



Committee Report

To: Warden Mitch Twolan
Members of the Transportation & Environmental Services
Committee

From: Miguel Pelletier
Director of Transportation & Environmental Services

Date: June 20, 2019

Re: Changes in Summer Roads Operations

Recommendation:

The report Changes in Summer Roads Operations is for information.

Background:

The Department is undergoing a transformation in which the Department is moving away from in-house capital road construction work. This has led to shifting the roads workforce towards an increase in operations and maintenance activities as these activities were superseded by in-house capital road construction. As a result of the shift the increased activity will be in the following areas that were not addressed in the past:

- Increased maintenance work on assets:
 - Roadside storm water ditches and culverts,
 - Road shoulder dragging, and
 - Roadside mowing and vegetation management;
- Culvert Inventory and Inspection Program to understand what assets are in place and what condition they are in. This will allow the introduction of a scheduled maintenance and replacement program leading to lower costs with less emergency work and reduced water-based damage to road structures. Inventory data will be geo referenced. It is expected that there are 5,000 culverts to inventory and assess;
- Provide services to lower tier municipalities by using equipment with operator that is not currently fully utilized. Specifically, the Spray Patcher equipment (this will be the second year for this service) and the Gradall equipment will be offered. The volume of service to provide has not been determined yet but there already is interest from four lower tiers municipalities;
- Adopting a Lean culture for road operations workflow. Implement quality management system by measuring and documenting performance to assess if service levels are met and then making workflow adjustments if they are not;

- In the recent past, process review and improvement was usually only carried out if there was a problem that became evident due to an accident or near miss or public complaints; and
- Improve communication with the public by maintaining existing channels Transportation and Environmental Services webpages, road condition reports, load restriction map, and public safety messages and adding new channels such as Municipal 511 and new road camera coverage.

There will still be some in-house construction work such as culvert replacement to support capital projects. This will only be the case if it is cost effective, it does not lead the County to act as constructor of primarily contractor based projects and the resources are not scheduled for maintenance and operations work.

Financial/Staffing/Legal/IT Considerations:

The financial impacts are:

- that the road operations budget had to be increased to fund the cost increase of maintenance and operations activities;
- it was not feasible to offset the entire shift in cost increase from the roads capital budget;

The staffing impact is minimal. The size of the work force is to remain the same but the type of workers and the duties they carry out may need to be adjusted.

The improvement in process and workflow is likely to lead to leveraging new information technology to find efficiency and improve accountability with better flow of information and documentation.

There are no legal considerations associated with this report.

Interdepartmental Consultation:

There was no interdepartmental consultation.

Link to Strategic Goals and Elements:

- #1 - Develop and implement tactics for improved communication
 - A - Effectively use staff through department integration
 - G- Leadership based on consensus direction with acceptance of calculated risks
- #2 - Leverage technology
 - C - Effective understandable communications
- #4 - Find creative ways to involve all staff in our future
 - F - Make a creative meeting room space for innovative thinking and sharing within the County
- #6 Explore alternate options to improve efficiency
 - B - Develop system for measuring our processes and their successful desired outcomes
 - C - Look for economy of scale or shared services among our departments and our communities

Approved by:



Murray Clarke
Acting Chief Administrative Officer