

C	4
Item #	4
Report No.	2 - FAA
Council Jan 20/15	

DATE: JANUARY 20, 2015

TO: HONOURABLE MAYOR BEVILACQUA AND MEMBERS OF COUNCIL

FROM: PAUL JANKOWSKI, COMMISSIONER OF PUBLIC WORKS

RE: COMMUNICATION – COUNCIL – JANUARY 20, 2015
ITEM #7, 2013 ICE STORM STATUS UPDATE

Economic Impact

Economic impact was previously noted in Item #7, Finance, Administration and Audit Committee – January 12, 2015: "2013 Ice Storm Status Update".

Communications Plan

Not applicable.

Purpose

This communication responds to the following request from the January 12, 2015 Finance, Administration and Audit Committee, which recommended:

1. That staff bring forward a report to the January 20, 2015 Council meeting, providing a detailed breakdown of the work performed, the length of contract, the cost per hour, labour and equipment for each of the companies where the cleanup cost was in excess of \$400,000.

This report further documents the City's diligent administration of the ice storm recovery work, which ensured the City and its residents maximized value for funds expensed for contract services needed for the ice storm response and cleanup.

Background

To assist with the recovery efforts required from the December 2013 ice storm, the Forestry Department hired numerous contractors, including seven companies who provided services exceeding \$400,000 in value. Forestry staff worked closely with our Purchasing Services Department to retain contractors quickly and ensure documentation requirements were met. Local contractors were contacted in addition to those in the surrounding areas. Limitations of local contractors to address the significant damages from the ice storm required staffing and resources from well beyond the impacted zone.

At the peak of the recovery/cleanup, 67 contractor crews and 5 in-house crews were working 60hrs/week with rotating shifts to ensure 7 day coverage for our residents.

An average crew consisted of 2.5 staff of which 2 were qualified climbers with 1 bucket truck and 1 chipper. Crew configuration varied based on site conditions, work performed, tree size and stage of cleanup.

Additional staff were seconded from various departments and brought on to oversee contractor performance in the field to validate quality and quantity of work and to ensure invoice processing, City standards and best value to our residents was achieved.

Table 1 depicts information related to those contractors who provided service exceeding \$400,000 in value involving the first two phases of the City's response.

Table 1

Major Contractors Profile - All Phases

	Charges (\$M)	Total # of Weeks	# Of Crews	Rate per Hour	Equipment Used
	All Phases			Code Yellow	
Wilderness Environmental Services	5.8	25	1 - 40	\$235.25	B, BT, CH, CR, CT, DT, LT, PT
Davey Tree Expert Co. of Canada, Limited	0.7	13	1 - 10	\$224.26	BT, CH, PT, PT
Timberlane Tree Service	0.5	16	2 - 5	\$210.66	B, BT, CH, CR, CT, DT, LT, PT
Defina & Di Benedetto Contracting Limited*	0.4	18	1	\$400.00	B, CH, CT, PT
Mirabelli Corporation	0.4	17	1 - 6	\$255.74	B, BT, CH, CT, DT, LT, PT
Wes Tree Service	0.4	19	1-5	\$192.01	B, BT, CH, CR, CT, E, LT, PT
Armking	0.4	N/A	N/A	N/A	L, DT

B = Bobcat
 BT - Bucket Truck
 CH = Chipper
 CR - Crane
 CT = Chip Truck
 DT = Dump Truck
 E = Mini Excavator
 L = Loader
 LT = Log Truck
 PT = Pick Up Truck

* Defina operated one larger crew for ground work only.

Contractors worked throughout the three phases of the ice storm recovery, to prune approximately 11,485 trees, and to remove an additional 8,171 trees on City boulevards, parks, woodlots and open spaces. This work was completed within six months.

Table 2

City's Ice Storm Tree Damage Response Statistics

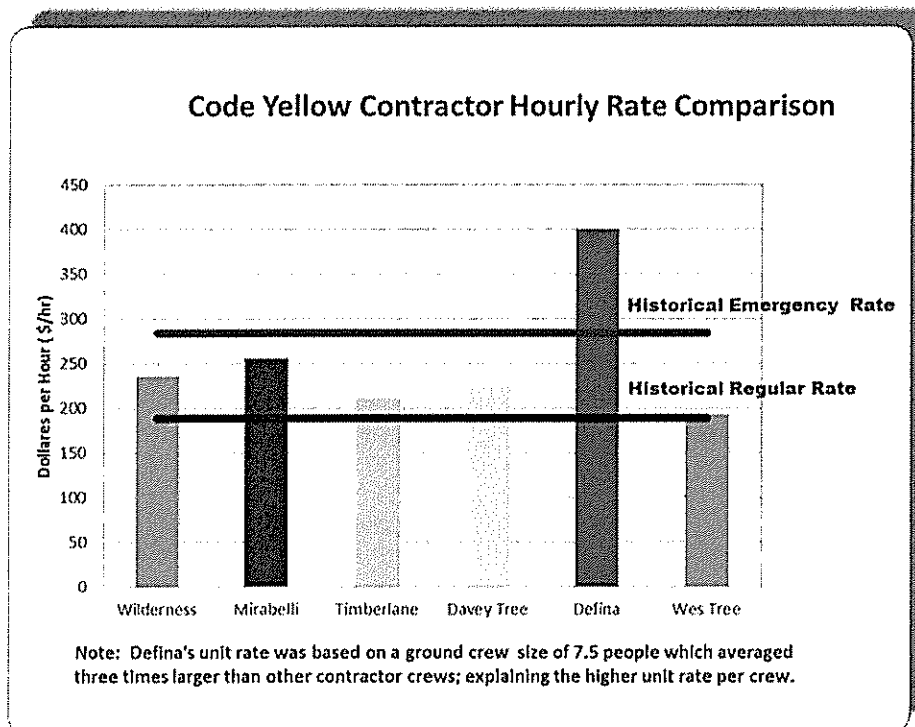
	CODE RED	CODE YELLOW	CODE BLUE-Phase 1	CODE BLUE-Phase 2
Contractor Removals	5,805			
Contractor Prunings	11,485			
In-House Removals	2,366			
Total # of Crews (contractor and in-house)	18	42	65	67
Payment Type	Hourly	Hourly	Per Block	Per Block
Total Cost (per code)	\$9,750.55	\$4,533,565.20	\$3,235,270.00	\$654,294.75
Total External Contractor Cost	\$8,432,880.50			

Due to the widespread damage of the storm, access to qualified contractors was a primary consideration/factor if the department was to achieve its set goals and timelines to meet 2014 operational requirements as well as ODRAP funding.

The initial stages of the cleanup were completed using hourly rates which were reviewed and approved. Hourly rates were compared with the City's historical average contracted crew costs before contractors were hired. In some cases, contractors were asked to revise their rates or were not hired as their rates were too high.

Staff benchmarked negotiated rates against historical public tender rates for both planned and emergency work.

Figure 1



Great diligence was taken to ensure contractors met the city's requirements prior to start-up and throughout their assigned work time. In addition to insurance and WSIB requirements, contractors were required to:

- provide competitive unit rates
- provide records of certifications/training
- provide daily operations reports
- provide adequate supervision on site
- follow work assignments and provide documentation upon completion
- meet performance measures as monitored onsite by city staff

Contractors were monitored throughout by city staff to ensure compliance with these requirements and hours worked. Based on this protocol, it became necessary to terminate some contractors and continue recruiting others.

Moving from emergency to planned activities the City continued to solicit contractors to improve service delivery for our citizens.

As the cleanup operations moved into the final stages it became difficult finding, as well as retaining contractors due to previous work commitments, out-bidding by other municipalities and staff burnout. Sixteen contractors were considered of which 10 were hired.

Table 3

Contractor Selection Strategy - All Phases

	Hired	Bucket Truck	Climbers	Tree Care Company	Rate per Hour	Crew Size	Terminated - Safety/Performance
Wilderness Environmental Services	✓	✓	✓	✓	\$235.25	2.4	
Mirabelli Corporation	✓	✓	✓	✓	\$255.74	2	
Timberlane Tree Service	✓	✓	✓	✓	\$210.66	2.5	
Davey Tree Expert Co. of Canada, Limited	✓	✓	✓	✓	\$224.26	2.2	
Wes Tree Service	✓	✓	✓	✓	\$192.01	2.6	
Maple Hill Tree Services	✓	✓	✓	✓	\$342.00	3	
Cohen & Master Tree and Shrub Services Inc.	✓	✓	✓	✓	\$400.00	3	
Defina & Di Benedetto Contracting Limited*	✓				\$400.00	7.5	
Company A	✓				\$442.00	3	✓
Company B	✓				\$225.00	3	✓
Company C					\$220.00	3	
Company D					\$250.00	3	
Company E					\$320.00	3	
Company F					\$350.00	3	
Company G					\$412.50	3	
Company H					\$830.55	5	

Contractors were paid for workable hours only excluding travel time, breaks and equipment down time. All contractors were paired with a city inspection staff who met with the crews on site daily to ensure proper number of staff & equipment allocation, certifications in place and acceptable performance standards met.

City staff had oversight of contractors throughout the entire ice storm cleanup to ensure diligent review of contractor performance, contract administration, invoice review and processing.

Through careful planning and strategizing, the Forestry Department developed an extensive three phase plan. Phases were characterized by colour code: Red, Yellow and Blue. Within 6 months the city was cleared of essential hazards and debris.

Stages of Cleanup

Stage 1, Code Red: Emergency Response

Date: December 22 – December 28, 2013

Core Objective: Clear all blocked areas for EMS Access

- Contractors were chosen from the quotes provided based on an hourly rate for crews and equipment.

Stage 2, Code Yellow: Emergency/Recovery

Date: December 28, 2013 – April 1, 2014

Core Objective: Residential Safety

- Due to extreme cold, snow pack and lack of thaws, a large amount of debris remained inaccessible during this stage and was subsequently included in the following stage.
- Throughout the operation, contractors were required to submit dailies identifying every location and tree worked on and what type of operations were performed.

Stage 3, Code Blue: Final Recovery

Date: April 1 – May 31, 2014 (Phase 1)

Date: June 1 – June 16, 2014 (Phase 2)

Core Objective: Final Cleanup & Woodlots and Recreational spaces made safe

- Due to the extremely cold winter and late spring, a second cleanup rotation was necessary to remove wood debris previously frozen in and/or inaccessible to crews.
- It was essential for this work to be completed quickly to minimize the operational impacts on the department's regular maintenance programs such as boulevard & park maintenance at the same time, ensuring the parks and open space were ready for summer usage.

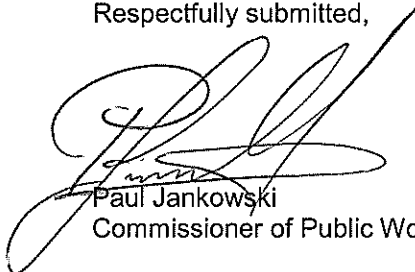
Conclusion

The contracted services required to return our streets, parks, woodlots and open spaces to safe conditions were diligently monitored throughout the ice storm recovery. Staff evaluated unit rates to ensure they represented fair market value and were in line with our historical averages. In addition, staff closely monitored quantity and quality of work to ensure performance measures were met. At all stages of the cleanup, staff focused not only on meeting our deadlines for ODRAP funding, but also ensured they maintained keen oversight and ethical practices in the best financial interest of our citizens.

Report prepared by:

Zoran Postic, Director of Transportation Services and Parks and Forestry Operations, Ext. 6137
Jeffrey Silcox-Childs, Manager of Parks Services, Ext. 6140

Respectfully submitted,



Paul Jankowski
Commissioner of Public Works