

## Report TR-TAPS-69-15

**To:** Chair Barfoot and Members of the Transportation and Public Safety Committee  
**From:** M.J. Kelly, Director of Transportation Services  
**Meeting Date:** September 17, 2015  
**Subject:** Outsourcing Winter Plows  
**Status:** Recommendation adopted by Committee as presented per Resolution TAPS120-15; Endorsed by County Council October 6, 2015 per Resolution CC139-15;

### Recommendation(s)

**WHEREAS the Transportation Services Review that was completed in May 2013 recommended a blend of Grey County staff and contracts to complete winter maintenance operations;**

**AND WHEREAS with recent maintenance staff retirements and the age of the snow plow equipment, there is opportunity to tender for up to two contract plows to commence work in the fall of 2016;**

**NOW THEREFORE BE IT RESOLVED THAT Report TR-TAPS-69-15 regarding the tendering of up to two snow plow trucks be received;**

**AND THAT the Transportation Services Department issues a tender in early 2016 for up to two plow trucks to commence work in the 2016-2017 winter season for a five year duration;**

**AND THAT a report be presented to the Transportation and Public Safety Committee with the results and staff recommendations regarding the tender after it closes.**

### Background

In 2011 Grey County Council commissioned the firm of Prior & Prior Ltd to undertake a review of the Transportation Services Department with a view to identifying opportunities for improvement. That report and its recommendations were adopted by

County Council and have served as the basis for an ongoing improvement effort within the department.

The Prior & Prior Ltd report recommended that a more in-depth assessment of the sign shop, the quarry operations and the in-house construction function be undertaken. Following up from this recommendation, the Transportation Services management team completed an extensive review of all departmental operations.

Attached is the summary report of the internal review which outlines the findings and recommendations. The report identifies current practices, issues, challenges, alternatives and recommendations. The recommendations are extensive, calling for significant changes to policies, procedures and practices within all sections of the department, including administration, engineering, summer and winter maintenance, fleet services, the sign shop and in-house construction.

On May 23, 2013 and June 6, 2013 Report TR-TAPS-37-13 regarding the Transportation Services Review was presented to the Transportation and Public Safety Committee and County Council on June 26, 2013. County Council supported the recommendations presented in the report.

Since that time, the Transportation Services department has been making constant modifications to improve efficiencies and enhance the road network.

The report recommended implementation of a blended methodology of Grey County staff and contractors to undertake winter maintenance activities. The additional outsourcing would only be considered provided that no full time CUPE employee was laid off, and the hiring was financially advantageous to Grey County.

There have been several retirements within the CUPE work force and, as a result, Grey County will be required to hire at least five seasonal employees for full time work during the 2015/2016 winter season. In addition, four snow plow trucks are scheduled to be replaced in 2018. Each new plow truck will cost approximately \$255,000.

Currently, Grey County has two plow trucks under contract which costs Grey County approximately \$80,000 each annually.

Staff is recommending to proceed with the direction provided in 2013, and to tender two plow trucks to commence service in the fall of 2016.

For financial and operational reasons, it is the department's plan to have the contract plows housed at Grey County facilities that also accommodate Grey County equipment and staff.

The awarding of the tender may result in Grey County employees currently operating plow trucks to become winter patrollers. As a plow truck operator the employee would have a 40 hour shift scheduled Monday to Friday. In addition they would be on call on some weekends. A patroller would be required to work shift work that could include

working on weekends. The patroller has a higher rate of pay, but may not have the opportunity to work as much overtime then a plow operator.

## Financial / Staffing / Legal / Information Technology

### Considerations

No full time CUPE employee will be laid off as a result of the tendering of two snow plow trucks.

The Transportation Services Department Management team will continue to communicate the intent of the plow contract with staff to ensure a good transition and minimize any possible union issues.

The contracts will only be awarded if there is cost benefit to the County.

### Link to Strategic Goals / Priorities

Not applicable.

### Attachments

Transportation Services Review May 2013:

[Attachment TR-TAPS-37-13 Transportation Services Internal Review Summary Report May 2013](#)

Respectfully submitted by,

M.J. Kelly  
Director of Transportation Services