve in the foreseeable future.

The next phase of the review is the space needs assessment to determine what indoor and outdoor storage areas are needed. Defining the staff levels and equipment needs allows for the size, type and location of the Public Works Yards to be realized. Staff are continuing to assess improvements to the Ravenna Works Yard and the needs to have an Operations Centre and presence in the Craighleith area. Development growth may require Staff to research alternative types of equipment. Staff will continue to investigate if alternative types of equipment might be better suited for new developments.

## **E. Strategic Priorities**

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### **1. Communication and Engagement**

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

### **2. Organizational Excellence**

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

### **3. Community**

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

### **4. Quality of Life**

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

## **F. Environmental Impacts**

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There is no change in the Town's practice for snow removal activities. The burning of hydrocarbon fuels will release greenhouse gasses. New diesel trucks operate more efficiently and with less greenhouse emissions than older equipment.

The Town will continue to monitor the use of winter deicing materials. Town Operators are more aware of the materials used and impact they have on the infrastructure and the environment. Supervisors can work with staff to help control costs by managing the amount of sand and salt that is used.

## **G. Financial Impacts**

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The 2022 Approved Operating Budget includes the salaries, benefits, and other costs (training, health and safety etc.) for these three positions and therefore no additional budget is required. The vehicle budget will be able to be reduced slightly given the newer vehicles should be more fuel efficient and require less repairs and maintenance in the early years.

One line item that will need an increase is the annual transfer to the Asset Replacement Reserve Fund. This transfer will need to increase by \$120,000 per year (\$1,200,000 / 10 year expected useful life), and this will be included in the 2023 Proposed Budget.

Staff are requesting a budget of \$1,200,000 (\$400,000 per truck) be approved for the replacement of the three older plows. Currently the Roads Equipment Asset Replacement Reserve Fund does not have sufficient budget to cover this cost, staff are recommending using Unfinanced and paying these off internally over the next three to five years, rather than taking out long-term debt.

## **H. In Consultation With**

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Sam Dinsmore: Deputy Treasurer/Manager of Accounting and Budgets

Sarah Traynor: Manager of Human Resources

Serena Wilgress, Manager of Purchasing & Risk Management

Roads and Drainage Staff

## **I. Public Engagement**

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The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Jim McCannell, Manager of Roads & Drainage [managerroadsdrainage@thebluemountains.ca](mailto:managerroadsdrainage@thebluemountains.ca).

**J. Attached**

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1. Attachment 1 CSOPS.20.058 Winter Maintenance Contract extensions and Equipment Needs
2. Attachment 2 CSPW.18.041 Winter Road Maintenance for 2018/2019 and 2019/2020 Seasons

Respectfully submitted,

Jim McCannell  
Manager of Roads & Drainage

Shawn Carey  
Director Operations

For more information, please contact:  
Jim McCannell, Manager of Roads & Drainage  
[managerroadsdrainage@thebluemountains.ca](mailto:managerroadsdrainage@thebluemountains.ca)  
519-599-3131 extension 271

### Report Approval Details

Document Title:	CSOPS.22.062 Winter Maintenance Staff and Equipment Needs.docx
Attachments:	<ul style="list-style-type: none"><li>- Attachment 1 CSOPS.20.058 Winter Maintenance Contract Extensions and Equipment Needs.pdf</li><li>- Attachment 2 CSPW.18.041 Winter Road Maintenance for 2018 2019 and 2019 2020 Seasons.pdf</li></ul>
Final Approval Date:	Jun 20, 2022

This report and all of its attachments were approved and signed as outlined below:

**Jim McCannell - Jun 17, 2022 - 4:12 PM**

**Shawn Carey - Jun 17, 2022 - 4:15 PM**

**No Signature found**

**Shawn Everitt - Jun 20, 2022 - 9:28 AM**