



Huron- Kinloss, Final Report

Friday, February 10, 2023.

P1701-1550670658-71 (2.0)



Project
Leaders

ACKNOWLEDGEMENTS

Client

Township of Huron-Kinloss, Public Works Department
Mary Rose Walden, Chief Administrative Officer (CAO), Township of Huron-Kinloss
John Yungblut, Director of Public Works, Township of Huron-Kinloss

Project Team

Colliers Project Leaders Inc.
Dean Plater, Project Executive
Kim Turner, Senior Consultant
Justin McDonald, Financial and Performance Analyst

Colliers Project Leaders Inc.
2720 Iris Street
Ottawa, Ontario
K2C 1E6

TABLE OF CONTENTS

1.0	Background and Project Definition.....	1
1.1	Description of the Township.....	1
1.2	Project Background.....	1
1.3	Methodology.....	2
1.4	Summary of Findings and Recommendations from Phases A and B.....	3
2.0	Phase C – Roadmap Development and Implementation Strategy	4
2.1	Short-Term Roadmap & Implementation Strategy.....	5
2.2	Medium-Term Roadmap & Implementation Strategy	9
2.3	Long-Term Roadmap & Implementation Strategy	11
3.0	Phase D – Performance Indicators and Outcomes	13
4.0	Capital Improvement Plan.....	20
4.1	Facilities	20
4.2	Equipment	21
5.0	Funding	25
	Appendix A - Compliance Software Evaluation Sheet	26
	Appendix B - Capital Improvement Plans	28
	Appendix C – Equipment List.....	31

1.0 Background and Project Definition

1.1 Description of the Township

The Township Huron-Kinloss (Huron- Kinloss) is in Bruce County in the Western region of Ontario which consists of three (3) core communities including Ripley, Lucknow, and Point Clark. The community is known for its beaches, parks, trails, harbour, and the iconic Point Clark lighthouse situated on the eastern shores of Lake Huron.

On January 1st, 1999, the Townships and Villages amalgamated forming what is it now known as the Township of Huron-Kinloss¹. The area has an estimated population of 7,723 total residents according to the recent Government of Canada census data. Within the community, there are urban, sub-urban, and rural populations that live along the estimated 642 km of total roadways which connect the Township and its residents. The roadways consist of regional roads, local municipal routes, and gravel side roads.

1.2 Project Background

The Township of Huron-Kinloss engaged Colliers Project Leaders to review the Public Works Operations and Transportation Review and Roadmap. As outlined by Huron-Kinloss in the Request for Proposal (RFP), the Public Works Operations and Transportation Review and Roadmap aims to capture:

- A full review of current operations and practices;
- Recommendations on how to increase efficiency including use of technology, work orders, integration of asset management, etc.;
- An Inventory of current facilities and equipment and recommendations on facility locations and equipment uses (rent vs. own, etc.) and replacement requirements/scheduling; and
- A fiscally responsible and realistic roadmap for implementation.

¹ <https://bruceremembers.org/town/kinloss-township-on/#:~:text=On%20January%201%2C%201999%2C%20Kinloss,the%20Township%20of%20Huron%2DKinloss.>



1.3 Methodology

To achieve the project objectives, Colliers broke the scope of work into five (5) distinct phases:

Phase A: Current State Analysis

Phase B: Needs Assessment

Phase C: Road Map

Phase D: Performance Measures and Outcomes

Phase E: Final Report and Presentation

1.4 Summary of Findings and Recommendations from Phases A and B

Colliers submitted the '*Huron-Kinloss – Current State Summary Report*' outlining the key findings from Phases A and B and made recommendations on opportunities for further consideration in later phases. The report identified the areas captured in the sub-section below for further consideration.

1.4.1 Evidencing Compliance with Regulations

Ontario regulation 239/02 outlines a minimum requirement for snow removal and patrolling. The requirements are based on average daily 2-way traffic volume and speed limits. Based on stakeholder consultations, Huron-Kinloss meets the minimum requirements. However, if audited by the Province, it would take a significant level of effort and time to compile all the supporting documentation to evidence compliance.

1.4.2 Communication within Public Works

Early on in the process, the friction between different geographic operational crews were flagged as an area of concern. Challenges with merging local crews have been ongoing as the department grows and matures, while COVID-19 further created barriers and restrictions around building a single cohesive unit.

There is a perceived distance between the operators and management due to capacity challenges and shortcomings in effective modes of communication and distribution of information on decisions. There is a desire to reduce this gap and provide more transparency across the department.

1.4.3 Informal Service Processes

Huron-Kinloss utilizes an online workflow called "Report a Problem" to create work orders initiated by the public. Work orders are created through the software program and tracked until the problem has been addressed. There are no formal processes currently in place for internal requests although many internal work orders are submitted via text or by phone, eliminating the opportunity to record the work order and capture data workload requirements or measure against predetermined key performance indicators. The requests are driven by a single individual (whomever receives the text or phone call) creating a risk to their target response times if that individual is rendered unable to respond.

1.4.4 Service Level to Lakeshore

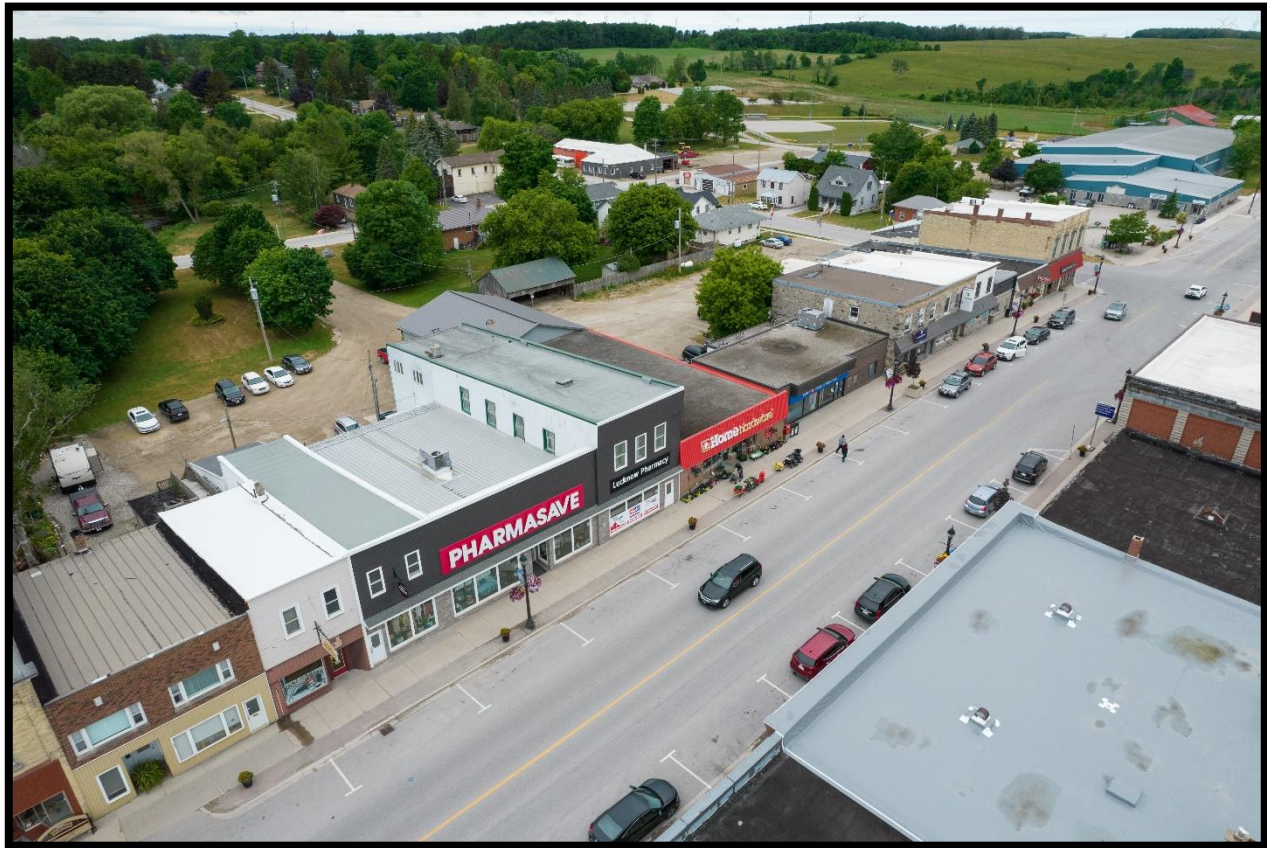
The service level (or perceived service level) was a popular topic during the stakeholder interviews. Stakeholder opinions were divided between the need for a higher service level to Lakeshore versus stating that the service level to Lakeshore is already sufficient. Although stakeholders did share that they receive a lot of complaints and negative feedback from people who reside in the Lakeshore community. It was noted during the site visit that there is no work facility or shed in the Lakeshore area and vehicles are currently stored outside the Point Clark Community Centre.

Progressing to Phases C and D, Colliers looked at each opportunity and evaluated the required steps to progress to the desired future state. As mentioned above, the goal is to establish a fiscally responsible and realistic roadmap for implementation for each opportunity.

2.0 Phase C – Roadmap Development and Implementation Strategy

The intended use of the recommendations and implementation strategies contained within the roadmap development section include:

- Providing recommendations for increased efficiency including the use of technology, work orders, procedures, etc.
- Providing recommendations for ideal facility locations.



Each of the recommendations has been categorized by short, medium, or long-term target delivery timelines which allows the Township to better differentiate between activities that can be accomplished within a few months to a year (quick wins), in comparison to a plan or program that may require a more in-depth level of planning, analysis, and capital allocation (5+ years).

This table aims to define the difference between a short, medium, and long-term plan.

Table 2-1 – Short, Medium, and Long-Term Improvement Planning

Plan	Timeline	Opportunities
Short-Term	0-1 years	Evidencing Compliance with Regulations Informal Service Processes
Medium-Term	2-3 years	Communication within Public Works Financial
Long-Term	5+ years	Service Level to Lakeshore

2.1 Short-Term Roadmap & Implementation Strategy

2.1.1 Evidencing Compliance with Regulations

To effectively evidence compliance with regulatory requirements contained within [Ontario Regulation 239/02](#), the Township must document the following:

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

Failing to maintain compliance can lead to several issues for the organization including accruing financial penalties applied by regulators, disruptions in processes, damage to reputation, and diminished confidence within the Township. Maintaining and evidencing compliance is a continuous process that can be resource draining. There is potential for human error, manual reporting is time-consuming, and a lack of current and historical data may prevent Public Works from demonstrating a history of compliance.

As discussed with the Township and proven by the benchmarked Municipalities, a software can aid the Township in capturing, organizing, managing, and storing the required information and provide sufficient reports if the Province of Ontario audits the existing roads maintenance program.

The Director of Public Works has been investigating potential software to support the operations of the department. However, it is important to note, not all software's are created equally. When initiating discussions with vendors, it is a best practice to provide them with an Owners Statement of Requirements. Identify the minimum functionality the Township requires, existing pain-points, the roles and responsibilities of the individuals who will be the primary users, the day-to-day use, and desired reporting requirements. It is also important to identify any services that would benefit the Township outside of regulatory compliance (i.e. workflow for internal work orders, ability to post communications, safety updates, links to procedures, etc).

To support the Townships efforts, an evaluation template has been provided in **Appendix A**. The evaluation template takes into consideration the key objectives as well as ensuring the platform operates in accordance with the Townships needs. Key objectives include:

- **Ease of use.** For the software to be successful, all employees will need to use it. Therefore, the interface will need to be clear, with simple instructions, and minimal clickthrough features to perform the required data entry.

- **Data capture.** The software as a minimum will need to capture the information required to evidence compliance. The data capture must also be accurate and complete.
- **Reporting.** A clear, easy to navigate dashboard to provide both Management and auditors insight into the operations performance.
- **Flexibility.** The software should have the flexibility to meet other needs of the Township including, tracking internal work orders, communications, etc.
- **Training.** Training should be part of the initial rollout of the software and its on-going maintenance. Training should be well laid out, interactive and directly related to the Townships software version.
- **Data Security.** The Township should be confident in a vendor's ability to guarantee data integrity and secure data storage. Data security should be reviewed with the Townships in-house IT security team. Items for consideration include where the data is physically stored, such in Canada or the United States.
- **Continuous Improvement.** Is the software adaptable? Will the vendor consider updating the software based on lessons learned and improvements in technology?
- **Real-Time Alerting.** Some compliance software's will deliver real-time alerts. This may be a valuable option to notify the Lead Hand, Management, and/or the Safety Coordinator of any irregularities during data collection such as when a patrol has not been recorded for the day.
- **Supported Platforms.** Public Works is currently using existing software(s) and data storage for their operations. The newly adopted software must have the capacity to merge information with existing programs including the data derived from the GPS trackers on the vehicles.
- **Compliant with Township Security.** It is expected that the software will be downloaded onto Township owned equipment (iPhone and iPad) therefore the software must meet the Townships IT security requirements.
- **Easy User Account and Password Management.** With the high-level of turnover and requirement seasonal positions, the Township should look for a software that is able to automatically detect and manage inactive user accounts as well as add accounts internally. Permissions should also be considered to ensure that sensitive data is protected.

When the Township is able to make a final decision on a software and preferred vendor, it is recommended that Management engage the operators in the final selection of



software. No matter how useful and intuitive the new system is, implementation does not equate to adoption and obtaining early buy-in from the operators will increase the likelihood of use.

Throughout the stakeholder engagement exercise, the adoption of a new software was flagged as a significant risk. To support successful adoption, training and demonstrating the practical value of using the new software will be essential to its implementation and maintained use in support of evidencing compliance. The prospective vendor(s) should provide the Township with material, demonstration session(s), and personalized training program framework including learning materials. It is critical that the training session(s) and the personalized training program are customized to meet the needs of the user. The Township will need to update the onboarding program to include training on the new software and clearly communicate the expected use of the software to all new staff.

In addition to training, the following are standard tools and techniques to improve the adoption of a new technology:

- Find a champion. Due to the visibility of the Lead Hand across all operation teams, Colliers recommends seeking the Lead Hands buy-in and feedback on the chosen software and before considering pursuing a rollout across all teams;
- Create a shared understanding of technologies intended use and desired outcome(s); and
- Move important content to the new software. This could include timesheets, safety memos, time-off request, etc.

Ongoing improvement and adaptations of the system will increase staff engagement and the efficiency of the software over time. It is recommended to conduct a workshop following the completion of the first season with the new software to obtain feedback for areas where improvement is needed. Feedback should be shared with the vendor and changes (where possible) be made to the software.

As part of Colliers investigation, it is apparent that a portion of the operators, do not own company smart phones nor are they interested in carrying a mobile phone while at work. Therefore, it is recommended that each facility be equipped with two (2) or three (3) iPads which can be used by all employees to access the compliance software as well as other important Township information.

2.1.2 Formalize Service Processes

It is recommended that a formal internal workorder process be incorporated into the software discussed in Section 1.4.1, model after the “Report a Problem” workflow to manage all internal requests. Though processes can add redundant layers of administration, if executed correctly, the Township will see improvements in:

- **Quality.** Obtaining workorder requests in a written format with consistent input topics will reduce the opportunity for human error or miscommunication.
- **Efficiency.** Framing the workflow for every workorder based on the most efficient approach will reduce the overall time spent on interpreting the request, tracing progress updates, and following up.
- **Documentation.** A standard process will create transparency and capture all relevant information in standard documentation for the Townships records.
- **Traceability.** The Director of Public Works and the workorder owner will have real-time access to the workorder progress. This will eliminate the need to follow-up with the Lead Hand and operators to obtain updates.

- **Data Collection.** The Director of Public Works will have access to data demonstrating on average, how long it takes to address an internal workorder, equipment and labour hours, frequency of request per department, etc.
- **Avoid Bottlenecks.** A workflow can be established to avoid bottlenecks. If either the Director or Lead Hand is away the rest of the team will have visibility and be able to address the workorder(s), progressing it through the workflow.



During Colliers stakeholder engagement, department leads were asked if they would support a formal internal workorder process. All stakeholders interviewed were in favour if it didn't create any unnecessary administrative steps or bottlenecks. To ensure a full adoption of a new process, the required information and workflows will need to be well thought out and discussed with the prospective vendor while the software is in development.

2.2 Medium-Term Roadmap & Implementation Strategy

2.2.1 Improve Communication within Public Works

Following the COVID-19 pandemic, the following operational touchpoints were put in place:

- The Lead Hand travels between each facility every morning distributing daily tasks, except for snow ploughing days;
- Monthly safety meetings are held at a single facility, bringing all teams to a single location;
- Quarterly meetings with Management are conducted at a single facility; and
- Safety and Township memos are posted at each facility as required.

Management does attempt to touch base with the operations team informally on a bi-weekly basis, however, due to facility locations and daily management responsibilities, this is not realistic, nor should it be expected.

As part of Colliers evaluation, amalgamating all the teams to a single large facility was considered. However, this was quickly eliminated due to the significant capital cost and loss of productivity due to increased travel time. Alternatively, our focus was on identifying best practice methods for engaging employees and promoting communication across all facilities and management.

To promote effective communication, it is recommended that the operation adopts new methods of communication to ensure effective dissemination of information and recurring check-ins to consolidate feedback from the foreman and operators. This can be accomplished by incorporating the following:

- **Bring the Team Together.** Bringing the team together physically may not be realistic on a regular basis, however, there are alternative formats that support team building. Creating a chat function/virtual whiteboard in the software discussed in Section 1.4.1, may open a new line of communication, provide a space to ask questions, get informal updates from the Lead Hand, and create an opportunity to know individuals from other facilities. This would require a champion to initiate the discussion and encourage others to take advantage of the application. It is acknowledged that not all operators will have access to the software on personal devices but will instead use the facility iPads, therefore it is also recommended to bring the team together for weekly virtual meetings. Virtual meetings will require the use of a large monitor, internet access, camera, mic/speaker, and gathering space at each facility. The weekly meeting can be led by the Team Lead, however, to encourage participation, we recommend that each facility take a turn in leading the meeting, presenting a relevant safety moment, update on activities completed during the prior week and finish with a personal note (ex. what activity are they looking forward too on their next day off). It wouldn't be expected that the Management team attend all weekly meetings, however, if there are any new department updates, memos, etc., this would provide a platform to communicate information at a higher frequency.
- **Create Shared Success Stories.** Using the software discussed in Section 1.4.1, the department can create a dashboard/virtual whiteboard which shares departmental success stories or interesting facts. For example, operators could receive notifications of the total number of kilometers or volume of snow cleared as a department in each week or month. If large monitors are installed in each facility to support virtual meetings, these screens can also be used to share the success stories. This would require an investment by the department to create the content to share on the screens.

- **Training.** As the Townships implements the recommendations found in this report, training will be required to ensure effective adoption. The training presents a great opportunity to get the team together including the management team. Conducting the training sessions as a single team will provide opportunities for further relationship building between the facility teams, peer-to-peer training and support, and shared experience and understanding of the training content. It is highly recommended that the Team Lead and Management team participate in the training for any new software and processes with the operators. This will demonstrate leadership support for the application, present an opportunity for the operators to share initial feedback with management, reduce the frequency of training sessions, and increase the exposure of the management team to the operators.
- **Workshops.** We encourage the Township to hold workshops twice a year (following the summer and winter seasons) to touch base with the operators. The agenda should include feedback on any new software and processes implemented over the previous season, performance measures discussed in Section 4.0, update on action items from previous workshop and any large new initiatives for the Township.



2.2.2 Adequate Storage for Consumables at the Ripley Facility

During the site visitations and in-person stakeholder interviews, Colliers observed the storage of consumable goods (gravel and sand) outside without any protection from the elements at the Ripley Public Works yard. Due to the raising cost of consumables, it is recommended that a shelter is erected to protect the consumables from the weather and potential volume lost of usable product.

Many municipalities use pre-engineer fabric structures with great success for similar applications. The core function of the structure is to protect the sand and gravel from adverse winds, rain, and snow and therefore the structure can be simple in nature minimizing the engineering, material and site preparation cost. There is room on the existing Township owned property for a 4000 ft² structure.

Pre-engineer fabric structures are usually relatively easy to source, construct and if required relocate. This option would provide the Township with the most flexibility, however a simple wood structure would also meet the needs.

2.2.3 Financial Reporting

The Township produces an annual fiscal budget and tracks actuals against their forecasted estimates. Based on our analysis of their financials from Phase A, we found that the Township was regularly underestimating their budget requirements compared to actuals. The key drivers behind these discrepancies included:

- Exclusion of depreciation expenses for roads administration (budget);
- Exclusion of fleet expenses (budget); and
- Substantial increases in commodity prices (ex: fuel, sand, and salt) and cost of services (third party maintenance) due to a high inflationary environment.

To reduce the variance between budget and actuals on an annual basis to a target of +/- 10 percent, the Township can utilize prior year(s) actuals and incorporate additional assumptions to adjust cost drivers that are likely to be impacted by external pressures such as inflation, commodity price rises, and large periodic capital expenditures such as equipment, vehicles, or other projects.

The benchmarking exercise was conducted to compare Huron-Kinloss to South Bruce Peninsula and Southgate, which are two (2) similar communities based on total population, density, roads serviced, and geography. We compared the respective Public Works departments financials based on four (4) key cost categories on a nominal and per capita basis, these included:

- Total Program Costs;
- Roads Operating Expenditures;
- Capital Expenditures; and
- Salaries, Wages, and Benefits.

It was found that Huron-Kinloss was largely budgeting less on these four (4) categories in comparison to the benchmarked communities. Although, the Townships budgeted spending may be lower than the benchmarked groups partly because of the report discrepancies listed above. Adjusting for these discrepancies, the Township should still compare their budget allocations by cost category, especially on a per capita basis, to determine if budgeted spending based on various programs is reasonably within alignment with similar operations.

2.3 Long-Term Roadmap & Implementation Strategy

2.3.1 Improve Service Levels to Lakeshore

During the site visitations and in-person stakeholder interviews, we learned that the Lakeshore area does not have a facility where equipment, vehicles, sand, and salt are stored. Additionally, it can take as much as 45 minutes for an operator to commute from their Lakeshore route to restock supplies before returning to complete/continue servicing the route. This lack of concentration in one of the most densely populated areas of the community has resulted in negative feedback from residents in Lakeshore and added time to effectively service the roads within the area.

It is recommended that the Township consider either acquiring or building a new facility in or more closely situated to the Lakeshore area. By doing this, it will address several key issues relating to storage capacity, proximity to service, and perception relating to presence within the Township. The facility should serve the following needs:

- Increase indoor storage of vehicles, equipment, tools, and materials;

- Creating more presence within the Lakeshore area; and
- Reducing the mileage required to commute to and from existing facilities.



It must be noted that the undeveloped land that is owned within the area surrounding the Community Centre has an environmental protection classification which will require additional approvals being sought from the Saugeen Valley Conservation Authority.

To accomplish building funding and building a new facility within the area, it is recommended that the Township conduct the following exercises:

- Feasibility (including needs assessment and land valuations); and
- Business case.

The Township needs to determine what a new facility will require to support the on-going growth and maturation of the Public Works operation, conduct a feasibility study to determine if the project would be financially viable, and a business case to seek Council approval.

A successful feasibility study will consist of the following core activities and deliverables:

- Needs assessment to identify the short and long-term service needs including:
 - forecasted equipment and consumable storage needs;
 - office or lunch room space (if required);
 - amenities (internet, washrooms, etc);
 - interior storage needs; and,
 - exterior storage needs.

- Land Valuation
 - Undertake a valuation of available land in the Lakeshore area to identify potential sites for the building (min. space requirements will be informed by the needs assessment).
 - Undergo a detailed review of 2-3 physical spaces taking into consideration needs assessment, financial feasibility, social-economic impacts, proximity to greatest need, access to major infrastructure and road network as a minimum.
- Financial Model
 - Develop a capital and operating financial model for the proposed new facility.

2.4 Quantifiable Efficiencies

This report largely reflects process efficiencies which can present difficulties when quantifying benefits. The following quantifiable efficiencies are largely based on assumed level of effort and correlate to the Key Performance Indicators discussed in Section 0. The total anticipated quantifiable efficiencies resulting from the recommendations presented in this report is **\$55,786.65**. This value does not take into consideration the non-quantifiable improvement the Township will gain by implementing the recommendations nor does it quantify the reduction in risk associated with evidencing compliancy with regulatory requirements.

Table 2 - Quantifiable Efficiencies

Recommendation	Description	Assumption	Cost Savings
Evidencing Compliance with Regulations	If audited with the current system, it would take approximately 12- 16 hours to generate a report that would satisfy the provincial requirements.	16 hrs – 1 hr = 15 hrs (delta)	\$592/ year
	If a software is implemented that produces the required reports, it is anticipated this would take under an hour to compile.	Admin Hourly Rate = \$39.49/ hour	
Evidencing Compliance with Regulations	Operators are currently entering/ capturing data across multiple platforms.	200 working days per year	\$15,270/ year
	If a software is implemented, all data entry will be in a single location reducing the overall level of effort. It is assumed that the reducing will be 15 min per person per day.	Three full time staff (200 days) Nine seasonal staff (100 days) 15 min *((3*200 days) + (9*100 days)) = 375 hrs Average Hourly Rate = \$40.72/ hour	
Informal Communication	Using alternative forms of communication such as chat room, dashboard/ white board, etc would reduce the frequency in which the Director and Team Lead would need to travel between facilities.	200 day * 1 week / 7 day = 28.6 wk 28.6 wk * 2 hrs/ 2 wk = 28.6 hrs Management Hourly	\$10,524.80/ year

	<p>We will assume a reduction of one trip every two weeks resulting in 2 hours of saving per two weeks.</p>	<p>Rate = \$46.00/ hour</p>	
	<p>It can be assumed that an increase in visibility and interaction between operators (both across facilities and with the Management Team) will have a direct correlation to job satisfaction and a desire to return to the Township year after year.</p> <p>This will reduce the quantity of staff onboarded required each year.</p>	<p>A reduction of two new staff members each year.</p> <p>Average onboarding cost = \$5000</p>	<p>\$10,000/ year</p>
Formal Internal Service Process	<p>Automation of service request and processes will reduce office administration by 2 hours/ week.</p>	<p>28.6 wk * 4 hrs/ wk = 114.4 hrs</p> <p>Admin Hourly Rate = \$39.49/ hour</p>	<p>\$4,517.66/ year</p>
Service Level to Lakeshore	<p>Additional daily travel to Lakeshore is approximately 45 min each way.</p> <p>During peak season, operators will travel this route approximately three (3) times per week.</p> <p>During the off season, the route would need to be patrolled at least two (2) times per week.</p>	<p>(1.5 hrs * 3 trips * 14.3 wk) + (1.5 hrs * 2 trips * 14.3) = 107 hrs</p> <p>Average Hourly Rate = \$40.72/ hour</p>	<p>\$4,357.04/ year</p>

3.0 Phase D – Performance Indicators and Outcomes

The purpose of this section is to bridge Huron-Kinloss' strategic objectives and goals through the development key performance indicators. These tools are intended to serve as indices for both qualitative and quantitative metrics which will indicate whether the Public Works operation is meeting or exceeding expectations relating to performance, service standards, and community member satisfaction due to the implementation of the above noted recommendations. These metrics will serve as a gauge of success and guide the management team's attention for future resourcing and investment opportunities.



For each opportunity, performance indicators have been established and summaries in Table 3-1 to Table 3-5. Where possible the performance indicators are to meet the SMART framework:

Specific, Measurable, Attainable, Relevant and Time-Based.

Table 3-1 - Evidencing Compliance with Regulations

Category	Expected Outcomes and Benefits	Performance Indicators
Evidence Compliance	<p>The Management team can print a report from the compliance software within an hour, which provides the following information for any given day:</p> <ul style="list-style-type: none"> Vehicle(s) used (patrolling truck, plow, grader, etc.); The number of vehicles deployed to a given route; Actual Start and end times for a given activity; and 	Time it takes to print the report (mins)

	<ul style="list-style-type: none"> Snowfall patterns and time horizons. 	
	<p>Compliance report accurately reports on the following when compared to external records (driver reports, weather network, etc):</p> <ul style="list-style-type: none"> Vehicle(s) used (patrolling truck, plow, grader, etc.); The number of vehicles deployed to a given route; Actual Start and end times for a given activity; and Snowfall patterns and time horizons. 	<p>Delta in comparison.</p> <p>Unit of measure will vary from vehicle type, quantity of vehicle(s), time, or cm of snow fall.</p>
Usability of Software	Daily entry from each operator at the start of a route (either for patrolling or snow removal) and again at the end of the route.	Quantity of average daily entry.
	Usage of “add on” features such as chat room, dashboard/ white board, timesheets etc. It should be expected that beyond entering compliance information, employees will use other functions at least two (2) a day. Therefore, the average number of times the software is opened per day per employee should be a minimum of four (4).	Average number of times the software is opened per day.
	Overall satisfaction can be measured by the number of complaints received by the operators. If the software is user friendly, it could be expected that following the initial season of use, the number of complaints is reduced to zero.	Number of complaints submitted at the end of the first season in place.
Community Satisfaction	<p>During stakeholder interviews, the Colliers team asked interviewee(s) what the perceived level of satisfaction is for people living within Huron-Kinloss. These measurements were measured on a scale from one (1) to five (5) where five (5) is excellent and one (1) is very poor. The data was collected from the Townships staff based on their perception of community satisfaction, their own satisfaction as potential community members, and feedback from taxpayers.</p> <p>As a result of the stakeholder interviews, the interviewee(s) quantified the average level of satisfaction around 3.5.</p> <p>For this exercise, we recommend using two indicators forward-looking:</p> <ul style="list-style-type: none"> Internal Measure of Community Satisfaction (4/5) External Measure of Community Satisfaction (3.5/5) <p>The purpose of dividing the community satisfaction metric into two (2) individual measurements is to allow the Township to gauge if these measurements are reasonably within alignment. If the internal and external measurements are approximately the same (+/- 0.5), then it would suggest that the Township is in sync with its clientele.</p>	Score out of 5 (Polling results)

Table 3-2 - Communication within Public Works

Category	Expected Outcome	Performance Indicators
Informal Communication	Usage of “add on” features such as chat room, dashboard/ white board, timesheets etc. It should be expected that beyond entering compliance information, employees will use other functions at least two (2) a day. Therefore, the average number of times the software is opened per day per employee should be a minimum of four (4).	Average number of times the software is opened per day.
	Conduct an employee satisfaction survey immediately to	Score out of five

	<p>develop a benchmark. Within the survey, ask the following questions (on a scale of one (1) to five (5) where five (5) is excellent/ high and one (1) is very poor/ low):</p> <ul style="list-style-type: none"> • How well do you know your fellow operators? • Do you get enough opportunities to collaborate with your fellow operators? • Do all the facilities operator in a similar manner? • Do you feel your feedback is taken into consideration by the Management team? • Do you have enough visibility with the Management Team? <p>Complete the same survey at the end of each season. It would be expected that the average score would increase by at least one point following the implementation of the recommendations.</p>	
	If overall job satisfaction increases due to improved communication, the Township should see an increase in seasonal employees returning year after year.	Percentage of seasonal employees returning year after year.
Management Visibility	This report is recommending quarterly workshops between the operators and the Management team. At the end of each calendar year, how many workshops were conducted?	# Of workshops
	As mentioned in the report, it should not be expected that the Management team be present at ever virtual weekly meeting. However, if the Management team could join at least monthly, this would significantly increase the level of visibility between the monthly safety meeting and one weekly meeting. By the end of the first season, it should be anticipated that the Management team has been in front of the entire operations team at least two (either in person or virtual).	# of times the Management Team is in front of all operators per month.

Table 3-3 - Information Service Processes

Category	Expected Outcome	Performance Indicators
Quality	<p>If information is captured consistently and accurately, there should be a reduction in repeat work, deficiencies or revisiting the site to complete further scope. This reduction in effort will have a redirect impact on resource utilization. Without existing data, the Township will have to track the fist few workorders that utilize the new process to establish a benchmark. At the end of the first season of implementation, the Township should compare the average utilization to the benchmark workorders.</p> <p>This KPI can either be measured in man hours based on utilization or number of workorders returned due to incomplete work.</p>	Man hours or # of communication or resubmission of workorders.
Efficiency	With an increase in efficiency the overall time to complete an internal workorder should be drastically improved. Without existing data, the Township will have to track the first few workorders that utilize the new process to establish the	Days

	benchmark. At the end of the first season of implementation, the Township should compare the average duration to complete a task to the benchmark duration.	
	The new process should eliminate any bottlenecks if the workflow is properly established at the start of the process. If the process is successful, the workorder should pass along the workflow, remaining with one individual for no more than 24 hours.	# of times a workorder remains with a single person for longer than 24 hours.

Table 3-4 - Financial Reporting

Category	Expected Outcome	Measurement
Variance (Budget vs. Actuals)	<p>The Township should aim to maintain a variance of approximately (+/-) 10 percent in their total program costs as well as within the above-named sub-categories such as roads operating expenditures, capital expenditures, and salaries, wages, and benefits.</p> <p>By minimizing the variance, the Township will more effectively manage their spending and the utilization of previous years budget/actuals for future year forecasts.</p>	<p>Percentage Variance = (Actual Expenditures / Budgeted Expenditures) – 1</p> <p>Dollar Variance = (Actual Expenditures \$ / Budgeted Expenditures \$)</p>
Variance (Benchmarked per capita spending)	<p>The Township should compare their annual budget to other similar municipalities on a per capita basis. This allows the Township to effectively contrast their annual spending (output) per person receiving the services. The Township can use the metrics listed above such as total program cost, operating costs, capital costs, and salaries, wages, and benefits or focus on granularly on specific cost drivers like sand, salt, fuel, and maintenance. To measure a discrepancy, a variance of (+/-) 25 percent is substantial enough to further investigate.</p> <p>By comparing spending on specific cost categories on a per capita basis, the Township can more easily identify areas where there are discrepancies which may indicate to the Township that they are either over or under spending on specific program activities or inputs. For example, if Huron-Kinloss is spending twice the number of salaries, wages, and benefits per capita in comparison to similar Townships in the area, it may serve as reason to further investigate.</p>	<p>Price Per Capita (PPC) = (Cost Category / Total Population)</p> <p>Variance in PPC = (PPC Huron-Kinloss / PPC Other)</p>

Table 3-5 - Service Level to Lakeshore

Category	Expected Outcome	Measurement
Efficiency	By increasing the Public Works operations presence in the Lakeshore area, there is an anticipated reduction in the amount of time that will be required to stock, re-stock, and commute to the area being serviced. With limited operators available, covering such many roadways, it is imperative that their time is used as efficiently as possible to meet or exceed expectations outlined within the road's maintenance regulations.	<p># of minutes reduced commute to and from Lakeshore area</p> <p>And</p> <p>Proximity in KMs from the nearest facility to the Lakeshores highest</p>

		population concentration
Capacity	There are currently limitations in the Public Works operations ability to house their equipment, vehicles, and supplies including sand and salt. By increasing the total amount of enclosed square footage available, it is anticipated that the Township will reduce existing storage capacity issues significantly. It will allow the Township to purchase larger volumes of sand and salt (for future years) and will reduce the effects of weathering on equipment and vehicles that would otherwise be stored outdoors.	Square footage available compared to square footage required based on fleet and supply capacity requirements

4.0 Capital Improvement Plan

In alignment with the recommendations outlined in Section 2.0, Colliers in collaboration with the Township have established short, medium, and long-term capital improvement plans for upgrades to the existing facilities and equipment. Summary graphs of the Capital Improvement Plan be found at the end of this section and the Capital Improvement Plan can be found in **Appendix B**.

4.1 Facilities

In our initial investigation and stakeholder engagements, the Ripley and Holyrood sheds were found to be in good working condition, after both reaching approximately 50 years of service. The typical design lifespan is around 100 years therefore it is not anticipated that either facility will need to be replaced or have any major repairs completed in the next 10 years.

The age of Lucknow is unknown but as outlined in the *Current State Summary Report* authored by Colliers Project Leaders, the building will likely require both maintenance and potential repairs or replacement of certain components within the next decade.

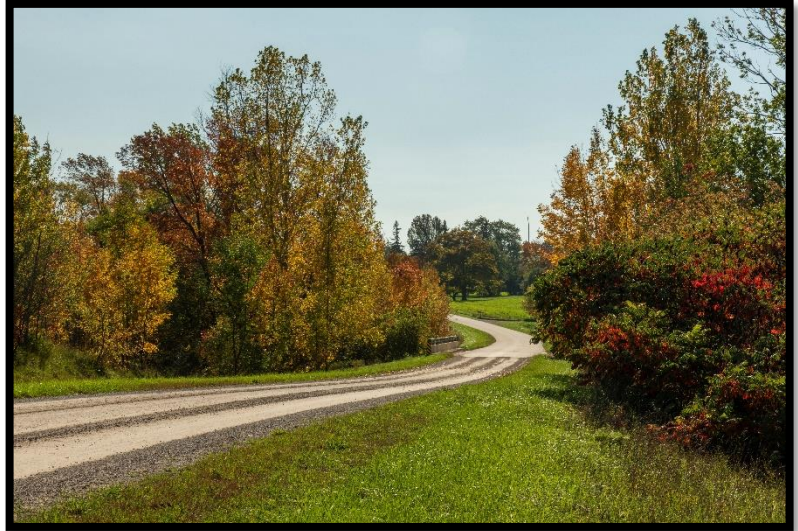


Figure 1 illustrates the 10-Year Capital Plan to maintain and replace the existing facilities. The capital plan does not take into consideration ongoing operations cost and annual maintenance.

Figure 1 - Facility 10-Year Capital Plan



4.1.1 Short-Term Capital Improvement Plan (0-1 years)

Colliers is recommending that the Township engage a building inspector to complete a Building Inspection of Lucknow to better inform the long-term improvement plan. The Building Inspector would identify all potential repairs or replacements and approximate costs. Colliers has assumed no capital requirements for Ripley and Holyrood in the short-term.

4.1.2 Medium-Term Capital Improvement Plan (2-3 years)

As recommend in Section 2.3.1, a new facility located nearby Lakeshore would improve the operations efficiency and save the Township time and therefore money in the long-term. To better understand the need for a new building or the re-purposing an existing facility is best, a feasibility study should be conducted. The cost to conduct the feasibility study has been allocated to the medium-term Capital Improvement Plan.

Ripley currently stores consumables outside (sand and salt). It is recommended that a new storage shed be constructed to protect the consumables from the elements. A pre-engineered fabric structure would be sufficient for the Townships need at approximately 4000 ft² as it would fit within the space available onsite and provide adequate storage capacity for existing and on-going operations.

Unless the Township observes drastic deterioration of the Ripley and Holyrood sheds, it is unlikely that capital will be required to find major improvements.

4.1.3 Long-Term Capital Improvement Plan (5-10 years)

Colliers has captured the following in the Long-Term Capital Improvement Plan:

- Building inspection of the Ripley and Holyrood shed.
- New facility at Lakeshore.

The following assumptions were made in determining the cost for the facility at Lakeshore:

- Building Size: 6,000 ft²
- Pavement Area: 8,500 ft²
- Design/Procurement Fee: 10% of construction cost
- Average Unit Rate (Shed): \$180/ft²*
- Average Unit Rate (Pavement): \$28/ft²*

*Canadian Construction Cost Guide 2023 – Altus Guide, 2023, Greater Toronto Area (GTA).

Collier' Construction Solutions team was engaged to validate the unit rates provided in the Altus Guide. Comparing cost data from Q4 2022 for construction costs in Toronto, the rates were deemed reasonable and inclusive of earthwork, foundations, heated shell pace and a finished office component. It is assumed that equipment and tools will be transferred from the existing facilitate.

4.2 Equipment

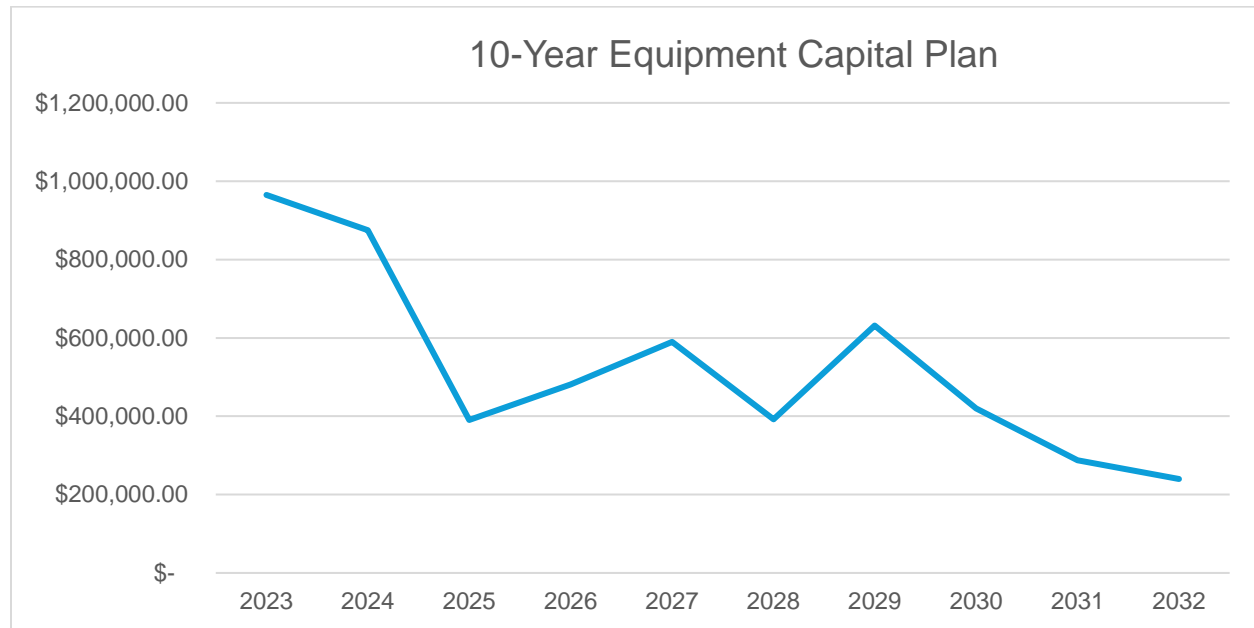
The Township provided Colliers with the vehicle list included in **Appendix C**. Assuming an average life of 15 years for Tandem Axle Trucks, 15 years for One Tonne Trucks, 12 years for a Tractor, 20 years for a Grader, 15 years for a Backhoe, and 10 years for a Sweeper. Using the average life span of the equipment and the current age of the inventory, Colliers was able to determine an approximate replacement schedule.

It should be noted that due to an effective maintenance program, equipment life spans have been extended beyond their expected duration. However, it is difficult to quantify the degree that quality maintenance impacts equipment longevity, therefore Colliers has not accounted for any extensions to the anticipated life span because of the program's efforts.

The Township currently has 25 pieces of equipment in their existing inventory where only six (6) pieces of equipment will not require replacement within the next decade.

Figure 2 demonstrates the 10-Year Capital Plan for the Townships fleet. The figure illustrates a significant upfront investment to replacing aging vehicles. As mentioned above, Colliers was unable to consider any extensions to the anticipated life span due to the effective maintenance program.

Figure 2 - Equipment Capital Plan



4.2.1 Short-Term Capital Improvement Plan (0-1 years)

Seven (7) pieces of equipment have exceeded their anticipated life spans and may need replacement in the next year. The list of equipment includes:

- Two (2) Tractors;
- Two (2) Tandem Axles;
- One (1) Grader;
- One (1) Sweeper; and
- One (1) Backhoe.

Although, the short-term capital requirements for the replacement of this volume of vehicles is large. It is important to consider these items as top priority when developing capital plan budget allocations within the near future, as it is anticipated that these pieces of equipment will require the most maintenance or need for immediate replacement.

4.2.2 Medium-Term Capital Improvement Plan (2-3 years)

Five (5) pieces of equipment are expected to reach the end of their useful lifecycle within the next five (5) years. The list of equipment includes:

- One (1) Tractor;
- Three (3) Tandem Axles; and
- One (1) Truck.

There is a significant capital requirement in each of the years three (3) through five (5) to purchase the above-mentioned equipment. Although, it must be noted that the cost of these items is reasonably well distributed across the medium-term period and it is likely that certain purchases can be pushed into later fiscal years, assuming the equipment can perform beyond its anticipated lifecycle because of the maintenance program.

4.2.3 Long-Term Capital Improvement Plan (5-10 years)

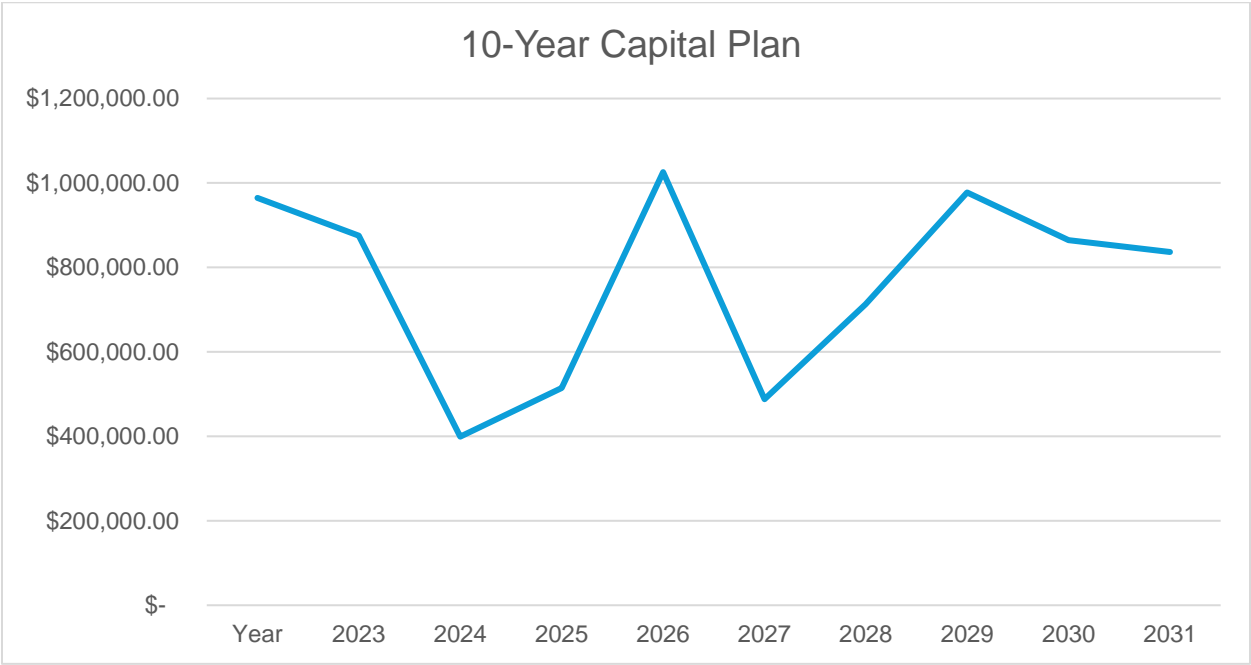
The remaining seven (7) pieces of equipment require replacement within the long-term based on the capital plans ten (10) year outlook. The list of equipment includes:

- Two (2) Tractors;
- One (1) Tandem Axle;
- Two (2) Graders;
- One (1) Truck; and
- One (1) Loader.

If the Townships decides to pursue the construction of a new Lakeshore facility, is its highly important to contemplate the cost of replacing equipment in parallel given the magnitude of costs that the Township will realize over the long-term period illustrated in the Capital Plan. Due to the significant cost to replace the facility and initial investment to replace aging equipment, it was difficult to flatten the 10-year Capital Plan as illustrated in figures 3. Appendix B contains a year by year break down of the 10-Year Capital Plan.



Figure 3 - Huron- Kinloss 10 Year Capital Plan (Equipment & Facilities)



5.0 Funding

The following outlines potential grant opportunities. Most of the grants listed below have deadlines that may have expired (2022) or are quickly approaching. If the deadline has expired, the government has not released information on the 2023/2024 opportunity, and it may or may not be available in subsequent years. In this situation, it is recommended that the Township revisits the website at regular intervals to verify.

Skills Development Fund Round 3. Funding to organizations for innovative projects that address challenges to lay-offs, training, or retaining workers. This funding stream may be utilized to support on-going training on a compliance software and team communication.

[Available funding opportunities from the Ontario Government | ontario.ca](#)

2022 Ontario Municipal Partnership Fund. This grant is focused on supporting rural municipalities across the province to support areas with challenging fiscal circumstances, limited property assessments, and adjustments to year-over-year funding changes. Colliers recommends reaching out to info.ompf@ontario.ca to enquire if this funding could be applied to a property assessment of the Lakeshore facility.

[2023 Ontario Municipal Partnership Fund | ontario.ca](#)

Study: Signature Initiative. This grant would be applicable, if the Township incorporates innovative and impactful environmental components to a new Lakeshore facility.

[Study: Signature initiative | Green Municipal Fund](#)

Southwestern Ontario Development Fund. Fund provides support for projects with a focus on economic and business development by investing in infrastructure or implementing strategies to advance regional economic development priorities. This funding may be applicable in the construction of a new facility in the Lakeshore area.

[Eastern Ontario Development Fund | ontario.ca](#)

APPENDIX A - COMPLIANCE SOFTWARE EVALUATION SHEET

Please see the Excel tool attached titled “Appendix A – Compliance Software Evaluation Sheet” for the working version of this document. The PDF version is captured within this report, below.

Huron- Kinloss, Final Report

The intent of this sheet is to provide the Public Works Management team with a transparent evaluation process for compliance software/vendors.

Each vendor will be evaluated against the criteria and a score out of 10, provided. A score of 10 means the software exceeds the Townships expectation. 8 out of 10 implies the vendor is meeting the Townships requirements. If the software does not meet one or more of the requirements, the evaluator should award a score of 5 or lower.

Once a score is provided, the evaluation sheet will automatically apply a weight which reflects the importance of the category and a final score. The highest score may not mean an automatic award, but specific specification should be provided to support any decision.

NOTE: Do not fill in grey cells.

			Vendors Name					
Category	Scoring Criteria	Weight	Score (MAX 10)	Weight Score	Score (MAX 10)	Weight Score	Score (MAX 10)	Weight Score
Ease of Use	Easy to follow instructions. Click driven interphase. Only 1-3 clicks required to access a data entry page. Each requirement has a separate entry space.	12		0		0		0
Date Capture	Software has the capacity to capture the following: • Date & time of entries; • Vehicle(s) used (patrolling truck, plow, grader, etc.); • The number of vehicles deployed to a given route; • Actual Start and end times for a given activity • Snowfall patterns and time horizons; and • Photos.	12		0		0		0
Reporting	Easy and quick reporting on the above criteria. Multiple reporting types. Personalized dashboard.	8		0		0		0
Flexibility	are captured. Software is personalized for the Township (not	6		0		0		0
Training	Vender will provide in person training as well as	10		0		0		0
Data Security	Meets the Townships security requirements.	12		0		0		0
Real-Time Alerting	Option to add real-time alerts based on the Townships needs. Ex. Management is notified when a patrol entry has not been entered within the regulator required timeline.	8		0		0		0
Supporting Platforms	Software is compatible with the Townships other software and data programs.	10		0		0		0
User Account	Accounts can be added and deleted easily. The Township can have administrated accounts with permission to change/ update the software as required.	6		0		0		0
Price	Rank in order from cheapest to most expensive. Make sure you take into account the upfront cost as well as ongoing software maintenance fees (these are usually presented as monthly or yearly fees).	8		0		0		0
Add-ons	Chat room function. Ability to share Township news on platform. Procedure storage capacity (provide easy access to procedures).	8		0		0		0
TOTAL				0		0		0
Rank				1		1		1

APPENDIX B - CAPITAL IMPROVEMENT PLAN

Please see the Excel tool attached titled "Appendix B – Capital Improvements Plan" for the working version of this document. The PDF version is captured within this report, below.

Short-Term

Fiscal Year		0	1
Equipment		Short-Term	
Item Description	Capital Expenditure	FY 2023	FY 2024
		Cost	Cost
Tractor	\$ 150,000.00	\$ 150,000.00	\$ 155,200.00
Tandem Axle	\$ 365,000.00	\$ 365,000.00	\$ 377,653.33
Grader	\$ 330,689.75	\$ -	\$ 342,153.66
Sweeper	\$ 300,000.00	\$ 300,000.00	
Backhoe	\$ 150,000.00	\$ 150,000.00	
Truck	\$ 69,150.00	\$ -	\$ -
Loader	\$ 176,483.33	\$ -	\$ -
Total		\$ 965,000.00	\$ 875,006.99
Facilities		Short-Term	
Item Description	Capital Expenditure	FY 2023	FY 2024
		Cost	Cost
Lakeshore - Feasibility Study	\$ 30,000.00		
Lucknow - Structural Inspection	\$ 8,000.00		
Ripley - Consumable Storage	\$ 380,000.00		
Ripley/Holyrood - Structure Inspection	\$ 15,000.00		
Lakeshore - Design	\$ 131,800.00		
Lakeshore - Construction	\$ 1,318,000.00		
Total		\$ -	\$ -
Grand Total(s)		\$ 965,000.00	\$ 875,006.99

Medium-Term

Fiscal Year		2	3	4
Equipment		Medium-Term		
Item Description	Capital Expenditure	FY 2025	FY 2026	FY 2027
		Cost	Cost	Cost
Tractor	\$ 150,000.00	\$ -	\$ -	\$ 171,906.81
Tandem Axle	\$ 365,000.00	\$ 390,745.32	\$ 404,291.15	\$ 418,306.58
Grader	\$ 330,689.75	\$ -	\$ -	\$ -
Sweeper	\$ 300,000.00	\$ -	\$ -	\$ -
Backhoe	\$ 150,000.00	\$ -	\$ -	\$ -
Truck	\$ 69,150.00	\$ -	\$ 76,593.79	\$ -
Loader	\$ 176,483.33	\$ -	\$ -	
Total		\$ 390,745.32	\$ 480,884.94	\$ 590,213.39
Facilities		Medium-Term		
Item Description	Capital Expenditure	FY 2025	FY 2026	FY 2027
		Cost	Cost	Cost
Lakeshore - Feasibility Study	\$ 30,000.00		\$ 33,229.41	
Lucknow - Structural Inspection	\$ 8,000.00	\$ 8,564.28		
Ripley - Consumable Storage	\$ 380,000.00			\$ 435,497.26
Ripley/Holyrood - Structure Inspection	\$ 15,000.00			
Lakeshore - Design	\$ 131,800.00			
Lakeshore - Construction	\$ 1,318,000.00			
Total		\$ 8,564.28	\$ 33,229.41	\$ 435,497.26
Grand Total(s)		\$ 399,309.60	\$ 514,114.35	\$ 1,025,710.65

Long-Term

Fiscal Year		5	6	7	8	9
Equipment		Long-Term				
Item Description	Capital Expenditure	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
		Cost	Cost	Cost	Cost	Cost
Tractor	\$ 150,000.00	\$ -	\$ 184,032.28	\$ -	\$ 197,013.02	\$ -
Tandem Axle	\$ 365,000.00	\$ -	\$ 447,811.88	\$ -	\$ -	\$ -
Grader	\$ 330,689.75	\$ 392,123.64	\$ -	\$ 419,782.12	\$ -	\$ -
Sweeper	\$ 300,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Backhoe	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Truck	\$ 69,150.00	\$ -	\$ -	\$ -	\$ 90,823.00	\$ -
Loader	\$ 176,483.33	\$ -	\$ -	\$ -	\$ -	\$ 239,832.38
Total		\$ 392,123.64	\$ 631,844.16	\$ 419,782.12	\$ 287,836.02	\$ 239,832.38
Facilities		Long-Term				
Item Description	Capital Expenditure	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
		Cost	Cost	Cost	Cost	Cost
Lakeshore - Feasibility Study	\$ 30,000.00					
Lucknow - Structural Inspection	\$ 8,000.00					
Ripley - Consumable Storage	\$ 380,000.00					
Ripley/Holyrood - Structure Inspection	\$ 15,000.00	\$ 17,786.62				
Lakeshore - Design	\$ 131,800.00	\$ 78,142.57	\$ 80,851.51			
Lakeshore - Construction	\$ 1,318,000.00			\$ 557,695.78	\$ 577,029.24	\$ 597,032.92
Total		\$ 95,929.20	\$ 80,851.51	\$ 557,695.78	\$ 577,029.24	\$ 597,032.92
Grand Total(s)		\$ 488,052.84	\$ 712,695.68	\$ 977,477.91	\$ 864,865.25	\$ 836,865.30

APPENDIX C – EQUIPMENT LIST

Please see the Excel tool attached titled “Appendix B – Capital Improvements Plan” for the working version of this document. The PDF version is captured within this report, below.

Year	Age	Description	Type	Typical Life Expectancy	Delta	Capital Improvement Plan
1995	28	1995 Johnson 4000 Vanguard Street Sweeper	Sweeper	10	-18	Short Term
2003	20	2003 Trackless MT Sidewalk Tractor	Tractor	12	-8	Short Term
2006	17	2006 Sterling Tandem Axle	Tandem Axle	15	-2	Short Term
2006	17	2006 CASE 580 Super M Series 2 Backhoe	Backhoe	15	-2	Short Term
2008	15	2008 International Tandem Axle	Tandem Axle	15	0	Short Term
2012	11	2012 Kubota L-3940 Tractor	Tractor	12	1	Short Term
2004	19	Grader Additional Inventory	Grader	20	1	Short Term
2009	14	2009 International Tandem Axle	Tandem Axle	15	1	Medium Term
2009	14	2009 International Single Axle	Tandem Axle	15	1	Medium Term
2015	8	2015 Kubota M110 Tractor	Tractor	12	4	Medium Term
2012	11	2012 International Tandem Axle	Tandem Axle	15	4	Medium Term
2012	11	2012 Ford F-350 1 Ton	Truck	15	4	Medium Term
2017	6	2017 CASE Farmall 100C Tractor	Tractor	12	6	Long Term
2017	6	2017 Trackless MT7 Sidewalk Tractor	Tractor	12	6	Long Term
2014	9	2014 International Tandem Axle	Tandem Axle	15	6	Long Term
2014	9	2014 Dodge Ram 1500 1/2 Ton	Truck	15	6	Long Term
2018	5	2018 CAT 930K Wheel Loader	Loader	12	7	Long Term
2011	12	2011 John Deere 770G Grader	Grader	20	8	Long Term
2011	12	2011 John Deere 770G Grader	Grader	20	8	Long Term
2019	4	2019 International Tandem Axle	Tandem Axle	15	11	N/A
2020	3	2020 Western Star Tandem Axle	Tandem Axle	15	12	N/A
2021	2	2021 Western Star Tandem Axle	Tandem Axle	15	13	N/A
2022	1	2022 Ford F-150 1/2 Ton	Truck	15	14	N/A
2022	1	2022 Silverado 3500 1 Ton	Truck	15	14	N/A
2022	1	2022 Western Star Tandem Axle	Tandem Axle	15	14	N/A