

C32 - CW(ws) June 17/15 - Item 3

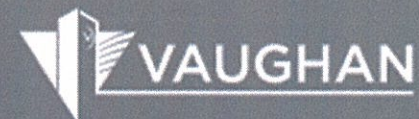


ROADS WINTER MAINTENANCE **SERVICE LEVELS & CONTRACT**

Committee of the Whole Working Session

June 17, 2015

Public Works Commission



PURPOSE

The report requests Council to endorse the following items:

1. Roads winter maintenance service level objectives
2. Authority to proceed with new 10-year performance based contract(s)



AGENDA

1. History

- Impact of recent winters
- Earlier operational review work

2. Moving forward

- Roads winter maintenance service levels
- Performance based contract

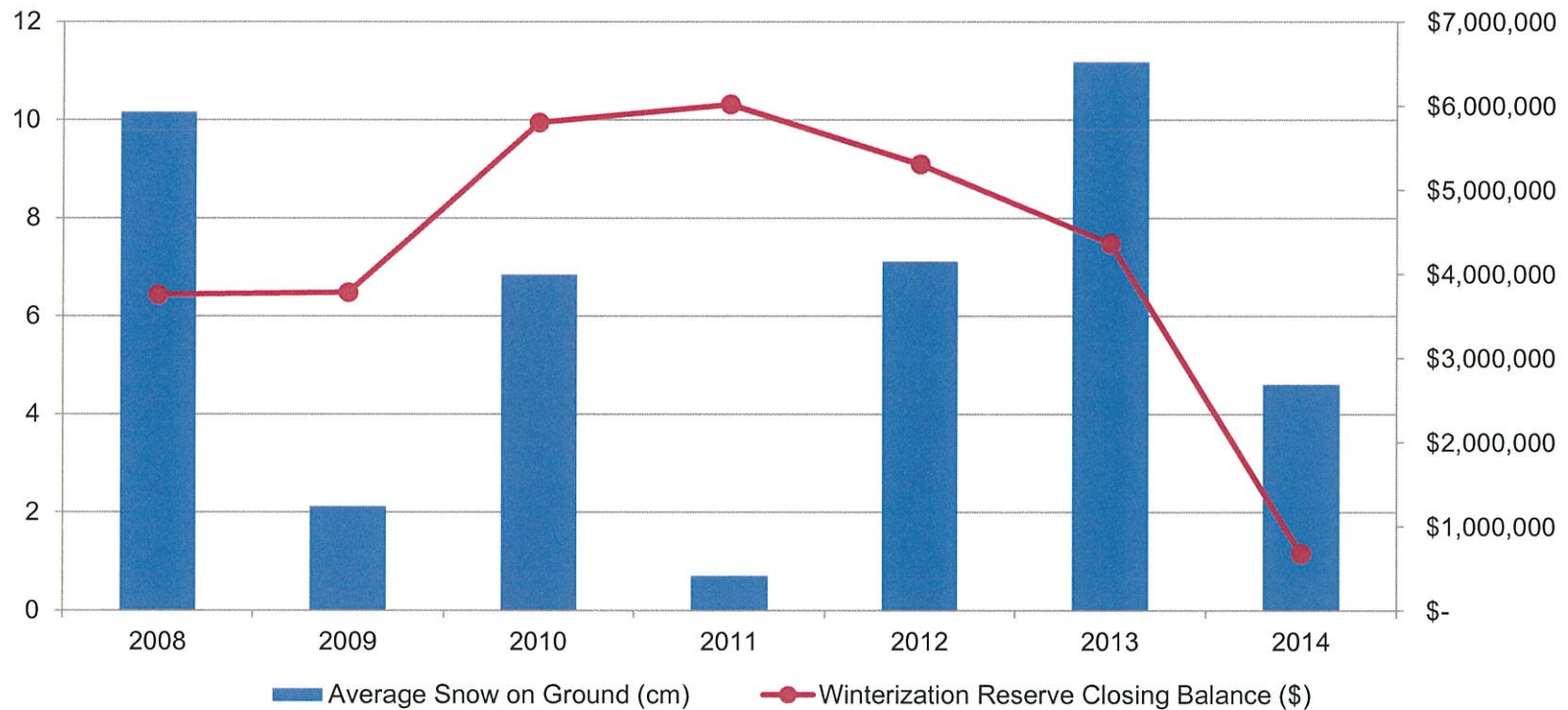
3. Road map to execution

- 2016/17 winter season



IMPACT OF RECENT WINTERS ON RESERVE

*More snow on the roads due to severe winter weather.
2014 year-end Winterization reserve balance of \$0.7M.*



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EARLIER OPERATIONAL WORK : KEY FINDINGS

- A number of factors impact ability to deliver “Service Excellence”:
 - The City is currently providing service levels greater than those that have been formally approved by Council
 - Operating practices can constrain the ability to meet all service level objectives cost effectively
 - Snow removal operations have had to be implemented in certain areas
 - While much data is collected, it is challenging to turn it into timely information to assess and address issues
 - More timely information needs to be provided to citizens



EARLIER OPERATIONAL WORK: RECOMMENDATIONS

This report specifically responds to three recommendations:

1. Prior to developing a new winter control contract:
 - review, clarify and formalize service level objectives.
2. Consider alternative contracting and costing frameworks
 - including performance based work specifications.
3. Windrow clearing is a key service provided by the City
 - consider de- coupling windrow clearing from the plowing of roads.



MOVING FORWARD: SALTING OPERATION

SALTING: Winter maintenance Service Levels	
Primary Roads	Commences when snow or ice begins to accumulate on roadway Complete one pass within 4 hours of starting salting/sanding operations
Secondary Roads	Commences once all Primary Roads have been maintained Complete one pass within 12 hours of starting salting/sanding operations
Rear Laneways	Commences once all Primary Roads have been maintained Complete one pass within 12 hours of starting salting/sanding operations



No change to service level
previously approved by Council

Increase to service level to
formalize existing practice

Operational change

MOVING FORWARD: PLOWING OPERATION

PLOWING: Winter Maintenance Service Levels	
Primary Roads	Commences when snow accumulation reaches 5cm or 2 inches Completed within 4 hours of the end of a winter event
Secondary Roads	Commences when snow accumulation exceeds 5cm or 2 inches Completed within 16 hours of the end of a winter event
Rear Laneways	Commences when snow accumulation exceeds 5cm or 2 inches Completed within 16 hours of the end of a winter event



No change to service level
previously approved by Council

Increase to service level to
formalize existing practice

Operational change

MOVING FORWARD: WINDROW and SNOW REMOVAL

Windrow Clearing and Snow Removal	
Windrow Clearing	Provided to residential properties only Remove 80% of snow left by road plows within 4 hours of plowing
Snow Removal	Occurs in business districts when snow windrow height reaches or exceeds 45cm or 18 inches Occurs on designated roadways at discretion of City Supervisory Personnel

No change to service level
previously approved by Council

Increase to service level to
formalize existing practice

Operational change

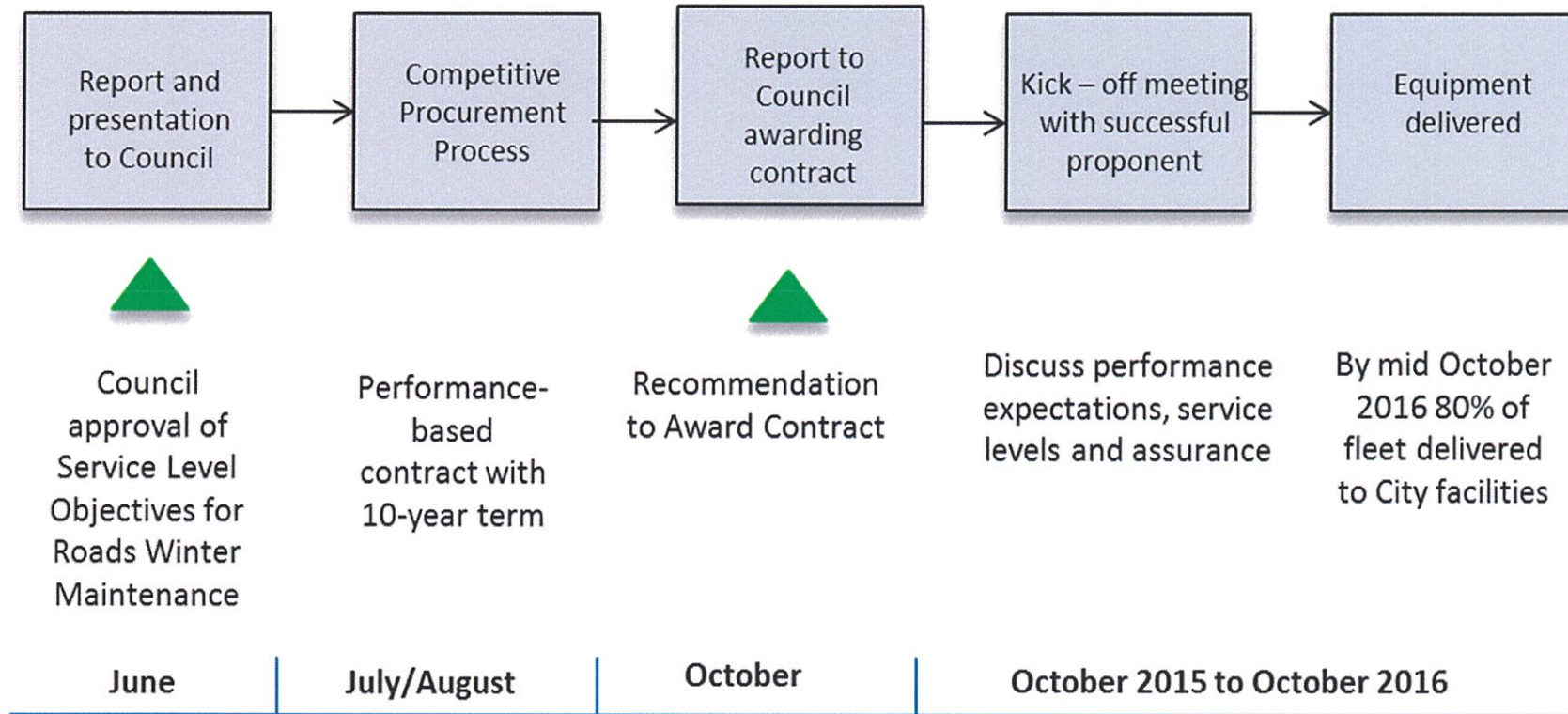


MOVING TOWARDS A PERFORMANCE BASED CONTRACT

- Current framework based on equipment and price
 - Difficult to link service level to performance
- Moving towards a performance based contract(s)
 - achieve better service delivery/performance, lower costs or both
- Focus on the “what” or citizen expectations
 - rewards (exceeding a threshold) or penalty (missing work)
- Contractor accountable for operations
 - Incorporate quality control into their operation
- City staff oversee quality assurance
 - ability to meet is the yardstick used to measure performance



ROAD MAP TO 2016/17 WINTER SEASON



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NOTE: Industry requires one-year lead time to respond to a new performance based contract

