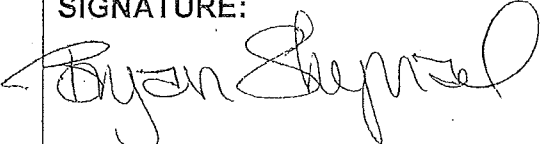


Hamilton

INFORMATION UPDATE

TO: Mayor and Members City Council	WARD(S) AFFECTED: CITY WIDE
DATE: January 10, 2013	
SUBJECT: Winter Control Program Response - December 26 & 27, 2012 Storm Event (City Wide) – (OPS1301)	
SUBMITTED BY: Bryan Shynal, B.Sc.; B.L.A., Director Operations Division Public Works Department	SIGNATURE: 

This update summarizes the results of a review of the Winter Control Program (WCP) response to the weather event of December 26 & 27, 2012 and identifies service delivery issues and remedial actions to ensure effective future program performance. The review, undertaken by staff, involved the analysis of weather data, program operations records, customer service requests and feedback received from other internal stakeholders and the Councillors Office.

The winter storm yielded snow accumulation depths ranging from 15 to 20 centimetres by its cessation at approximately 3:00 a.m. on December 27, 2012. Both in-house and contracted WCP resources were deployed by 12:30 a.m. on December 27th to address priority Class 1 & 2 roadways across the city and with minor exceptions achieved program service level objectives. Class 1 and 2 roadways include priority areas such as the LINC, Red Hill Valley Parkway, arterial roads, escarpment crossings, and collector roads. This is in accordance with the program's tiered response delivery model which ensures that main routes and escarpment crossings are accessible for users including transit, and emergency responders. WCP issues were experienced in the second stage of the storm ploughing response relative to the Class 3 (residential) component of the roadway network specifically involving:

- Missed Residential Neighbourhoods
 - Residential ploughing routes (approximately 5) not receiving service within 24 hours following the maximum snow accumulation depth trigger of 10 cm.
- Missed Residential Streets
 - Individual Residential streets not receiving ploughing service within 24 hours following the maximum snow accumulation depth trigger of 10 cm.

-
- Snow Storage
 - Roadway ploughing windrow storage on sidewalks.
 - Roadway ploughing storage at intersections and terminuses.
 - Courts & Cul de Sacs
 - Untimely response and ineffective clearing of snow and temporary storage pending the activation of the next stage of storm response.
 - Customer Service Request Processing
 - Increased volumes and untimely distribution of service requests from the Maintenance Management System (Hansen CRM) for investigation and response by program supervisors off peak hours.

Program management staff has assessed each performance issue to identify root causes and have identified 18 corrective actions key of which are the following:

- Pursue termination of a contract (without compensation) with a “non-responsive” WCP contractor assigned to various Class 3 ploughing routes through a recent award, and engagement of an alternative qualified vendor.
- Implementation of the Vendor Performance Management process with certain contracted service providers on matters of quality of work and timeliness of response in relation to various Class 3 ploughing routes and specific streets including appropriate ploughing techniques to ensure optimal traffic safety and appropriate snow storage.
- Directive to Roads District program management staff to ensure the timely activation of sufficient contracted equipment to achieve service level standards for Courts and Cul de Sacs within Class 3 residential roadways, i.e. timeliness and quality of work.
- Directive to Roads District program management staff to review program workmanship quality standards with “in house” and “contracted” equipment operators to ensure that performance standards are understood and that operator knowledge and skill levels meet requirements for effective performance of works.
- Management review of WCP contracted equipment complement to ensure optimal effectiveness to service the roadway system.
- Management review of WCP District protocols for monitoring, tracking and quality assurance management of activity performance to ensure effective oversight and accountability for the program response.
- Establishment of a dedicated project manager position to coordinate, supervise, and optimize contracted services and manage bulk material inventories.
- Establish a protocol for ensuring sufficient operations administrative staffing levels during and post storm events to ensure effective flow of customer service requests to program supervisors for timely response.

The implementation of corrective actions from this review in conjunction with other continuous improvement initiatives will provide immediate and sustained improvement to the performance of the WCP going forward as we manage through on-going program challenges such as:

- High rate of staff change over due to normal attrition and retirement;
- Equipment access issues related to narrow street widths with on street parking;
- High degree of turnover in external service providers through contract renewals;
- Climate changes which affect the nature and frequency of our weather events, challenging program response and resource readiness;
- By-law Compliance respecting sidewalk winter maintenance and snow storage;
- Hours of Work Regulations; and
- Public Expectations / Service Level Gap:
 - Tiered response and staged response.
 - Customer service request processing.

A staff "recommendation report" respecting the provision of WCP service enhancements through the redeployment of in-house resources following the completion of minimum maintenance standards (MMS) storm response services will be submitted to a future Public Works Committee agenda for consideration.

The Operations Division will provide future "Information Updates" on the performance of the WCP throughout the remainder of this winter season.

Copy to:

Chris Murray, City Manager
Gerry Davis, General Manager, Public Works
Rose Caterini, City Clerk
Mary Gallagher, Manager, Legislative Services/Deputy Clerk
Kelly Anderson, Public Affairs Coordinator, Public Works
Andy Grozelle, Legislative Assistant, City Clerks
Darrell Smith, Manager, Roads & Maintenance

