

REQUEST FOR DECISION

RFD025-2025: Winter Maintenance Services on Streets, Sidewalks, and Parking Lots



To: Council
From: Director of Public Works
Date: 24 June 2025
Subject: Winter Maintenance Services on Streets, Sidewalks, and Parking Lots

References/Attachments

- Approved Capital Improvement Plan 2025/26
- Approved Operating Budget 2025/26
- Winter Maintenance Communications Plan
- Municipal Government Act
- Financial Condition Indicators (FCI)

Recommendations

That Council approve the contracting of transportation winter maintenance services on Town of Berwick streets, sidewalks, and parking lots starting in the 2025/26 fiscal year.

That Council approve the liquidation of the 2005 International plow truck, the 2008 International plow truck, the 2015 MT Trackless sidewalk tractor, and the 2021 Wacker Neuson loader in the 2025/26 fiscal year.

Issue Statement

The Town of Berwick needs to replace end of life equipment for transportation winter maintenance such as clearing streets, sidewalks, and parking lots. This will lead to rising operating costs over the next 5-10 years related to paying back the debt required to purchase the new equipment, and increased maintenance on the old equipment prior to its replacement. See Winter Maintenance Cost Models graph in Appendix B. The Town does not have the capacity to borrow the funds for the equipment without sacrificing critical infrastructure such as roads, sewer, and storm.

Therefore, staff have evaluated the cost benefit of outsourcing winter maintenance of streets, sidewalks, and parking lots and recommend that the Town move in this direction.

Background

The cost of the Town's winter maintenance (e.g. snow removal, salting, sanding) of streets, sidewalks and parking lots continues to trend upward due to the age and condition of several key pieces of equipment. One of the Town's plows is 20 years old and the other is 16 years old; the average useful life should be approximately 10 years.

Increased repairs and downtime have contributed to a strain on the budget and times when there were reduced levels of service in the previous fiscal year. To continue

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performing transportation winter maintenance services with Town assets and Town staff, capital replacement of equipment is required as follows (assuming 5% price increase year over year):

Fiscal Year	Vehicle Description	Replacement Cost (Est)
Y1	2008 INTL Plow Truck	\$400,000
Y2	2005 INTL Plow Truck	\$420,000
Y3	2015 MT Trackless Sidewalk Machine	\$231,000
Y4	2017 F550 Salter Truck	\$275,000
Y6	2021 Wacker Neuson Loader	\$268,000

This represents over \$1.6 million dollars in total in specialized seasonal equipment.

The Town does not have the money put aside in a reserve to cover the cost of replacing this equipment. It is best practice for municipalities to put money into an equipment reserve to replace municipal vehicles instead of borrowing. In Berwick’s case, the Town will have to borrow the money to replace the aging vehicles. A capital commitment such as the one in the table above would increase the Town’s borrowing limit to just below the 15% threshold (Figure 1), assuming no capital work is completed for streets, underground sewer or stormwater during the same time period.

Municipalities require ministerial approval to borrow money to finance capital expenditures. The province uses the Debt Service Financial Condition Indicator (FCI) to identify a municipality’s borrowing risk. If a municipality is using more than 15% of their own source of revenue (e.g. taxation, sale of service), they are high risk. It is difficult to be approved for borrowing if you have a Debt Service FCI greater than 15%.

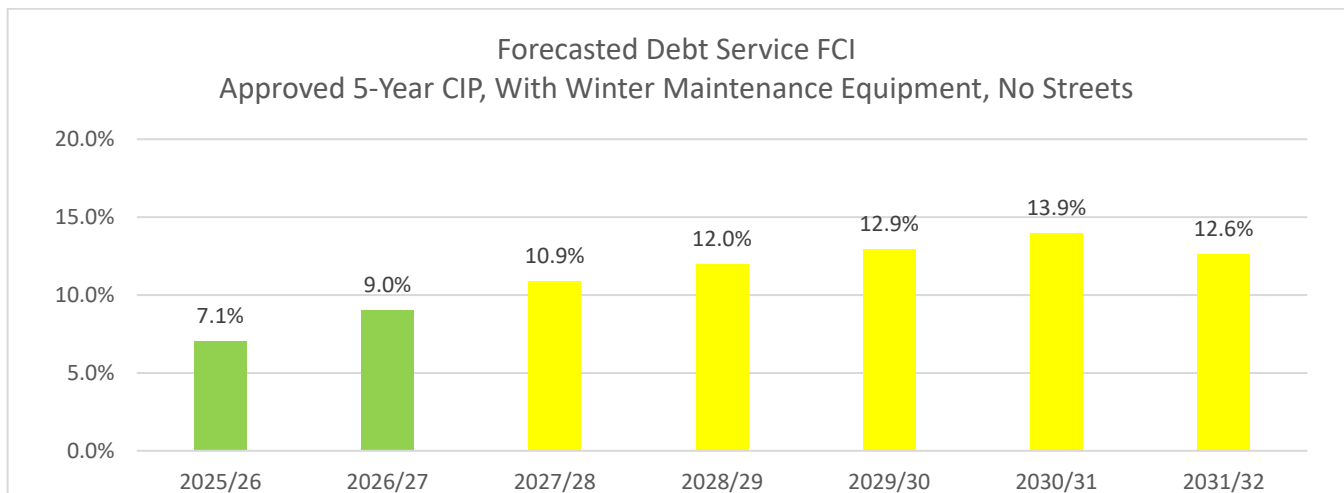


Figure 1

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If the Town proceeds with the approved 5-year Capital Investment Plan (CIP) that includes the replacement of the winter maintenance equipment as shown above, any street work, including sewer and storm upgrades, would have to be pushed out for at least 10 years. The approved 5-year CIP includes phase 1 of the Foster Street rebuild starting in 2027/28. The Town will reach the 15% threshold in the year 2028/29 (Figure 2). This would have a significant impact on the operating budget.

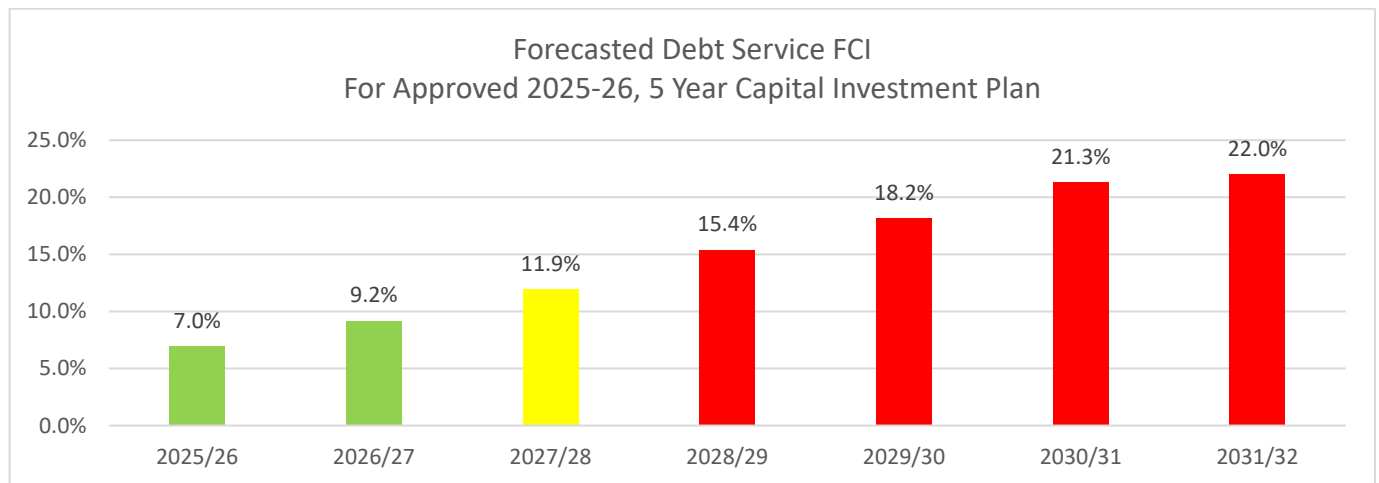


Figure 2

Instead of replacing the aging equipment and accruing debt that will hinder the completion of other critical capital infrastructure, a more cost-effective option is the contracting of transportation winter maintenance for streets, sidewalks, and parking lots. This decision will provide capacity for borrowing and keep the Town below the 15% threshold (Figure 3).

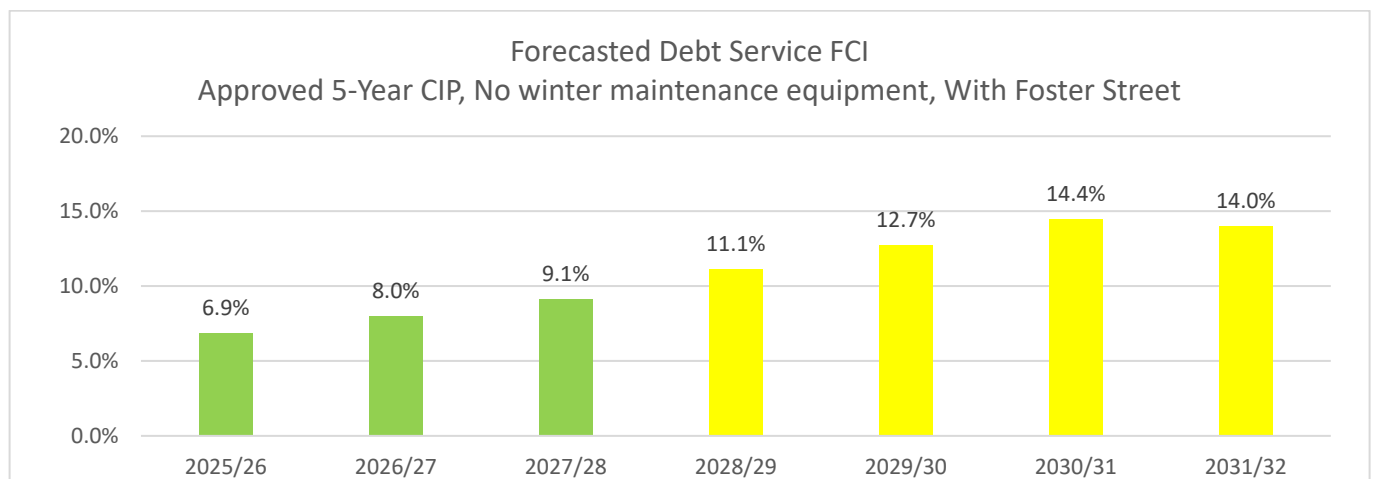


Figure 3

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Based on the cost benefit analysis prepared by staff (Appendix B), contracting winter maintenance should keep the annual operating cost for winter maintenance lower over time than keeping it in-house.

Management of Change

The shift to contracting this work will be a change in comparison to how operations have been performed in the past. Traditionally, transportation winter maintenance services have been performed in-house with Town staff and Town owned equipment.

The shift to outsourcing this work will result in a reduction or elimination of the following:

- The procurement and storage of salt.
- The procurement and storage of sand.
- The mixing of salt and sand for road and sidewalk application.
- The requirement for heavy equipment maintenance and repair.
- The need for plow blades and other auxiliary materials.
- The requirement for overtime for winter maintenance.

The contracting of transportation winter maintenance will not result in any changes to the number of staff in the public works department, although there will be an impact on overtime for the existing staff.

Internally, the change from internal work to contracting will require a communication plan. Staff should understand that the driver for the change is the availability of debt for large-scale capital projects that are included in the current 5-year CIP. Work will shift from performing the winter maintenance to active contract management, which may still present opportunities for overtime. There will be no reduction in the number of staff in public works because of this decision.

Externally, residents and taxpayers will need to understand that a change is happening, which may have an impact on the level of service relating to winter maintenance during the transition. Residents and taxpayers should have the ability to communicate feedback and observations. The Town will roll out an online tool in the fall.

Financial Implications

The following table presents anticipated costs over the next 10 years assuming winter maintenance of streets, sidewalks, and parking lots is outsourced by way of a contracted service (e.g. sanding, salting, and snow removal on street, parking lots, and sidewalks by a contracted service):

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	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Winter Maintenance (All Contracted)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Compensation	\$ 28,356	\$ 29,065	\$ 29,792	\$ 30,537	\$ 31,300	\$ 32,083	\$ 32,885	\$ 33,707	\$ 34,549	\$ 35,413
Salt, Sand, Transport	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2005 INTL Plow Truck	\$ 17,379	\$ 18,247	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2008 INTL Plow Truck	\$ -	\$ -	\$ 13,585	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870
Sdewalk Machine	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Salter Truck	\$ 7,722	\$ 8,108	\$ 8,514	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sdewalk Machine	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fuel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 1,794	\$ 1,839	\$ 1,885	\$ 966	\$ 990	\$ 1,015	\$ 1,040	\$ 1,066	\$ 1,093	\$ 1,120
Plate Registration	\$ 1,558	\$ 1,597	\$ 1,637	\$ 839	\$ 860	\$ 881	\$ 903	\$ 926	\$ 949	\$ 973
MM Registration	\$ 1,025	\$ 1,051	\$ 1,077	\$ 552	\$ 566	\$ 580	\$ 594	\$ 609	\$ 624	\$ 640
Snow Haul, Equipment Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plow Blades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Skilled Labourer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 57,834	\$ 59,907	\$ 56,489	\$ 71,763	\$ 72,586	\$ 73,429	\$ 74,293	\$ 75,178	\$ 76,086	\$ 77,016
Contracted Service	\$ 225,000	\$ 230,625	\$ 236,391	\$ 242,300	\$ 248,358	\$ 254,567	\$ 260,931	\$ 267,454	\$ 274,141	\$ 280,994
	\$ 282,834	\$ 290,532	\$ 292,880	\$ 314,064	\$ 320,944	\$ 327,995	\$ 335,224	\$ 342,632	\$ 350,226	\$ 358,010

Assumptions:

1. Year 1, Y1, is the 2025/26 fiscal year.
2. 2.5% inflation has been added to all costs except for fleet purchase and maintenance which assumes 5.0%.
3. Compensation has been calculated using the 2023/24 and 2024/25 hours adjusted to assume a 5-month winter maintenance period, with anticipated 2025/26 salaries adjusted for cost of living of 2.5%. * Assumes compensation other than regular hours (e.g. overtime, mileage, meals) is eliminated.
4. Vehicle replacements assume no plow trucks are purchased, but one cab and chassis with multi-hook and dump body is purchased to replace the current salter truck. The liquidation of current equipment will be used to finance the purchase.
5. The position of Parks Labourer remains as a summer position with no requirement for extension (e.g. due to added availability of Public Works Staff to perform off-season maintenance of parks and trails).
6. Contracted services starting at \$225,000 per year, with 2.5% increase year over year.

*Wages for 2025-26 and beyond are currently in negotiation and subject to collective bargaining every 3-4 years.

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Priority Alignment

Check Applicable	Strategic Priority Area	Comments
X	Economic	
	Environmental	
X	Social	
X	Cultural	

Alternatives

N/A

Community Engagement/Communication

See Winter Maintenance Communication Plan.

CAO Comments

This was not an easy decision to arrive at. Staff have spent a considerable amount of time on the different scenarios to ensure a conservative model for decision making. The Town needs to make strategic investments so it can focus on upgrading critical infrastructure such as roads, underground sewer and stormwater infrastructure. This decision allows us to do that.

CAO Initials: JB

Target Decision Date: June 24, 2025

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Appendix A – Summary of Existing Equipment

The existing equipment used for winter maintenance includes:

1. 2005 International Plow Truck w/ Dump Body
 - *Oldest piece of equipment in the winter maintenance fleet*
 - *Engine faults are becoming frequent, which require removing the truck from service, and sending to a heavy-duty mechanic. 1 day downtime is typical per engine fault.*
 - *Plow in need of replacement.*
 - *Recommended for replacement in Y2 of the 2025/26 Capital Investment Plan (estimated \$420,000 pre-HST).*
2. 2008 International Plow Truck w/ Dump Body and Wing Plow
 - *May not be possible to pass MVI next fiscal year based on the condition of the frame.*
 - *Recommended for replacement in Y1 of the 2025/26 Capital Investment Plan (estimated \$400,000 pre-HST).*
3. 2015 MT Trackless Sidewalk Plow / Salter
 - *Mechanical faults are becoming frequent, which require removing the machine from service. 2 days downtime is typical when mechanical faults occur.*
 - *Recommended for replacement in Y3 of the 2025/26 Capital Investment Plan (estimated \$231,000 pre-HST).*
4. 2017 F550 Salter Truck
 - *Based on age and condition, this vehicle is adequate.*
 - *Recommended for replacement in Y4 of the 2025/26 Capital Investment Plan (estimated \$275,000 pre-HST).*
5. 2021 Waker Sidewalk Plow / Salter
 - *No major mechanical concerns at this time based on age and condition.*
 - *Recommended for replacement in Y6 of the 2025/26 Capital Investment Plan (estimated \$268,000 pre-HST).*

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Appendix B – Cost Benefit Analysis

Excluding vehicle maintenance, the winter maintenance (e.g. snow removal, salting, sanding) of streets, sidewalks, and parking lots in the Town of Berwick cost approximately \$200,000 per year in 2024/25.

The existing equipment used for winter maintenance includes:

1. 2005 International Plow Truck w/ Dump Body and Wing Plow
2. 2008 International Plow Truck w/ Dump Body
3. 2015 MT Trackless Sidewalk Plow / Salter
4. 2017 F550 Salter Truck
5. 2021 Waker Sidewalk Plow / Salter

Based on their current condition, it is expected that all 5 vehicles will require replacement within the next 6 fiscal years. Three pricing scenarios are presented below. The anticipated replacement schedule is as follows:

Fiscal Year	Vehicle Description	Replacement Cost (Est)
Y1	2008 INTL Plow Truck	\$400,000
Y2	2005 INTL Plow Truck	\$420,000
Y3	2015 MT Trackless Sidewalk Machine	\$231,000
Y4	2017 F550 Salter Truck	\$275,000
Y6	2021 Wacker Neuson Loader	\$268,000

This represents over \$1.6 million dollars in total.

The Town does not have the money put aside to cover the cost to replace this equipment. Therefore, the Town will have to borrow the money. A capital commitment such as the one shown in the table above would increase the Town's borrowing limit to just below the 15% threshold, assuming no street work occurs during the same time period.

Based on this significant investment, and instead of replacing the ageing equipment and accruing debt that will hinder the completion of other critical capital work, a more cost-effective option is the outsourcing of winter maintenance for streets, sidewalks, and parking lots.

Staff have considered three options for consideration.

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Option 1: Status Quo

The following table presents anticipated costs over the next 10 years assuming winter maintenance of streets, sidewalks, and parking lots is conducted in a manner like current (e.g. salting, sanding, and snow removal performed using town assets and staff):

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Winter Maintenance (as current)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Compensation	\$ 53,625	\$ 54,965	\$ 56,339	\$ 57,748	\$ 59,192	\$ 60,671	\$ 62,188	\$ 63,743	\$ 65,336	\$ 66,970
Salt, Sand, Transport	\$ 53,100	\$ 54,428	\$ 55,788	\$ 57,183	\$ 58,612	\$ 60,078	\$ 61,580	\$ 63,119	\$ 64,697	\$ 66,315
2008 INTL Plow Truck	\$ 19,760	\$ 56,538	\$ 56,538	\$ 56,538	\$ 56,538	\$ 56,538	\$ 56,538	\$ 56,538	\$ 56,538	\$ 56,538
2005 INTL Plow Truck	\$ 17,379	\$ 20,748	\$ 59,365	\$ 59,365	\$ 59,365	\$ 59,365	\$ 59,365	\$ 59,365	\$ 59,365	\$ 59,365
Sidewalk Machine	\$ 7,692	\$ 8,077	\$ 11,411	\$ 32,651	\$ 32,651	\$ 32,651	\$ 32,651	\$ 32,651	\$ 32,651	\$ 32,651
Salter Truck	\$ 10,296	\$ 10,811	\$ 11,352	\$ 13,585	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870
Sidewalk Machine	\$ 7,692	\$ 8,077	\$ 8,481	\$ 8,905	\$ 9,350	\$ 13,239	\$ 37,881	\$ 37,881	\$ 37,881	\$ 37,881
Fuel	\$ 15,375	\$ 15,759	\$ 16,153	\$ 16,557	\$ 16,971	\$ 17,395	\$ 17,830	\$ 18,276	\$ 18,733	\$ 19,201
Insurance	\$ 7,585	\$ 7,775	\$ 7,969	\$ 8,168	\$ 8,372	\$ 8,582	\$ 8,796	\$ 9,016	\$ 9,242	\$ 9,473
Plate Registration	\$ 3,895	\$ 3,992	\$ 4,092	\$ 4,194	\$ 4,299	\$ 4,407	\$ 4,517	\$ 4,630	\$ 4,746	\$ 4,864
MM Registration	\$ 5,125	\$ 5,253	\$ 5,384	\$ 5,519	\$ 5,657	\$ 5,798	\$ 5,943	\$ 6,092	\$ 6,244	\$ 6,400
Snow Haul, Equipment Rental	\$ 10,250	\$ 10,506	\$ 10,769	\$ 11,038	\$ 11,314	\$ 11,597	\$ 11,887	\$ 12,184	\$ 12,489	\$ 12,801
Plow Blades	\$ 12,300	\$ 12,608	\$ 12,923	\$ 13,246	\$ 13,577	\$ 13,916	\$ 14,264	\$ 14,621	\$ 14,986	\$ 15,361
Parks Skilled Labourer	\$ 24,600	\$ 25,215	\$ 25,845	\$ 26,492	\$ 27,154	\$ 27,833	\$ 28,528	\$ 29,242	\$ 29,973	\$ 30,722
	\$ 248,674	\$ 294,752	\$ 342,410	\$ 371,189	\$ 401,923	\$ 410,940	\$ 440,839	\$ 446,228	\$ 451,751	\$ 457,412

Assumptions:

1. Year 1, Y1, is the 2025/26 fiscal year.
2. 2.5% inflation has been added to all costs except for fleet maintenance (5%) and replacement (n/a).
3. Compensation included is 2023/24 numbers adjusted to anticipated 2025/26 salaries.
4. Salt, Sand, Transport included is 2023/24 tonnage at 2024/25 pricing.
5. Fuel spend is 65% of annual usage.
6. Snow Haul, Equipment is 2024/25 budgeted spend.
7. Plow Blades is 2024/25 budgeted spend.
8. Vehicle replacements assume purchase prices as shown in the previous section of this report.

This table suggests that accounting for inflation and vehicle replacement, the costs associated with winter maintenance will increase significantly over the next 10 years.

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Option 2: Streets Contracted

The following table presents anticipated costs over the next 10 years assuming winter maintenance of streets, sidewalks, and parking lots is partially outsourced by way of a contracted service (e.g. sanding, salting, and snow removal on streets by a contracted service; parking lots and sidewalks performed using town assets and staff):

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Winter Maintenance (Streets Contracted)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Compensation	\$ 40,990	\$ 42,015	\$ 43,066	\$ 44,142	\$ 45,246	\$ 46,377	\$ 47,536	\$ 48,725	\$ 49,943	\$ 51,191
Salt, Sand, Transport	\$ 17,408	\$ 17,843	\$ 18,289	\$ 18,746	\$ 19,215	\$ 19,695	\$ 20,187	\$ 20,692	\$ 21,209	\$ 21,740
2005 INTL Plow Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2008 INTL Plow Truck	\$ 12,303	\$ 13,585	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870
Sidewalk Machine	\$ 7,692	\$ 8,077	\$ 11,411	\$ 32,651	\$ 32,651	\$ 32,651	\$ 32,651	\$ 32,651	\$ 32,651	\$ 32,651
Salter Truck	\$ 10,296	\$ 10,811	\$ 11,352	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalk Machine	\$ 7,692	\$ 8,077	\$ 8,481	\$ 8,905	\$ 9,350	\$ 13,239	\$ 37,881	\$ 37,881	\$ 37,881	\$ 37,881
Fuel	\$ 7,175	\$ 7,354	\$ 7,538	\$ 7,727	\$ 7,920	\$ 8,118	\$ 8,321	\$ 8,529	\$ 8,742	\$ 8,961
Insurance	\$ 2,173	\$ 2,227	\$ 2,283	\$ 1,755	\$ 1,799	\$ 1,844	\$ 1,890	\$ 1,937	\$ 1,986	\$ 2,035
Plate Registration	\$ 3,116	\$ 3,194	\$ 3,274	\$ 2,517	\$ 2,580	\$ 2,644	\$ 2,710	\$ 2,778	\$ 2,848	\$ 2,919
MM Registration	\$ 3,280	\$ 3,362	\$ 3,446	\$ 2,649	\$ 2,715	\$ 2,783	\$ 2,853	\$ 2,924	\$ 2,997	\$ 3,072
Snow Haul, Equipment Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plow Blades	\$ 4,100	\$ 4,203	\$ 4,308	\$ 4,415	\$ 4,526	\$ 4,639	\$ 4,755	\$ 4,874	\$ 4,995	\$ 5,120
Parks Skilled Labourer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$116,225	\$120,748	\$152,316	\$162,377	\$164,871	\$170,860	\$197,655	\$199,861	\$202,122	\$204,440
Contracted Service	\$175,000	\$179,375	\$183,859	\$188,456	\$193,167	\$197,996	\$202,946	\$208,020	\$213,221	\$218,551
	\$291,225	\$300,123	\$336,176	\$350,833	\$358,038	\$368,857	\$400,601	\$407,881	\$415,343	\$422,991

Assumptions:

1. Year 1, Y1, is the 2025/26 fiscal year.
2. 2.5% inflation has been added to all costs except for fleet maintenance (5%) and replacement (n/a).
3. Compensation included is 33% of 2023/24 numbers adjusted to anticipated 2025/26 salaries.
4. Salt, Sand, Transport included is 33% of 2023/24 tonnage at 2024/25 pricing.
5. Fuel spend is 50% of predicted winter usage.
6. Snow Haul, Equipment is 2024/25 budgeted spend.
7. Plow Blades is 33% of 2024/25 budgeted spend.
8. Vehicle replacements assume no plow trucks are purchased, but one F550 equivalent with dump body is purchased in place.
9. Contracted services for \$175,000 per year, with a 2.5% price increase every year.

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Option 3: Streets, Sidewalks, Parking Lots Contracted

The following table presents anticipated costs over the next 10 years assuming winter maintenance of streets, sidewalks, and parking lots is outsourced by way of a contracted service (e.g. sanding, salting, and snow removal on street, parking lots, and sidewalks by a contracted service):

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Winter Maintenance (All Contracted)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Compensation	\$ 28,356	\$ 29,065	\$ 29,792	\$ 30,537	\$ 31,300	\$ 32,083	\$ 32,885	\$ 33,707	\$ 34,549	\$ 35,413
Salt, Sand, Transport	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2005 INTL Plow Truck	\$ 17,379	\$ 18,247	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2008 INTL Plow Truck	\$ -	\$ -	\$ 13,585	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870	\$ 38,870
Sdewalk Machine	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Salter Truck	\$ 7,722	\$ 8,108	\$ 8,514	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sdewalk Machine	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fuel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 1,794	\$ 1,839	\$ 1,885	\$ 966	\$ 990	\$ 1,015	\$ 1,040	\$ 1,066	\$ 1,093	\$ 1,120
Plate Registration	\$ 1,558	\$ 1,597	\$ 1,637	\$ 839	\$ 860	\$ 881	\$ 903	\$ 926	\$ 949	\$ 973
MM Registration	\$ 1,025	\$ 1,051	\$ 1,077	\$ 552	\$ 566	\$ 580	\$ 594	\$ 609	\$ 624	\$ 640
Snow Haul, Equipment Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plow Blades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Skilled Labourer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 57,834	\$ 59,907	\$ 56,489	\$ 71,763	\$ 72,586	\$ 73,429	\$ 74,293	\$ 75,178	\$ 76,086	\$ 77,016
Contracted Service	\$ 225,000	\$ 230,625	\$ 236,391	\$ 242,300	\$ 248,358	\$ 254,567	\$ 260,931	\$ 267,454	\$ 274,141	\$ 280,994
	\$ 282,834	\$ 290,532	\$ 292,880	\$ 314,064	\$ 320,944	\$ 327,995	\$ 335,224	\$ 342,632	\$ 350,226	\$ 358,010

Assumptions:

1. Year 1, Y1, is the 2025/26 fiscal year.
2. 2.5% inflation has been added to all costs except for fleet maintenance (5%) and replacement (n/a).
3. Vehicle maintenance costs have been excluded but should be expected to increase year-on-year as vehicles age.
4. Compensation included is regular salary for the existing staff count adjusted to anticipated 2025/26 salaries.
5. Fleet replacements assume one F550 multi-hook style with dump body is purchased in place.
6. Contracted services for \$225,000 per year, with a 2.5% price increase every year.

This table suggests a smaller increase in winter maintenance over the 10 year period, with stabilized costs.

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A graphic comparison of the three options presented above is included below.

