



Project  
Leaders

# Huron-Kinloss Public Works Operations and Transportation Review and Roadmap

**Tuesday February 21, 2023.**

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# Project Team & Stakeholders



## **Township of Huron-Kinloss:**

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## **Stakeholders:**

Council  
Chief Administrative Office  
Director of Community Services  
Building & Planning Manager  
Treasurer  
Fire Chief  
Health & Safety Coordinator  
Facilities & Park Supervisor  
Clerk  
Director of Public Works  
Public Works Foreman  
Public Works Operators

# Goals for Today

## Progress Update to Council



### Agenda

- 01 Why Are We Here?
- 02 Approach
- 03 How we Arrived Here
- 04 Opportunities

- 05 Recommendations
- 06 Capital Improvement Plan
- 07 Questions
- 08 Appendices



# Why Are We Here?

Our review and roadmap define current and future public works operations and transportation needs by:



- Undertaking a full review of current operations and practices;
- Providing recommendations on how to increase efficiencies;
- Assessing current facility and equipment inventories; and
- Providing a roadmap for implementation.

# Approach?

Each of the phases below highlight the deliverables Colliers completed throughout the duration of this engagement. The cumulation of this **five (5) phased approach** has resulted in the final report and capital plan.

Phase A	Phase B	Phase C	Phase D	Phase E
<b>Current State Analysis</b>	<b>Needs Assessment</b>	<b>Road Map</b>	<b>Performance Measures and Outputs</b>	<b>Final Report &amp; Presentation</b>
<div>✓ Kick Off Meeting</div> <div>✓ Document Review</div> <div>✓ Consultation and Engagement</div> <div>✓ Asset Inventory &amp; Maintenance Assessment</div> <div>✓ Process, Procedure, and Operations Review</div> <div>✓ Roads Operations and Maintenance Evaluation</div> <div>✓ Benchmarking</div> <div>✓ SWOT Analysis</div>	<div>✓ Needs Assessment Workshop</div> <div>✓ Needs Assessment Current State Analysis &amp; Needs Assessment Report</div>	<div>✓ Recommendation Development</div> <div>✓ Road Map Development for each recommendation</div>	<div>✓ Identify Performance Metrics for each opportunity</div>	<div>✓ Compile all findings into a final report</div> <div>✓ Summary report in PowerPoint format to facilitate Council and Community decision-making</div> <div>✓ Present to Council</div>



# How We Arrived Here

# Stakeholder Engagement



## Interview Findings

Four themes became apparent in both the virtual and in person interviews:

- ✓ Communication
- ✓ Assets
- ✓ Resources
- ✓ Technology





# How We Arrived Here Benchmark Municipalities



What are your neighbors doing?

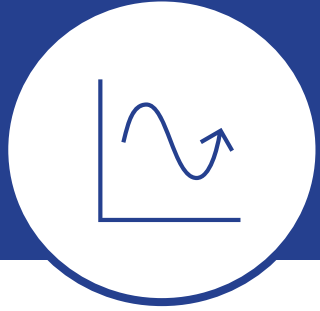
The Public Works Manager **for Town of South Bruce Peninsula** and **Township of Southgate** spoke with Colliers and provide their financials for the past three years.





How We Arrived Here

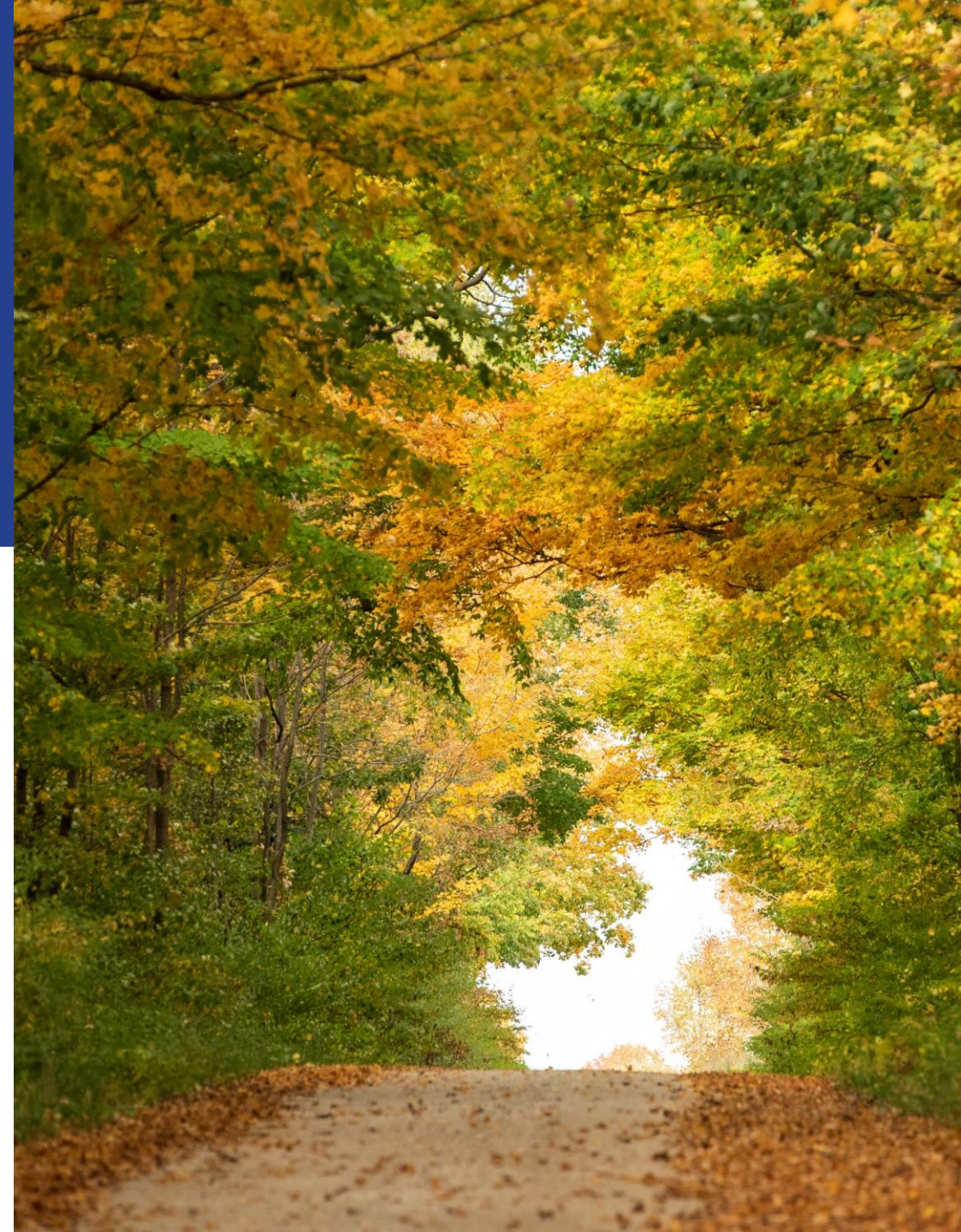
# Financial Performance



## How are you spending and tracking money?

Colliers evaluated the Townships budget and compared spending to the benchmark municipalities.

- ✓ Spending outpaces forecasted budget
- ✓ Huron-Kinloss is spending less on their Public Work program





# How We Arrived Here

## Road Assessment



### How are you spending and tracking money?

Based on our analysis, Huron-Kinloss Public Works:

- ✓ Has sufficient resources to meet the provincial regulatory requirements
- ✓ Is not employing best practices to demonstrate compliance with the regulations



# Top 6 Opportunities

Improve Service Levels  
to Lakeshore



Storage at Ripley



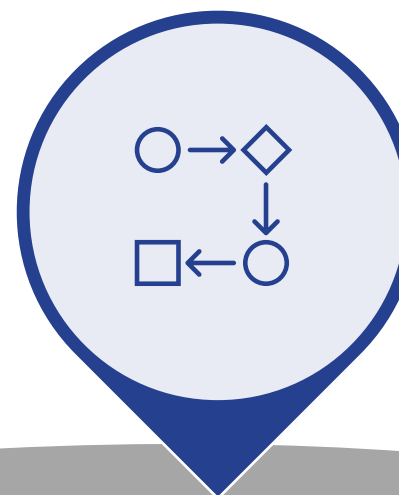
Financial Reporting



Improve  
Communication  
within Public  
Works



Formalize  
Service  
Process(es)



Evidencing Regulatory  
Compliance





## Recommendations: Short-Term

# Evidencing Compliance with Regulators

To evidence compliance with regulatory requirements, the Townships must effectively document the following:

- ✓ Vehicles(s) used (patrolling truck, plow, grader, etc.);
- ✓ The number of vehicles deployed to a given route;
- ✓ Start and end times for a given activity; and
- ✓ Snowfall patterns and time horizons.



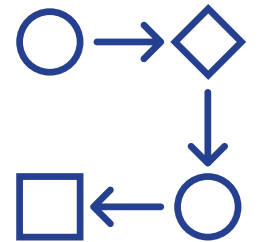
**A software Program** can aid the Township in capturing, organizing, managing, and storing the required information.

## Recommendations: Short-Term

# Formalize Service Process

Although processes can add redundant layers of administration, if executed correctly, the Township will see improvements in:

- ✓ Quality
- ✓ Efficiency
- ✓ Documentation
- ✓ Traceability
- ✓ Data Collection
- ✓ Bottleneck Reduction



It is recommended that a formal internal workorder process be incorporated into the software mentioned in the previous slide.



## Recommendations: Medium-Term

# Improve Public Works Communication

Proposed new methods of communication:

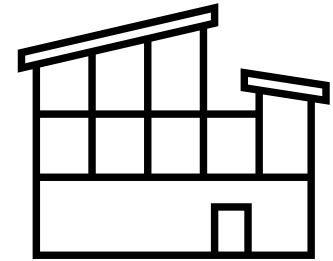
- ✓ Bring the Team Together
- ✓ Create Shared Success Stories
- ✓ Training
- ✓ Workshops



Rollout new communication strategies that engage all team members utilizing software and virtual meeting programs.

## Recommendations: Medium-Term Storage for Consumables at Ripley Facility

Colliers observed equipment, vehicles, and consumable (gravel, sand, and salt) stored outdoors as a result of a lack of indoor storage capacity at the Ripley Facility.



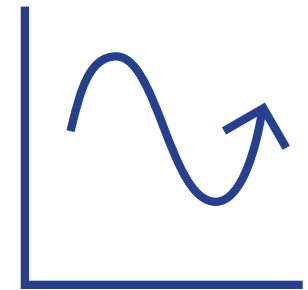
Due to the raising cost of consumables and the increased weathering on equipment, it is recommended that a shelter is erected to protect these assets from the elements to reduce waste.



## Recommendations: Medium-Term Financial Reporting

The Township should consider including the following in their reporting:

- ✓ Depreciation expenses for roads administration (budget);
- ✓ Fleet expenses (budget);
- ✓ Substantial increase in commodity prices (ex. fuel, and salt); and
- ✓ Cost of services (3<sup>rd</sup> party maintenance) due to high inflationary environment.



It is recommended to re-evaluate how budget and actuals are tracked to ensure all anticipated and realized cost categories are accurately tracked and documented.

## Recommendations: Long-Term

# Improve Service Level to Lakeshore

A facility located near the Lakeshore area should serve the following purpose:

- ✓ Increasing indoor storage of vehicles, equipment, tools and materials;
- ✓ Creating a greater presence within the Lakeshore; and
- ✓ Reducing commute times required to service this area.



It is recommended that the Township consider either acquiring or building a new facility in or nearby the Lakeshore area.

# Capital Improvement Plan



Using information collected from the Township, benchmarked municipalities, the market, and subject matter experts, Colliers established a capital improvement plan for the Townships existing facilities and equipment inventory.

The 10-year plan categorizes its spending by:

- Short-Term,  $\leq 2$  years
- Medium-Term, between 2 and 5 years
- Long-Term, 5+ years





# Capital Improvement Plan - Facilities

## Considerations:

- ✓ Building Inspection for Lucknow
- ✓ Feasibility study for new Lakeshore facility
- ✓ Storage facility at Ripley
- ✓ Building inspections for Ripley and Holyrood
- ✓ Design and construction cost for a new Lakeshore facility

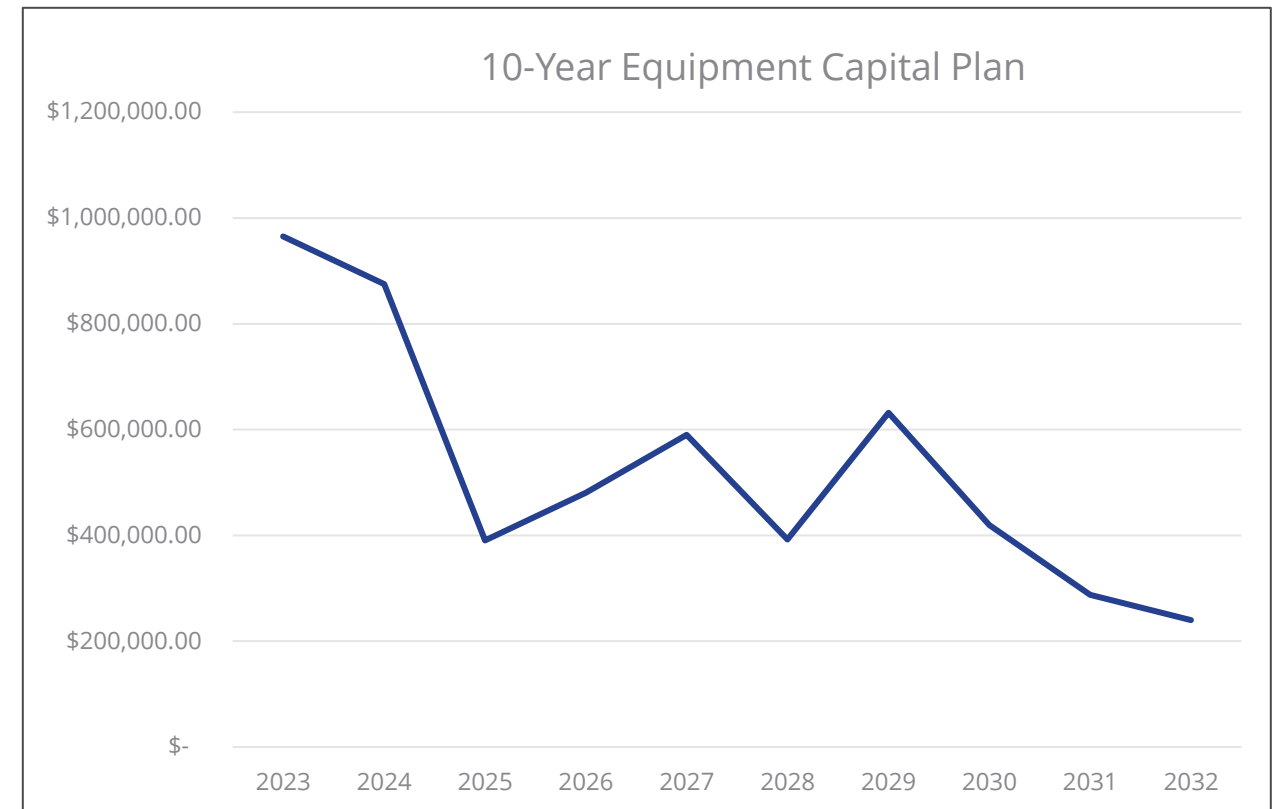


# Capital Improvement Plan - Equipment

## Considerations:

- ✓ Replacement of seven (7) pieces of equipment in the short-term
- ✓ Replacement of five (5) pieces of equipment in the medium-term
- ✓ Replacement of seven (7) pieces of equipment in the long-term

The model does not account for the impact of the Townships excellent maintenance program in prolonging the lifespan of equipment.



# Capital Improvement Plan







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# Questions?



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Thank you



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# Appendices



Contact me  
Let's stay in  
touch

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