



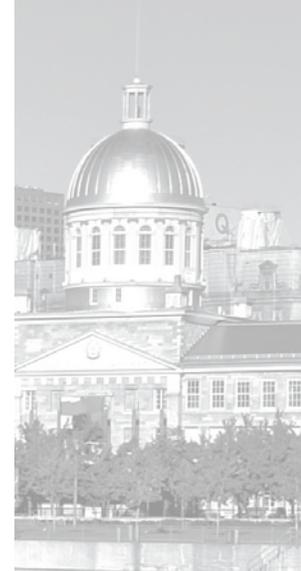
# **Report of the Auditor General of the Ville de Montréal to the City Council and to the Urban Agglomeration Council**

For the Year Ended December 31, 2013

Amended - September 2014

## **Snow Clearing Contracts Awarded from 2005 to 2013**

# 5.11





## Table of Contents

1. Introduction .....	487
2. Purpose and Scope of the Audit .....	488
3. Summary of Findings .....	489
3.1. Ville de Montréal.....	489
3.2. Boroughs .....	493
4. Detailed Findings and Recommendations .....	495
4.1. Ville de Montréal.....	498
4.2. Boroughs .....	525
5. General Conclusion .....	529
6. Appendices .....	531
6.1. Snow Clearing Contracts in Force from 2005 to 2013, by Company.....	531
6.2. Snow Clearing Equipment Rental Contracts (With or Without Operators) in Force from 2005 to 2013, by Company .....	532
6.3. Snow Loading Contracts in Force from 2005 to 2013, by Company .....	534
6.4. Snow Disposal Contracts in Force from 2005 to 2013, by Company .....	535
6.5. Distribution of the 37 Companies that were Awarded Contracts by at Least One Borough on a Regular Basis (yearly) from 2005 to 2013 .....	536
6.6. Contracts Covering All Snow Clearing Operations in Force from 2005 to 2013, by Borough .....	537
6.7. Snow Clearing Contracts in Force from 2005 to 2013, by Borough .....	538
6.8. Snow Clearing Equipment Rental Contracts (With or Without Operators) in Force from 2005 to 2013, by Borough .....	539
6.9. Snow Loading Contracts in Force from 2005 to 2013, by Borough.....	540
6.10. Snow Disposal Contracts in Force from 2005 to 2013, by Borough.....	541
6.11. Map Showing the Concentration of Contracts by Borough from 2005 to 2013 – Snow Clearing Operations.....	542

6.12. Map Showing the Concentration of Contracts by Borough from 2005 to  
2013 – Snow Clearing Equipment Rentals (With or Without Operators),  
Snow Loading and Snow Disposal Operations ..... 543

## List of Acronyms

CDN–NDG	Côte-des-Neiges–Notre-Dame-de-Grâce	RENA	Registre des entreprises non admissibles aux contrats publics
CTA	<i>Cities and Towns Act</i>	SÉAO	Système électronique d'appel d'offres
EPIM	Escouade de protection de l'intégrité municipale	SPVM	Service de police de la Ville de Montréal
MHM	Mercier–Hochelaga-Maisonneuve	UPAC	Unité permanente anticorruption
RDP–PAT	Rivière-des-Prairies–Pointe-aux-Trembles		



## 5.11. Snow Clearing Contracts Awarded from 2005 to 2013

### 1. Introduction

For Québec municipalities, winter snowfalls represent a significant challenge. Snow clearing operations must be conducted promptly to keep streets safe for both motorists and pedestrians as well as to enable access to emergency services, the public transit system, hospitals and schools. On the territory of Ville de Montréal (the city), snow must be cleared from close to 10,000 km of roadways and sidewalks and operations unfold in four main steps, namely:

- spreading of melters (e.g., road salt) and abrasives (e.g., sand and crushed stone) on streets and sidewalks;
- clearing of the snow by plowing it to the sides of the streets and sidewalks;
- loading (or removal) of the snow by picking up the snow plowed to the sides of the streets and sidewalks. Snow is generally picked up on the Montréal road network, but it may also be blown onto lots or plowed to the sides of streets;
- loading and disposal of the snow at one of 28 elimination sites<sup>1</sup> located on the city's territory.

Under the *Municipal Powers Act*,<sup>2</sup> the city “has jurisdiction over public roads that are not under the authority of the Government of Québec or the Government of Canada.”

In accordance with the *Charter of Ville de Montréal*<sup>3</sup> (the Charter), the city council adopted a regulation<sup>4</sup> in 2001 to determine the roads over which the city had jurisdiction, i.e., those making up the arterial and local road systems.

With respect to the local road system, Section 142 of the Charter stipulates that the borough council exercises, in respect of the streets and roads under its responsibility, the jurisdictions of the city as regards roads (including maintenance), traffic signs and signals, the control of traffic and parking.

---

<sup>1</sup> Disposal consists of taking the snow to one of the sites where it will be dumped into the sewer system and left to melt before the resulting water is naturally directed to the wastewater treatment plant (16 sewer chutes), or packed until it melts in the spring (11 surface snow dumps plus an abandoned quarry [Saint-Michel]).

<sup>2</sup> RSQ, chapter C-47.1, Section 66.

<sup>3</sup> RSQ, chapter C-11.4, Section 105.

<sup>4</sup> *Règlement identifiant les réseaux de voirie artérielle et locale (02-003)*, city council, adopted on December 20, 2001.

Furthermore, a regulation<sup>5</sup> adopted by the city council delegated maintenance activities on the arterial road system to each borough council. Such activities included clearing snow from streets, sidewalks and public places as well operational activities on snow elimination sites (e.g., elimination operations per se, preparatory work on elimination sites before winter or between loads, cleanup work on elimination sites as well as site surveillance).

For this reason, when exercising their powers, city boroughs are responsible for planning and organizing snow removal operations on their respective territories' arterial and local road systems. As appropriate, these activities may be carried out internally, under contract by private contractors or according to a combination of both operating modes<sup>6</sup>.

Thus, given the revelations regarding the awarding of infrastructure construction contracts, and with the goal of providing authorities with information on the rules and practices that characterize the snow clearing industry, we decided to undertake this audit in order to paint a complete picture of the situation (e.g., the number and value of contracts awarded, information on the contracting companies).

## 2. Purpose and Scope of the Audit

The purpose of the audit was to identify the number and amounts of the contracts covering all snow clearing operations that were awarded by the city's 19 boroughs to various private companies and that were in force for the period from 2005 to 2013. More specifically, our audit essentially focussed on searching for contracts pertaining to the four snow clearing activity sectors: snow clearing, rental of equipment required to carry out these operations, transportation of the snow to the elimination sites and snow disposal operations. However, it must be pointed out that this audit does not cover contracts pertaining to towing operations or the purchase of melters and abrasives. Also, unless the data was explicitly provided to us by certain boroughs, we did not verify private contracts or costs pertaining to the issuance of tooling vouchers.<sup>7</sup> We also sought to ensure that there was open competition between contractors so as to enable the city to obtain the best prices. We set out simultaneously to

---

<sup>5</sup> *Règlement du conseil de la Ville sur la délégation de certains pouvoirs relatifs au réseau de voirie artérielle aux conseils d'arrondissement (08-055)*, city council, adopted on December 15, 2008, Section 2.

<sup>6</sup> Note that boroughs combine these two methods of operation, with the exception of Outremont borough, which contracts out all its work.

<sup>7</sup> Definition: System implemented and managed by the Direction du matériel roulant et des ateliers municipaux, reporting at the time to the Service de concertation des arrondissements et des ressources matérielles, through which the boroughs may lease machinery with or without operators to meet their ad hoc needs. Private contracts are then awarded to these contractors.

ensure that the awarding of these contracts complied with existing laws, regulations, frameworks and processes in force at the city.

While our audit dealt primarily with the years 2005 to 2013 inclusively, it also took into account information initially provided up to January 2014. For some aspects, data from prior years was also taken into consideration. As well, following the tabling of the annual report in June 2014 and comments gathered from members of the Standing Committee on Finance and Administration, the Bureau du vérificateur général reviewed data compiled on the amounts of the contracts for snow clearing operations that were awarded by all the city's boroughs from 2005 to 2013. It should be noted that this review became necessary primarily as a result of the provision by the boroughs, up to September 2014, of additional decision-making summaries related to the awarding of contracts that were not initially divulged at the time of the audit.

### 3. Summary of Findings

Our audit identified sectors that required improvements. Sections 3.1 and 3.2 below summarize the overall findings for the city and the boroughs.

#### 3.1. Ville de Montréal

With respect to the contracts awarded by the city's 19 boroughs for snow clearing operations, we note the following facts:

- A total of 167 companies were awarded contracts by the boroughs. Said contracts were in force during the period covered by this audit (2005–2013) and covered the four snow clearing activity sectors, i.e., snow clearing, snow clearing equipment rentals (with or without operators), snow loading and snow disposal operations. Note that some of these companies may be identified in more than one activity sector at once.<sup>8</sup> For each of the four activity sectors covered by the scope of our audit, we note the following facts:
  - Snow clearing:
    - A total of 54 companies were awarded contracts totalling \$326.3 million, i.e., 62% (\$326.3 million/\$528.0 million) of the total amount of the contracts in force during the period audited within all of the boroughs. Of these companies, 27 were

---

<sup>8</sup> More specifically, three companies are active in three of the four snow clearing activity sectors, whereas 18 companies are engaged in two of the four sectors. Detailed information on these companies is presented in Table 16 of this audit report.

awarded contracts on a regular basis over the course of the nine<sup>9</sup> years of the audit period, whereas they obtained 85.7% (\$279.7 million/\$326.3 million) of the total amount of the snow clearing contracts awarded by the boroughs. Nine of these 27 companies individually obtained, over the course of our reference period, contracts representing a cumulative amount of more than \$10 million, for an overall amount of \$175.7 million (out of \$326.3 million), i.e., 53.8% of snow clearing contracts awarded. Two of these nine main companies obtained 100% of the contracts that were awarded to them by a single city borough. Furthermore, of these nine companies, seven share the borough markets with competitors (refer to Tables 1, 2, 3 and 4 as well as Appendix 6.1);

- Three companies that are active in the sector of activity obtained 100% of the contracts awarded by a single borough during the nine years of the audit period, i.e.:
  - Les Entreprises Michaudville inc. in the Le Plateau-Mont-Royal borough,
  - Environnement Routier NRJ inc. in the Outremont borough,
  - Les Pavages D'Amour inc. in the Pierrefonds-Roxboro borough;
- One company was awarded between 80% and 99% of contracts by a single borough (2005–2013), i.e.:
  - Déneigement Moderne inc. in the Mercier–Hochelaga-Maisonneuve (MHM) borough (2006–2013);
- Four companies were awarded between 50% and 79% of contracts by a single borough in the last eight or nine years of the period audited, i.e.:
  - Les Entreprises PM Pavages inc. in the Anjou borough (2006–2013),
  - Les Entreprises Canbec Construction inc. in the Saint-Laurent borough (2005–2013),
  - Transport Rosemont inc. in the Rosemont–La Petite-Patrie borough (2005–2013),
  - C.M.S. Entrepreneurs Généraux inc. in the Côte-des-Neiges–Notre-Dame-de-Grâce borough (2005–2013).
- Snow clearing equipment rentals (with or without operators):
  - A total of 92 companies were awarded contracts for snow clearing equipment rentals (with or without operators) representing a total amount of \$64.3 million, i.e., 12% (\$64.3 million/\$528.0 million) of the total amount of the contracts in force during the period audited within all of the boroughs. Of this group, 12 companies stood out, as they were awarded—during the audit period—contracts totalling \$41.9 million, i.e., 65% (\$41.9 million/\$64.3 million) of the total amount of the

---

<sup>9</sup> Out of the 27 companies, 18 were awarded contracts during the nine years of the period audited, whereas the 9 others were awarded contracts during eight of the nine years.

- contracts awarded for this sector of activity. These companies are present in 17 boroughs where they share the market with competitors, with the exception of four of these 12 companies that are each present in a single borough (refer to Tables 1, 7, 8 as well as Appendix 6.2);
- No company in this sector of activity was awarded either 100% or 80% to 99% of the contracts in force during the nine years of the period audited, by a single borough;
  - One company in this sector of activity was awarded 50% to 79% of the contracts in force during the nine years of the period audited, by one borough, i.e.:
    - Les Entrepreneurs Chomedey inc. in the Rivière-des-Prairies–Pointe-aux-Trembles (RDP–PAT) borough (2005–2013);
- Snow loading:
- A total of 27 companies and four groups consisting of various transport firms were awarded contracts to load snow and transport it to the snow elimination sites. We reviewed contracts totalling \$103.3 million, i.e., 20% (\$103.3 million/\$528.0 million) of the total amount of the contracts awarded by the boroughs for all snow clearing operations. Of this group, seven companies individually obtained contracts in force from 2005 to 2013 representing a cumulative amount of more than \$3 million for a total of \$61.3 million, i.e., 59% (\$61.3 million/\$103.3 million) of the total spent by the boroughs to have snow loaded. One company in this group (Transvrac Montréal - Laval inc.) is present in 10 boroughs and dominates this activity sector with contracts totalling \$33.8 million during the period audited. However, it must be noted that this company is eligible for the exception set out in Section 573.3 of the *Cities and Towns Act*<sup>10</sup> (CTA), which authorizes boroughs to award private contracts (refer to Tables 1, 10 and 11 as well as Appendix 6.3);
  - On the territory of the LaSalle borough, Transvrac Montréal - Laval inc.<sup>11</sup> was awarded 100% of the contracts in force from 2005 to 2013;
  - One company obtained between 80% and 99% of the contracts awarded by a single borough for this activity sector between 2005 and 2013, i.e.:
    - Transporteur en vrac St-Hyacinthe inc. in the Villeray–Saint-Michel–Parc-Extension borough;

---

<sup>10</sup> RSQ, chapter C-19.

<sup>11</sup> This is a transport brokering company to which boroughs may award private contracts by virtue of an exception to the rules for the awarding of contracts set out in the CTA.

- Two companies were awarded between 50% and 79% of the contracts awarded by a single borough between 2005 and 2013, i.e.:
  - Gestion Yvan Pion inc. in the Ahuntsic-Cartierville borough,
  - DF Transport en vrac SNC in the Ville-Marie borough.
- Snow disposal operations:
  - Fourteen companies were awarded snow disposal contracts totalling \$34.1 million, i.e., 6% (\$34.1 million/\$528.0 million) of the total amount of the contracts awarded by the boroughs for all snow clearing operations. Five companies stand out in this group: they obtained 92% (\$31.3 million/\$34.1 million) of the total amount of the contracts awarded to the 14 companies that share this sector of activity. More specifically, one of these five companies (Gaston Contant inc.)—which dominates this sector of activity with contracts totalling \$16.2 million during the audit period—is present in four boroughs (refer to Tables 1, 13, 14 and 15 as well as Appendix 6.4);
  - One of the companies engaged in this sector of activity obtained alone 100% of the contracts awarded by a single borough between 2005 and 2013, i.e.:
    - Gaston Contant inc. in the Anjou borough;
  - Two companies obtained between 80% and 99% of the snow disposal contracts awarded by a single borough in the eight or nine last years of the period audited, i.e.:
    - Gaston Contant inc. in the Saint-Léonard borough (2006–2013),
    - Construction DJL inc. in Le Sud-Ouest borough (2005–2013);
  - In this sector of activity, no company obtained between 50% and 79% of the contracts awarded by a single borough during the last eight or nine years of the audit period.
- A total of 37 companies among the 167 identified during our audit were awarded contracts by at least one borough on a regular basis from 2005 to 2013, i.e. yearly (refer to Appendix 6.5). More specifically, we note the following:
  - With respect to snow clearing contracts:
    - In 11<sup>12</sup> boroughs, the same 15 companies were awarded contracts;
    - Three of these 15 companies were awarded 100% of the contracts for this period, by three boroughs: Outremont, Pierrefonds-Roxboro and Le Plateau-Mont-Royal.
  - With respect to snow clearing equipment rental contracts (with or without operators):
    - In five<sup>13</sup> boroughs, the same 18 contracts were awarded contracts;

---

<sup>12</sup> The 11 boroughs are: Ahuntsic-Cartierville, Anjou, CDN-NDG, Lachine, Outremont, Pierrefonds-Roxboro, Le Plateau-Mont-Royal, RDP-PAT, Rosemont-La Petite-Patrie, Saint-Laurent and Saint-Léonard.

<sup>13</sup> The five boroughs are: Anjou, LaSalle, RDP-PAT, Saint-Laurent and Verdun.

- The Saint-Laurent borough awarded contracts to 11 companies out of these 18, whereas the LaSalle borough awarded contracts to three of these 18 companies;
- The Anjou and Verdun boroughs respectively awarded contracts to the same two companies. However, it should be noted that the companies varied from one borough to the other.
- With respect to snow loading contracts:
  - In four<sup>14</sup> boroughs, the same four companies were awarded contracts. However, it should be noted this group of four companies includes a transportation broker (Transvrac Montréal - Laval inc.) to which the boroughs may award private contracts by virtue of an exception to the rules for awarding contracts set out in the CTA. Apart from Transvrac Montréal - Laval inc., which was awarded 100% of the contracts, another company obtained 87% of the contracts during the same reference period.
- Finally, with respect to snow disposal contracts:
  - In two<sup>15</sup> boroughs, the same two companies were awarded contracts;
  - One of the two companies obtained 100% of the contracts awarded by Anjou borough, while the other obtained 99% of the contracts awarded by Le Sud-Ouest borough.

### 3.2. Boroughs

For the audit period, we reviewed all of the decision-making summaries to conduct our analysis and compile the contracts pertaining to snow clearing operations<sup>16</sup> and made the following findings<sup>17</sup>:

- Decision-making summaries were sometimes mute about not insignificant price differences (more than 15%) between the first and second lowest compliant bidder. Our review identified the following price differences:
  - between 16% and 204% for snow clearing tenders;
  - between 16% and 74% for snow loading tenders;
  - between 16% and 98% for snow disposal tenders.
- In the case of 8<sup>18</sup> of the 19 boroughs, decision-making summaries did not always provide an explanation for the choice of successful bidder, especially when the company was the

<sup>14</sup> The four boroughs are: Ahuntsic-Cartierville, LaSalle, Ville-Marie and Villeray–Saint-Michel–Parc-Extension.

<sup>15</sup> The two boroughs are: Anjou and Le Sud-Ouest.

<sup>16</sup> More specifically, these are contracts pertaining to the four sectors of activity, i.e., snow clearing, rental of snow clearing equipment (with or without operators), snow loading and snow disposal operations.

<sup>17</sup> Note that the data in section 3.2 is the same as shown in the 2013 annual report; it was not updated in September 2014.

<sup>18</sup> The eight boroughs are: Ahuntsic-Cartierville, Anjou, Côte-des-Neiges–Notre-Dame-de-Grâce (CDN-NDG), Lachine, LaSalle, Le Plateau-Mont-Royal, Saint-Laurent and Ville-Marie.

only tenderer to submit a compliant bid although several other companies had obtained the call for tenders documents.

- In the case of 8<sup>19</sup> of the 19 boroughs, decision-making summaries did not always provide an explanation for the choice of successful bidder, especially when the company was the only tenderer to submit a compliant bid although a limited number of companies (three or fewer) had obtained the call for tenders documents.
- In the case of 17<sup>20</sup> of the 19 boroughs, decision-making summaries did not explicitly document the justification for the choice of the successful bidder although a limited number of companies (two to three) had submitted a bid.
- In the case of 2<sup>21</sup> of the 19 boroughs, the decision-making summary did not always sufficiently document the reason that the bids received were non-compliant; only the mention “non-compliant bid” was sometimes indicated.
- In the case of 3<sup>22</sup> of the 19 boroughs, the decision-making summary did not explicitly document the justification for the choice of the successful tenderer that had not submitted the lowest bid.
- In the case of 14<sup>23</sup> of the 19 boroughs, the decision-making summaries that were prepared did not always mention the companies that withdrew the call for tenders documents.
- In the case of 4<sup>24</sup> of the 19 boroughs, we noted that related companies submitted simultaneous bids.
- In the case of one<sup>25</sup> borough, exercising of the renewal option provided for in the contracts was not necessarily endorsed by a borough council resolution.
- The bid analysis data used to document the recommendation of the choice of successful bidder was occasionally brief and varied from one borough to another, thus making comparisons difficult. The indicators generally used for comparative purposes are:
  - total cost with and without taxes;
  - annual cost with and without taxes;
  - the unit cost per linear metre, cubic metre or metric tonne;
  - inclusion or exclusion of the consumer price index (CPI) and transportation price index (TPI).

---

<sup>19</sup> The eight boroughs are: Anjou, CDN–NDG, MHM, Le Plateau-Mont-Royal, Rosemont–La Petite-Patrie, Saint-Léonard, Ville-Marie and Villeray–Saint-Michel–Parc-Extension.

<sup>20</sup> The 17 boroughs are: Ahuntsic-Cartierville, Anjou, CDN–NDG, L’Île-Bizard–Sainte-Geneviève, Lachine, MHM, Montréal-Nord, Outremont, Pierrefonds-Roxboro, Le Plateau-Mont-Royal, RDP–PAT, Rosemont–La Petite-Patrie, Saint-Laurent, Saint-Léonard, Le Sud-Ouest, Ville-Marie and Villeray–Saint-Michel–Parc-Extension.

<sup>21</sup> The two boroughs are: Saint-Léonard and Ville-Marie.

<sup>22</sup> The three boroughs are: Ahuntsic-Cartierville, Anjou and Le Sud-Ouest.

<sup>23</sup> The 14 boroughs are: Ahuntsic-Cartierville, CDN–NDG, L’Île-Bizard–Sainte-Geneviève, Lachine, MHM, Outremont, Pierrefonds-Roxboro, Le Plateau-Mont-Royal, RDP–PAT, Rosemont–La Petite-Patrie, Saint-Léonard, Le Sud-Ouest, Ville-Marie and Villeray–Saint-Michel–Parc-Extension.

<sup>24</sup> The four boroughs are: Ahuntsic-Cartierville, MHM, Saint-Léonard and Le Sud-Ouest.

<sup>25</sup> The Lachine borough.

- A certain number of these contracts were transferred to other companies, a practice that risks encouraging tacit collusion between the contractors.

#### 4. Detailed Findings and Recommendations

During the audited period from 2005 to 2013 inclusively, 545 contracts were awarded to 167 specialized companies and in force in the city's 19 boroughs for all snow clearing operations<sup>26</sup> on their respective territory. The awarding of these contracts followed the issuing of 335 public calls for tenders.

It should be noted that, until the end of 2011, the call for tenders process for the awarding of contracts in the boroughs was completely under the boroughs' jurisdiction. Beginning on January 1, 2012, however, in the wake of the adoption by the urban agglomeration council of Ville de Montréal's new purchasing policy on October 27, 2011, and of a new business model for "municipal procurement", the Direction de l'approvisionnement<sup>27</sup> was mandated for a period of two years<sup>28</sup> to assume leadership in calling for tenders for the awarding of contracts for all the city's business units. Under the new operating procedure, the boroughs remain responsible for preparing the call for tenders documents, which must then be sent to the Direction de l'approvisionnement for compliance review and approval. Subsequently, the entire call for tenders process is carried out by the Direction de l'approvisionnement (e.g., publication of the tender notice, publication of addenda, analysis of the bids received.) The borough council ultimately remains responsible for approving the contracts. The implementation of a common procurement framework for all of the city's business units enables the units to take full advantage of their purchasing power by harmonizing their business practices to deal consistently with suppliers with whom they do business.

It should be noted as well that a good number of these contracts were awarded at a time when new administrative and legislative measures came into effect to tighten the rules for awarding contracts, especially in the final four years of the audited period. The following measures are cited as examples:

- The coming into effect on March 1, 2010, of Bill 76 *"An Act to amend various legislative provisions principally with regard to the awarding process for contracts made by municipal*

---

<sup>26</sup> We point out that, for the purposes of our audit, these activities pertaining to snow clearing operations are limited to clearing the snow from streets and sidewalks, loading and transporting the snow, renting snow clearing equipment (with or without operators) in support of internal operations and operating snow dumps and sewer chutes. Our audit did not cover contracts pertaining to towing operations during snow clearing as well as those pertaining to the purchase of melters (road salt) and abrasives.

<sup>27</sup> At the time of our audit, the Direction de l'approvisionnement reported to the Service de concertation des arrondissements et des ressources matérielles.

<sup>28</sup> On December 16, 2013, city council approved a five-year extension of this operating procedure beginning on January 1, 2014.

*bodies*”,<sup>29</sup> which resulted in the adoption by the city of its contract management policy in December 2010 (and revised in 2012 and 2013). This policy sets out measures aimed, among other things, at countering bid rigging and encouraging compliance with the *Lobbying Transparency and Ethics Act*,<sup>30</sup> preventing acts of intimidation, influence peddling, corruption and conflicts of interest, and providing a framework for decisions authorizing amendments to a contract. The legislative measures set out in Bill 76 also prohibit, among other things, revealing, before the opening of tenders, any information that may be used to determine the number or the identity of the persons who have submitted a tender or requested a copy of the call for tenders, and requires municipal bodies to publish in the Système électronique d’appel d’offres (SÉAO) a list of the contracts that involve an expenditure of \$25,000 or more, as well as to establish an estimate of the price of a contract involving an expenditure of \$100,000 or more before any tenders are opened or the contract is entered into.

- The creation of the Registre des entreprises non admissibles aux contrats publics (RENA) in June 1, 2012, which is one of the measures adopted by the provincial legislator to ensure the ethical conduct of business enterprises wishing to enter into public contracts. RENA records the name of businesses that have committed an offence pursuant to a court ruling on an act or a regulation under the *Act respecting contracting by public bodies*,<sup>31</sup> in particular the Criminal Code and the *Income Tax Act*.<sup>32</sup> Businesses that are listed in the RENA cannot be awarded a public contract or a public subcontract or seek to enter into a contract in the course of its execution, for a maximum of five years.
- The coming into effect of the *Integrity in Public Contracts Act*<sup>33</sup> on December 7, 2012, which requires businesses who wish to enter into a contract with a public agency or municipality to have prior authorization from the Autorité des marchés financiers (AMF).
- The announcement by the municipal administration on January 11, 2013, of the creation of the Escouade de protection de l’intégrité municipale (EPIM), which reports to the Service de police de la Ville de Montréal (SPVM). The EPIM’s mandate is to protect the administrative integrity of the city, in particular with regard to the municipal tendering process, by dealing with information obtained especially of a criminal nature and by introducing prevention and detection mechanisms for schemes and ploys that sully the contract tendering process. It should be noted that, in December 2013, the EPIM was integrated into the Unité permanente anticorruption (UPAC), which reports to Québec’s Public Safety Minister.

---

<sup>29</sup> LQ, 2010, chapter 1.

<sup>30</sup> RSQ, chapter T-11.011.

<sup>31</sup> RSQ, chapter C-65.1.

<sup>32</sup> RSC (1985), chapter 1 (5th suppl.).

<sup>33</sup> LQ, 2012, chapter 25.

It was against this evolving administrative and legislative background, therefore, that the contracts in force for the period from 2005 to 2013 were awarded by the 19 city boroughs for all snow clearing operations on their respective territory.

In order to draw as comprehensive a picture as possible, we began by asking the 19 boroughs to identify and send us all the relevant documentation that dealt specifically with contracts for snow clearing operations, in particular the list of awarded contracts in force between 2005 and 2013 and decision-making summaries, as well as the call for tenders documents related to each of these contracts.

To ensure that we had all the documents originally requested from the boroughs, we then examined the minutes of each borough's council meetings and the public contracts that were entered in SÉAO for these same years, and conducted a search through the city's decision-making record management system (GDD). It should be noted that, in order to identify previously awarded contracts that were still in force for a period that sometimes extended to 2008, a year that fell within our audit, we sometimes needed to expand our documentary search to the years 2002 to 2004. This was the case for five-year contracts and contracts that had been extended. Following a second request to the boroughs in summer 2014, we received additional decision-making summaries and made the necessary adjustments to the tables, as well as to the appendices. These adjustments were validated by the boroughs concerned.

Before proceeding, we wish to issue the following caveats regarding the scope and results of our audit as presented in subsequent sections of this report:

- Bearing in mind the searches that we conducted and the additional decision-making summaries that we received, there remains a risk, however slight in our opinion, that the body of contracts<sup>34</sup> in force from 2005 to 2013 is not comprehensive;
- In some cases, the contract amounts shown in the various tables of this report may exclude sales taxes;
- We did not perform any cost trend analysis over time in the same borough or any comparative cost analysis between one borough and another for this activity;
- This audit report does not account for the costs associated with the snow clearing operations carried out internally by the blue collar workers. Consequently, we did not compare the costs of snow clearing operations carried out internally to those carried out by private companies under contract.

---

<sup>34</sup> This refers to contracts for snow clearing, snow clearing equipment rentals (with or without operators), snow loading and snow disposal operations.

Having issued this clarification, the following sections of this report will now present our findings regarding, on the one hand, the overall situation with respect to the contracts in force during the audited period for snow clearing operations in all the city's boroughs and, on the other hand, the analysis of bids received and the documentation of decision-making summaries prepared by the boroughs for the awarding of contracts.

## 4.1. Ville de Montréal

### 4.1.1. Sharing of the Snow Clearing “Market”

#### 4.1.1.A. Background and Findings

The contracts pertaining to all of the snow clearing operations within the city's 19 boroughs from 2005 to 2013 inclusively represent costs totalling a little over \$528 million shared by 167 private companies that were awarded a total of 545 contracts. We generally noted that the duration of the contracts awarded usually varied between two and five years.

The market share according to the type of services offered by these companies—for the period comprised between 2005 and 2013 within the city's 19 boroughs—as well as the number and amount of the contracts awarded are presented in Table 1.

**Table 1 – Share of the “Market” per Company Between 2005 and 2013**  
(amounts indicated in thousands of dollars)

Sector of activity	Number of companies	Number of contracts	Amount	Percentage
Snow clearing <sup>[a]</sup>	54	147	\$326,298	62%
Snow clearing equipment rentals (with or without operators) <sup>[b]</sup>	92	282	\$64,280	12%
Snow loading <sup>[c]</sup>	31	90	\$103,276	20%
Snow disposal operations <sup>[d]</sup>	14	26	\$34,146	6%
Adjustment for companies engaged in more than one sector of activity <sup>[e]</sup>	(24)			
<b>Total</b>	<b>167</b>	<b>545</b>	<b>\$528,000</b>	<b>100%</b>

<sup>[a]</sup> Depending on whether or not the boroughs carry out these operations internally, the contracts awarded for the services grouped under “Snow Clearing” may provide for the following operations: spreading of melters or abrasives, plowing of snow to the sides of streets and sidewalks, loading and transportation of snow to snow elimination sites.

<sup>[b]</sup> Certain boroughs may need to rent equipment (with or without operators) as part of their snow clearing operations. The rented equipment includes snow blowers, graders (equipped or not with a side plow), articulated graders, articulated loaders with buckets and backhoes.

<sup>[c]</sup> These contracts are awarded by the boroughs that carry out their snow clearing operations internally but do not dispose of the necessary equipment or operators to load the snow and transport it to the elimination sites.

<sup>[d]</sup> Operations carried out under contract generally consist of piling the snow transported by truck.

<sup>[e]</sup> Certain companies were awarded contracts in more than one sector of activity. Consequently, we subtract first the 18 companies engaged in two sectors and second the three companies engaged in three sectors.

#### **4.1.1.1. Companies Engaged in the Snow Clearing Sector**

For each of the 54 companies to which the 19 boroughs awarded snow clearing contracts, Table 2 illustrates the amount of the contracts awarded over the audit period, each company's share of the market in terms of the total amount of the snow clearing contracts awarded by the borough as well as the number of boroughs in which each company is present.

**Table 2 – Distribution of the Amounts of Snow Clearing Contracts  
Awarded by the 19 Boroughs from 2005 to 2013**  
(amounts indicated in thousands of dollars)

Rank	Company	Amount	% of the sector	Number of boroughs in which the company is present
1	C.M.S. Entrepreneurs Généraux inc.	\$31,365	9.61%	3
2	Transport Rosemont inc.	\$27,957	8.57%	3
3	Environnement Routier NRJ inc.	\$20,376	6.24%	2
4	<b>Déneigement Moderne inc.</b> <sup>[a]</sup>	\$19,958	6.12%	1
5	A & O Gendron inc.	\$19,660	6.03%	3
6	Les Entreprises Michaudville inc.	\$17,829	5.46%	1
7	Les Excavations Payette Itée	\$14,501	4.44%	2
8	Les Entreprises Canbec Construction inc.	\$13,058	4.00%	2
9	Lagacé Transport inc.	\$10,973	3.36%	2
10	Jean-Paul Trahan (1980) Itée	\$9,563	2.93%	2
11	Les Entrepreneurs Bucaro inc.	\$8,667	2.66%	2
12	NMP Golf Construction inc.	\$8,235	2.52%	1
13	J.L. Michon Transports inc.	\$8,184	2.51%	2
14	Pépinère Michel Tanguay inc.	\$7,110	2.18%	3
15	Concorbec inc.	\$6,988	2.14%	1
16	Ramcor Construction inc.	\$6,755	2.07%	1
17	J.M. Gagné inc.	\$6,696	2.05%	2
18	Transport Gilbert Hamelin inc.	\$6,364	1.95%	1
19	Déneigement Nordic (2000) inc.	\$6,058	1.86%	1
20	Construction Bricon Itée	\$5,969	1.83%	1
21	Consortium Transport Rosemont - Gravières de Beauce	\$5,903	1.81%	1
22	9166-6222 Québec inc.	\$5,737	1.76%	1
23	Roxboro Excavation inc.	\$5,602	1.72%	1
24	<b>Les Entreprises T.G.R. inc.</b> <sup>[b]</sup>	\$4,990	1.53%	2
25	P.E.D. Rainville Équipement inc.	\$4,871	1.49%	2
26	Catalogna et Frères Itée	\$4,607	1.41%	1
27	Déneigement Fontaine Gadbois inc.	\$4,094	1.25%	2
28	Les Entrepreneurs Chomedey inc.	\$3,985	1.22%	2
29	Entreprises Ste-Croix inc.	\$3,664	1.12%	1
30	Les Entreprises PM Pavages inc.	\$3,624	1.11%	1
31	<b>Les Transports Marco D'Intino inc.</b> <sup>[c]</sup>	\$3,220	0.99%	1
32	S.E.R. 9197-4220 Québec inc.	\$3,008	0.92%	1
33	Les Pavages D'Amour inc.	\$2,506	0.77%	1
34	Pépinère et Paysagiste Marina inc.	\$2,272	0.70%	1
35	<b>Transport H. Cordeau inc.</b> <sup>[a]</sup>	\$2,037	0.62%	3
36	Marobi inc.	\$1,926	0.59%	1
37	Entreprises Réjean Desgranges inc.	\$1,844	0.57%	1
38	Signalisation Como inc.	\$1,480	0.45%	1
39	<b>Équipements Kanda Itée</b> <sup>[d]</sup>	\$899	0.28%	1
40	<b>Transport DM Choquette inc.</b> <sup>[b]</sup>	\$706	0.22%	1
41	Les entreprises G-L	\$595	0.18%	1
42	Simard-Beaudry inc.	\$411	0.13%	1
43	<b>Ventes d'équipements et encanteurs Kanda Itée</b> <sup>[d]</sup>	\$396	0.12%	1
44	9078-5940 Québec inc.	\$385	0.12%	1
45	<b>Groupe TMD inc. (9150-2732 Québec inc.)</b> <sup>[c]</sup>	\$326	0.10%	1
46	Paysagiste Saro inc.	\$219	0.07%	1
47	Entreprises Vannicola 97 inc.	\$173	0.05%	1
48	R. Racicot Itée	\$167	0.05%	1
49	Paysagiste ML (1999) inc.	\$148	0.05%	1
50	Carlo Caccavelli Paysagement	\$63	0.02%	1
51	J.R.G. Déneigement et Excavation enr.	\$52	0.02%	1
52	Les Contracteurs P.G. inc.	\$49	0.02%	1
53	Les Excavations K. McElligott inc.	\$38	0.01%	1
54	Paradis Vert	\$35	0.00%	1
	<b>Total</b>	<b>\$326,298</b>	<b>100.00%</b>	

[a], [b], [c], [d] Affiliated companies.

In addition to the information provided in Table 2, it must be noted that Appendix 6.1 of this audit report provides a detailed picture of all contracts in force with each of the 54 companies on an annual basis during the audit period comprised from 2005 to 2013 inclusively. Based on our review of the information presented, we note that 27 companies obtained contracts on a regular basis<sup>35</sup> during the audit period, as illustrated in Table 3.

**Table 3 – List of the 27 Companies that Obtained Snow Clearing Contracts on a Regular Basis from 2005 to 2013**  
(amounts indicated in thousands of dollars)

Rank	Company	Amount	Number of boroughs in which the company is present
1	C.M.S. Entrepreneurs Généraux inc.	\$31,365	3
2	Transport Rosemont inc.	\$27,957	3
3	Environnement Routier NRJ inc.	\$20,376	2
4	Déneigement Moderne inc.	\$19,958	1
5	A & O Gendron inc.	\$19,660	3
6	Les Entreprises Michaudville inc.	\$17,829	1
7	Les Excavations Payette ltée	\$14,501	2
8	Les Entreprises Canbec Construction inc.	\$13,058	2
9	Lagacé Transport inc.	\$10,973	2
10	Jean-Paul Trahan (1980) ltée	\$9,563	2
11	Les Entrepreneurs Bucaro inc.	\$8,667	2
12	NMP Golf Construction inc.	\$8,235	1
13	J.L. Michon Transports inc.	\$8,184	2
14	Pépinère Michel Tanguay inc.	\$7,110	3
15	Concorbec inc.	\$6,988	1
16	Ramcor Construction inc.	\$6,755	1
17	Transport Gilbert Hamelin inc.	\$6,364	1
18	Déneigement Nordic (2000) inc.	\$6,058	1
19	9166-6222 Québec inc.	\$5,737	1
20	Roxboro Excavation inc.	\$5,602	1
21	Les Entreprises T.G.R. inc.	\$4,990	2
22	P.E.D. Rainville Équipement inc.	\$4,871	2
23	Catalogna et Frères ltée	\$4,607	1
24	Les Entrepreneurs Chomedey inc.	\$3,985	2
25	Les Entreprises PM Pavages inc.	\$3,624	1
26	Les Pavages D'Amour inc.	\$2,506	1
27	Paysagiste Saro inc.	\$219	1
	<b>Total</b>	<b>\$279,742</b>	

These companies were allocated 85.7% (\$279.7 million/\$326.3 million) of the boroughs' snow clearing budgets. Within this group, nine companies dominate the market and each obtained, over the course of the audit period, contracts of a total amount of more than

<sup>35</sup> More specifically, 18 of the 27 companies were awarded contracts during the nine years of the audit period, whereas the other 9 obtained contracts eight years out of nine.

\$10 million for an overall total of \$175.7 million (out of \$326.3 million), namely 53.8% of the contracts awarded in this sector of activity. These companies are also present on an ongoing basis in 11 boroughs out of 17, seeing as the LaSalle and Verdun boroughs have their snow clearing operations carried out by blue collar workers. Table 4 presents the nine main companies active in this sector in terms of their presence within the boroughs as well as the amount of the contracts they were awarded.

**Table 4 – Presence in the Boroughs  
of the Nine Main Companies that Obtained  
Snow Clearing Contracts from 2005 to 2013  
(amounts indicated in thousands of dollars)**

<b>C.M.S. Entrepreneurs Généraux inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
CDN–NDG <sup>[a]</sup>	\$21,345	68%
Le Sud-Ouest	\$7,920	25%
Rosemont–La Petite-Patrie	\$2,100	7%
<b>Total</b>	<b>\$31,365</b>	<b>100%</b>

<sup>[a]</sup> Côte-des-Neiges–Notre-Dame-de-Grâce.

<b>Transport Rosemont inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Ahuntsic-Cartierville	\$17,038	61%
Rosemont–La Petite-Patrie	\$10,535	38%
Ville-Marie	\$384	1%
<b>Total</b>	<b>\$27,957</b>	<b>100%</b>

<b>Environnement Routier NRJ inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Outremont <sup>[b]</sup>	\$17,185	84%
CDN–NDG	\$3,191	16%
<b>Total</b>	<b>\$20,376</b>	<b>100%</b>

<sup>[b]</sup> This company is the only one that is engaged in this sector of activity on this borough's territory.

<b>Déneigement Moderne inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
MHM <sup>[c]</sup>	\$19,958	100%
<b>Total</b>	<b>\$19,958</b>	<b>100%</b>

<sup>[c]</sup> Two other companies are also present in this sector of activity on this borough's territory.

<b>A &amp; O Gendron inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Villeray–Saint-Michel–Parc-Extension	\$11,095	56%
Ahuntsic-Cartierville	\$7,414	38%
Rosemont–La Petite-Patrie	\$1,151	6%
<b>Total</b>	<b>\$19,660</b>	<b>100%</b>

## 5.11. Snow Clearing Contracts Awarded from 2005 to 2013

<b>Les Entreprises Michaudville inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Le Plateau-Mont-Royal <sup>[d]</sup>	\$17,829	100%
<b>Total</b>	<b>\$17,829</b>	<b>100%</b>

<sup>[d]</sup> This company is the only one that is engaged in this sector of activity on this borough's territory.

<b>Les Excavations Payette Itée</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Léonard	\$10,335	71%
Villeray–Saint-Michel–Parc-Extension	\$4,166	29%
<b>Total</b>	<b>\$14,501</b>	<b>100%</b>

<b>Les Entreprises Canbec Construction inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Laurent	\$6,867	53%
Le Sud-Ouest	\$6,191	47%
<b>Total</b>	<b>\$13,058</b>	<b>100%</b>

<b>Lagacé Transport inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Ville-Marie	\$9,424	86%
Villeray–Saint-Michel–Parc-Extension	\$1,549	14%
<b>Total</b>	<b>\$10,973</b>	<b>100%</b>

<b>Total for these nine companies</b>		
<b>\$175,677</b>		

Within this group, we note that two companies obtained 100% of the contracts that were awarded by a single one of the city's boroughs, i.e.:

- Déneigement Moderne inc. in the MHM borough;
- Les Entreprises Michaudville inc. in Le Plateau-Mont-Royal borough.

With respect to the seven other companies, although they are present in more than one borough (two or three as the case may be), we note overall that they are more present in one borough in particular. Indeed, the percentage of contracts awarded in this dominant borough during the audit period varied between 53% and 86%.

As for the 27 companies remaining among the 54 that are engaged in the snow clearing sector, we note that they were not engaged on a continuous basis during the audit period and received smaller shares of the market. Indeed, these 27 companies obtained 14.3% (\$46.6 million/\$326.3 million) of the total amount of snow clearing contracts awarded during the period covered by our audit from the boroughs. Table 5 indicates the amount of the contracts awarded to these companies that were in force during the audit period.

**Table 5 – List of the 27 Companies that Obtained Snow Clearing Contracts on an Irregular Basis from 2005 to 2013 (amounts indicated in thousands of dollars)**

Rank	Company	Amount	Number of boroughs in which the company is present
1	J.M. Gagné inc.	\$6,696	2
2	Construction Bricon ltée	\$5,969	1
3	Consortium Transport Rosemont - Gravières de Beauce	\$5,903	1
4	Déneigement Fontaine Gadbois inc.	\$4,094	2
5	Entreprises Ste-Croix inc.	\$3,664	1
6	Les Transports Marco D'Intino inc.	\$3,220	1
7	S.E.R. 9197-4220 Québec inc.	\$3,008	1
8	Pépinière et Paysagiste Marina inc.	\$2,272	1
9	Transport H. Cordeau inc.	\$2,037	3
10	Marobi inc.	\$1,926	1
11	Entreprises Réjean Desgranges inc.	\$1,844	1
12	Signalisation Como inc.	\$1,480	1
13	Équipements Kanda ltée	\$899	1
14	Transport DM Choquette inc.	\$706	1
15	Les entreprises G-L	\$595	1
16	Simard-Beaudry inc.	\$411	1
17	Ventes d'équipements et encanteurs Kanda ltée	\$396	1
18	9078-5940 Québec inc.	\$385	1
19	Groupe TMD inc. (9150-2732 Québec inc.)	\$326	1
20	Entreprises Vannicola 97 inc.	\$173	1
21	R. Racicot ltée	\$167	1
22	Paysagiste ML (1999) inc.	\$148	1
23	Carlo Caccavelli Paysagement	\$63	1
24	J.R.G. Déneigement et Excavation enr.	\$52	1
25	Les Contracteurs P.G. inc.	\$49	1
26	Les Excavations K. McElligott inc.	\$38	1
27	Paradis Vert	\$35	1
	<b>Total</b>	<b>\$46,556</b>	

The information collected on these 27 companies also leads us to conclude that, with the exception of three companies—namely J.M. Gagné inc. and Déneigement Fontaine Gadbois inc., which are present in two boroughs, and Transport H. Cordeau inc., which is present in three boroughs,<sup>36</sup> the 24 other companies are each present in only one borough. In the majority of cases, they share the borough market with one or several other companies, as shown in Table 6.

<sup>36</sup> J.M. Gagné inc. and Déneigement Fontaine Gadbois inc.: RDP-PAT and Saint-Léonard boroughs.  
Transport H. Cordeau inc.: MHM, Saint-Léonard and Ville-Marie boroughs.

**Table 6 – Distribution of the 24 Companies that Obtained Snow Clearing Contracts on an Irregular Basis from 2005 to 2013 from a Single Borough (amounts indicated in thousands of dollars)**

	<b>Borough/ Company</b>	<b>Amount</b>
<b>Ahuntsic-Cartierville</b>		
1	Entreprises Ste-Croix inc.	\$3,664
<b>CDN-NDG</b>		
2	Marobi inc.	\$1,926
3	Signalisation Como inc.	\$1,480
4	Transport DM Choquette inc.	\$706
<b>L'Île-Bizard-Sainte-Geneviève</b>		
5	Paysagiste ML (1999) inc.	\$148
6	Paradis Vert	\$35
<b>Lachine</b>		
7	Pépinière et Paysagiste Marina inc.	\$2,272
8	Entreprises Vannicola 97 inc.	\$173
9	Carlo Caccavelli Paysagement	\$63
10	J.R.G. Déneigement et Excavation enr.	\$52
11	Les Contracteurs P.G. inc.	\$49
12	Les Excavations K. McElligott inc.	\$38
<b>Montréal-Nord</b>		
13	Consortium Transport Rosemont - Gravières de Beauce	\$5,903
<b>RDP-PAT</b>		
14	Construction Bricon Itée	\$5,969
<b>Saint-Léonard</b>		
15	Les Transports Marco D'Intino inc.	\$3,220
16	Équipements Kanda Itée	\$899
17	Groupe TMD inc. (9150-2732 Québec inc.)	\$326
18	R. Racicot Itée	\$167
<b>Le Sud-Ouest</b>		
19	S.E.R. 9197-4220 Québec inc.	\$3,008
<b>Ville-Marie</b>		
20	Entreprises Réjean Desgranges inc.	\$1,844
21	Les entreprises G-L	\$595
22	Simard-Beaudry inc.	\$411
23	Ventes d'équipements et encanteurs Kanda Itée	\$396
24	9078-5940 Québec inc.	\$385

#### **4.1.1.2. Companies Engaged in the Snow Clearing Equipment Rentals (With or Without Operators) Sector**

##### **4.1.1.2.A. Background and Findings**

A total of 92 companies operate in the sector of snow clearing equipment rentals (with or without operators) and service the boroughs' snow clearing equipment needs. As we pointed

out previously in this report, the snow clearing equipment that can be rented with or without operators includes snow blowers, graders (equipped or not with a side plow), articulated graders, articulated loaders with buckets and backhoes. This equipment may be rented through private contracts, upon invitation or following a public invitation to tender.

The amount of the snow clearing equipment rental contracts (with or without operators) awarded by the boroughs during the audit period (2005–2013) totals \$64.3 million, i.e., 12% (\$64.3 million/\$528.0 million) of the boroughs' snow clearing expenses under contract with private companies. Appendix 6.2 of this audit report indicates the amount of the contracts in force for each of the 92 companies that lease snow clearing equipment (with or without operators) for each year.

In this group, 12 companies obtained contracts separately, totalling more than \$1.4 million during the audit period, whereas these companies account for \$41.9 million, i.e., 65% (\$41.9 million/\$64.3 million) of the total spent on snow clearing equipment rentals (with or without operators). For each of these 12 companies, Table 7 indicates the amount of the contracts awarded, in force during the audit period, its market share with respect to the amounts awarded to the companies making up this dominant group as well as with respect to the total amount of the contracts awarded by the boroughs in this sector and the number of boroughs in which each company is present.

**Table 7 – List of the 12 Main Companies that Obtained Snow Clearing Equipment Rental Contracts (With or Without Operators) from 2005 to 2013**  
(amounts indicated in thousands of dollars)

Rank	Company	Amount	% of contracts awarded to the sector's 12 main companies	% of the total amount of contracts awarded in the sector (\$64.3 million)	Number of boroughs in which the company is present
1	Strongco Équipement inc.	\$8,962	21.4%	13.9%	9
2	Nortrax Québec inc.	\$8,640	20.7%	13.4%	8
3	Environnement Routier NRJ inc.	\$3,777	9.0%	5.9%	2
4	Entreprise Vaillant (1994) inc.	\$3,227	7.7%	5.0%	6
5	Longus Équipements inc.	\$2,914	7.0%	4.5%	5
6	Les Entreprises Canbec Construction inc.	\$2,686	6.4%	4.2%	2
7	Équipements Ontrac Québec inc.	\$2,486	5.9%	3.9%	6
8	Les pavages Dorval inc.	\$2,295	5.5%	3.6%	1
9	Excavation Mario Itée	\$2,061	4.9%	3.2%	1
10	Nepcon inc.	\$1,777	4.3%	2.8%	1
11	Excavation Anjou inc.	\$1,556	3.7%	2.4%	2
12	Les Entrepreneurs Chomedey inc.	\$1,474	3.5%	2.3%	1
	<b>Total</b>	<b>\$41,855</b>	<b>100.0%</b>	<b>65.1%</b>	

We note that these 12 companies are present in 17 boroughs and that the Outremont<sup>37</sup> and Montréal-Nord<sup>38</sup> boroughs are the only ones with which they do not have any dealings. Table 8 presents this group of companies in terms of their presence in the boroughs and the amount of the contracts they were awarded.

**Table 8 – Presence in the Boroughs  
of the 12 Main Companies that Obtained  
Snow Clearing Equipment Rental Contracts  
(With or Without Operators) from 2005 to 2013  
(amounts indicated in thousands of dollars)**

<b>Strongco Équipement inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
MHM	\$1,967	22%
Ahuntsic-Cartierville	\$1,472	16%
Villeray–Saint-Michel–Parc-Extension	\$1,083	12%
Rosemont–La Petite-Patrie	\$834	9%
Le Plateau-Mont-Royal	\$833	9%
Ville-Marie	\$724	8%
Le Sud-Ouest	\$685	8%
Pierrefonds-Roxboro	\$684	8%
CDN–NDG	\$680	8%
<b>Total</b>	<b>\$8,962</b>	<b>100%</b>

<b>Nortrax Québec inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Ahuntsic-Cartierville	\$2,087	24%
CDN–NDG	\$1,561	18%
Villeray–Saint-Michel–La Petite-Patrie	\$1,430	17%
Ville-Marie	\$1,186	14%
Le Sud-Ouest	\$946	11%
Le Plateau-Mont-Royal	\$930	10%
MHM	\$396	5%
Rosemont–La Petite-Patrie	\$104	1%
<b>Total</b>	<b>\$8,640</b>	<b>100%</b>

<b>Environnement Routier NRJ inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Rosemont–La Petite-Patrie	\$3,678	97%
CDN–NDG	\$99	3%
<b>Total</b>	<b>\$3,777</b>	<b>100%</b>

<sup>37</sup> According to our audit, the Outremont borough does not award contracts for snow clearing equipment rentals (with or without operators), snow loading or snow disposal operations (it does not operate a snow elimination site on its territory). Thus, we note that this borough only awards snow clearing contracts.

<sup>38</sup> As for the Montréal-Nord borough, it simply does not award contracts to these 12 main companies in this sector of activity.

<b>Entreprise Vaillant (1994) inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Verdun	\$1,430	44%
Saint-Laurent	\$1,033	32%
Lachine	\$401	13%
Anjou	\$201	6%
Le Plateau-Mont-Royal	\$104	3%
Rosemont–La Petite-Patrie	\$58	2%
<b>Total</b>	<b>\$3,227</b>	<b>100%</b>

<b>Longus Équipements inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Rosemont–La Petite-Patrie	\$2,606	89%
Pierrefonds-Roxboro	\$153	5%
MHM	\$83	3%
Ahuntsic-Cartierville	\$54	2%
Saint-Léonard	\$18	1%
<b>Total</b>	<b>\$2,914</b>	<b>100%</b>

<b>Les Entreprises Canbec Construction inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Laurent	\$2,367	88%
Lachine	\$319	12%
<b>Total</b>	<b>\$2,686</b>	<b>100%</b>

<b>Équipements Ontrac Québec inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
MHM	\$745	30%
RDP–PAT	\$653	26%
Rosemont–La Petite-Patrie	\$559	23%
Anjou	\$262	11%
Saint-Léonard	\$233	9%
LaSalle	\$34	1%
<b>Total</b>	<b>\$2,486</b>	<b>100%</b>

<b>Les pavages Dorval inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Laurent	\$2,295	100%
<b>Total</b>	<b>\$2,295</b>	<b>100%</b>

<b>Excavation Mario Itée</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Laurent	\$2,061	100%
<b>Total</b>	<b>\$2,061</b>	<b>100%</b>

<b>Nepcon inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Laurent	\$1,777	100%
<b>Total</b>	<b>\$1,777</b>	<b>100%</b>

Excavation Anjou inc.		
Borough	Amount	Percentage
Anjou	\$1,500	96%
L'Île-Bizard–Sainte-Geneviève	\$56	4%
<b>Total</b>	<b>\$1,556</b>	<b>100%</b>

Les Entrepreneurs Chomedey inc.		
Borough	Amount	Percentage
RDP–PAT	\$1,474	100%
<b>Total</b>	<b>\$1,474</b>	<b>100%</b>

Total for these 12 companies	
<b>\$41,855</b>	

Furthermore, based on the contracts in force during our reference period (2005–2013), we note that four of these 12 companies were awarded 100% of city contracts in this sector of activity by a single borough, namely:

- Les Entrepreneurs Chomedey inc. in the RDP–PAT borough;
- Les pavages Dorval inc. in the Saint-Laurent borough;
- Excavation Mario Itée in the Saint-Laurent borough;
- Nepcon inc. also in the Saint-Laurent borough.

#### 4.1.1.3. Companies Engaged in the Snow Loading Sector

##### 4.1.1.3.A. Background and Findings

A total of 27 different companies and four groups comprised of various snow loading companies are engaged in this sector of activity. For each of these companies and groups, Table 9 indicates the amount of the contracts awarded, in force during the audit period, the market share with respect to the total amount of the contracts awarded by the boroughs in this sector of activity as well as the number of boroughs in which each company or group is present.

**Table 9 – List of the 27 Companies and Four Corporate Groups that were Awarded Snow Loading Contracts from 2005 to 2013**  
(amounts indicated in thousands of dollars)

Rank	Company	Amount	% of the sector	Number of boroughs in which the company is present
1	Transvrac Montréal - Laval inc.	\$33,835	32.8%	10
2	<b>Various transport operators</b> <sup>[a]</sup>	\$7,030	6.8%	1
3	Transporteur en vrac St-Hyacinthe inc.	\$6,691	6.5%	4
4	<b>Various transport operators</b> <sup>[b]</sup>	\$5,557	5.4%	1
5	Gestion Yvan Pion inc.	\$4,735	4.6%	1
6	Les Entreprises de transport Charco ltée	\$4,714	4.6%	2
7	Les Entreprises T.G.R. inc.	\$3,971	3.8%	1
8	DF Transport en vrac SNC	\$3,832	3.7%	1
9	J.L. Michon Transports inc.	\$3,495	3.4%	2
10	Transport Mont-Blanc inc.	\$2,787	2.7%	2
11	<b>Various transport operators</b> <sup>[c]</sup>	\$2,769	2.7%	1
12	Gestion Gérard Boutin inc.	\$2,588	2.5%	3
13	Déneigement Fontaine Gadbois inc.	\$2,560	2.5%	1
14	Terrapro Construction inc.	\$2,391	2.3%	1
15	Noël & Fils 9124-4277 Québec inc.	\$2,081	2.0%	2
16	BDMP Transport en vrac SENC.	\$1,873	1.8%	1
17	Maçonnerie Martin Santerre	\$1,859	1.8%	1
18	<b>Various transport operators</b> <sup>[d]</sup>	\$1,490	1.4%	1
19	Service de location Ste-Croix inc.	\$1,469	1.4%	1
20	Transport 1941 Québec inc.	\$1,202	1.2%	1
21	Michel Trussart	\$1,096	1.1%	2
22	Excavation Constant inc.	\$893	0.9%	1
23	Martin Lefebvre Transport inc.	\$880	0.8%	1
24	9149-9418 Québec inc.	\$755	0.7%	1
25	Transport Reynald Boulay et fils inc.	\$747	0.7%	1
26	4370-503 Canada inc.	\$699	0.7%	1
27	9182-9960 Québec inc.	\$567	0.5%	1
28	Transport MJM	\$275	0.3%	1
29	Transport Philippe Desgranges	\$184	0.2%	1
30	Entreprises Michel Lampron	\$126	0.1%	1
31	NMP Golf Construction inc.	\$125	0.1%	1
	<b>Total</b>	<b>\$103,276</b>	<b>100.0%</b>	

[a], [b], [c], [d] These refer to several private contracts with various snow loading companies approved by Verdun, Saint-Laurent, Montréal-Nord and Saint-Léonard boroughs, respectively.

The companies engaged in the snow loading sector were awarded 20% (\$103.3 million/\$528.0 million) of the total amount of the contracts in force between 2005 and 2013 in the boroughs with respect to all snow clearing operations. Appendix 6.3 of this audit report indicates the amount of the contracts awarded to the companies (or corporate groups) that provide snow loading services for each year during this reference period.

We note that three main groups stand out in this sector of activity:

- The first group is made up of seven companies, which were individually awarded contracts in force from 2005 to 2013 for a cumulative amount of more than \$3 million. Overall, the contracts awarded to these companies represent a total amount of \$61.3 million, namely 59% (\$61.3 million/\$103.3 million) of the total amount of contracts awarded in this sector of activity. Table 10 presents these companies, the amount of the contracts awarded to each as well as the number of boroughs in which each is present.

**Table 10 – Group 1 – List of the Seven Companies that were Awarded Snow Loading Contracts Over \$3 million from 2005 to 2013**  
(amounts indicated in thousands of dollars)

Rank	Company	Amount	Number of boroughs in which the company is present
1	Transvrac Montréal - Laval inc.	\$33,835	10
2	Transporteur en vrac St-Hyacinthe inc.	\$6,691	4
3	Gestion Yvan Pion inc.	\$4,735	1
4	Les Entreprises de transport Charco ltée	\$4,714	2
5	Les Entreprises T.G.R. inc.	\$3,971	1
6	DF Transport en vrac SNC	\$3,832	1
7	J.L. Michon Transports inc.	\$3,495	2
	<b>Total</b>	<b>\$61,273</b>	

Within this group, we note that Transvrac Montréal - Laval inc. dominates this sector of activity, having been awarded 33% (\$33.8 million/\$103.3 million) of all of the snow loading contracts in force within the boroughs during the audit period. This company is present in ten boroughs. It should be noted that it is a non-profit trucking association which holds a trucking services brokerage permit issued by the Ministère des Transports du Québec. This company serves as an intermediary between requiring boroughs and private truckers for the supply of the trucks needed to load the snow and transport it to the elimination sites. Seeing as the company's transportation rates are set in accordance with the *Recueil des tarifs de transport de neige et de glace du ministère des Transports du Québec* and that there is no point in having the transportation companies compete because they all charge the same rates, contracts are awarded on a private basis in accordance with the exception set out in Section 573.3 of the CTA.<sup>39</sup> This company therefore manages the trucks assigned to clients, including certain city boroughs that use its services.

<sup>39</sup> Section 573.3: "Sections 573, 573.1 and 573.3.0.2 do not apply to a contract whose object is the supply of equipment or materials or the providing of services for which a tariff is fixed or approved by the Government of Canada or of Québec or by a minister or body thereof."

Overall, based on the information we collected during our audit, we note that these seven companies are present in 16 boroughs, as indicated in Table 11.

**Table 11 – Engagement in the Boroughs of the Seven Main Companies that were Awarded Snow Loading Contracts from 2005 to 2013**  
(amounts indicated in thousands of dollars)

<b>Transvrac Montréal - Laval inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
LaSalle	\$15,111	45%
Saint-Laurent	\$9,325	27%
Lachine	\$2,749	8%
CDN-NDG	\$1,662	5%
Verdun	\$1,255	4%
Le Plateau-Mont-Royal	\$1,236	4%
Saint-Léonard	\$1,144	3%
Anjou	\$933	3%
Pierrefonds-Roxboro	\$311	1%
Montréal-Nord	\$109	0%
<b>Total</b>	<b>\$33,835</b>	<b>100%</b>

<b>Transporteur en vrac St-Hyacinthe inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Villeray-Saint-Michel-Parc-Extension	\$3,275	49%
Le Plateau-Mont-Royal	\$2,354	35%
Ville-Marie	\$566	9%
MHM	\$496	7%
<b>Total</b>	<b>\$6,691</b>	<b>100%</b>

<b>Gestion Yvan Pion inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Ahuntsic-Cartierville	\$4,735	100%
<b>Total</b>	<b>\$4,735</b>	<b>100%</b>

<b>Les Entreprises de transport Charco ltée</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Le Plateau-Mont-Royal	\$3,057	65%
RDP-PAT	\$1,657	35%
<b>Total</b>	<b>\$4,714</b>	<b>100%</b>

<b>Les Entreprises T.G.R. inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Rosemont-La Petite-Patrie	\$3,971	100%
<b>Total</b>	<b>\$3,971</b>	<b>100%</b>

<b>DF Transport en vrac SNC</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Ville-Marie	\$3,832	100%
<b>Total</b>	<b>\$3,832</b>	<b>100%</b>

## 5.11. Snow Clearing Contracts Awarded from 2005 to 2013

J.L. Michon Transports inc.		
Borough	Amount	Percentage
MHM	\$2,538	73%
RDP-PAT	\$957	27%
<b>Total</b>	<b>\$3,495</b>	<b>100%</b>

Total for these seven companies	
<b>\$61,273</b>	

- The second group is comprised of 20 companies, which were individually awarded contracts in force from 2005 to 2013 for a cumulative amount of less than \$3 million, varying from \$125,580 to \$2,786,802. In most cases, we note that these companies are present in a single borough, with the exception of four that are present in two or three boroughs during the audit period, namely:
  - Transport Mont-Blanc inc.;
  - Gestion Gérard Boutin inc.;
  - Noël & Fils 9124-4277 Québec inc.;
  - Michel Trussart.

Table 12 presents this group of companies, the amount of the contracts awarded as well as the number of boroughs in which each company is present.

**Table 12 – Group 2 – List of 20 Companies that were Awarded Snow Loading Contracts of Less than \$3 Million from 2005 to 2013**  
*(amounts indicated in thousands of dollars)*

Rank	Company	Amount	Number of boroughs in which the company is present
1	Transport Mont-Blanc inc.	\$2,787	2
2	Gestion Gérard Boutin inc.	\$2,588	3
3	Déneigement Fontaine Gadbois inc.	\$2,560	1
4	Terrapro Construction inc.	\$2,391	1
5	Noël & Fils 9124-4277 Québec inc.	\$2,081	2
6	BDMP Transport en vrac SENC.	\$1,873	1
7	Maçonnerie Martin Santerre	\$1,859	1
8	Service de location Ste-Croix inc.	\$1,469	1
9	Transport 1941 Québec inc.	\$1,202	1
10	Michel Trussart	\$1,096	2
11	Excavation Constant inc.	\$893	1
12	Martin Lefebvre Transport inc.	\$880	1
13	9149-9418 Québec inc.	\$755	1
14	Transport Reynald Boulay et fils inc.	\$747	1
15	4370-503 Canada inc.	\$699	1
16	9182-9960 Québec inc.	\$567	1
17	Transport MJM	\$275	1
18	Transport Philippe Desgranges	\$184	1
19	Entreprises Michel Lampron	\$126	1
20	NMP Golf Construction inc.	\$125	1
	<b>Total</b>	<b>\$25,157</b>	

- Finally, the third group is comprised of various transportation companies with which the Verdun, Saint-Laurent, Montréal-Nord and Saint-Léonard boroughs transacted during the audit period to have their snow loaded and transported to elimination sites. Based on the information we received, these contracts—totalling \$7.0 million (Verdun borough), \$5.6 million (Saint-Laurent borough), \$2.8 million (Montréal-Nord borough) and \$1.5 million (Saint-Léonard borough)—were awarded privately for the supply of trucks with or without operators in accordance with the tooling voucher system that we described previously in this audit report.

In light of the information collected, these four boroughs began awarding contracts to Transvrac Montréal - Laval inc. as of 2012 (Verdun borough), 2008 (Saint-Laurent borough), 2013 (Montréal-Nord borough) and 2010 (Saint-Léonard borough).

#### 4.1.1.4. Companies Engaged in Snow Disposal Operations

##### 4.1.1.4.A. Background and Findings

These 14 companies obtained 6% (\$34.1 million/\$528.0 million) of the total amount of contracts awarded, in force within the boroughs, with respect to all snow clearing operations.

For each of the companies engaged in this sector, Table 13 indicates the amount awarded in contracts, in force during the audit period, its market share with respect to the total amount of the contracts awarded by the boroughs in this sector of activity as well as the number of boroughs in which each company is present.

**Table 13 – List of the 14 Companies that were Awarded Snow Disposal Contracts from 2005 to 2013**  
(amounts indicated in thousands of dollars)

Rank	Company	Amount	% of the sector	Number of boroughs in which the company is present
1	Gaston Contant inc.	\$16,176	47.4%	4
2	Environnement Routier NRJ inc.	\$6,034	17.7%	1
3	Serge Paquette Excavation	\$5,074	14.9%	1
4	Construction DJL inc.	\$2,451	7.2%	1
5	Construction J. Richard Gauthier inc.	\$1,547	4.5%	1
6	Y & R Paquette inc.	\$992	2.9%	1
7	John Meunier inc.	\$430	1.3%	1
8	Aquatech, Société de gestion de l'eau inc.	\$409	1.2%	1
9	Simo Management inc.	\$402	1.2%	1
10	Entreprise Vaillant (1994) inc.	\$192	0.5%	1
11	Les Pavages Chenails inc.	\$185	0.5%	1
12	Transport Camille Dionne (1991) inc.	\$181	0.5%	1
13	Catalogna et Frères Itée	\$45	0.1%	1
14	Groupe Imog inc.	\$28	0.1%	1
	<b>Total</b>	<b>\$34,146</b>	<b>100.0%</b>	

Within this group, five companies hold a large share of this sector of activity and were separately awarded contracts, in force from 2005 to 2013, for a cumulative amount of more than \$1.5 million, namely:

- Gaston Contant inc.;
- Environnement Routier NRJ inc.;
- Serge Paquette Excavation;
- Construction DJL inc.;
- Construction J. Richard Gauthier inc.

These five companies alone received contracts totalling \$31.3 million, i.e., 92% (\$31.3 million/\$34.1 million) of the total amount of the contracts identified in this sector of activity during the reference period.

Of these five companies, we note more particularly that Gaston Contant inc., which is present in four boroughs, tops the list with contracts during the audit period totalling \$16.2 million, i.e., 47% (\$16.2 million/\$34.1 million) of the total amount of the contracts awarded in this sector of activity. The four other companies of these five are present in a single borough each. Table 14 indicates these five companies' presence in the boroughs as well as the amount of the contracts in force during the audit period.

**Table 14 – Presence in the Boroughs of the Five Main Companies that were Awarded Snow Disposal Contracts from 2005 to 2013**  
(amounts indicated in thousands of dollars)

<b>Gaston Contant inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Anjou	\$6,849	42%
Saint-Léonard	\$6,039	37%
RDP-PAT	\$2,906	18%
Lachine	\$382	3%
<b>Total</b>	<b>\$16,176</b>	<b>100%</b>

<b>Environnement Routier NRJ inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
LaSalle	\$6,034	100%
<b>Total</b>	<b>\$6,034</b>	<b>100%</b>

<b>Serge Paquette Excavation</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
LaSalle	\$5,074	100%
<b>Total</b>	<b>\$5,074</b>	<b>100%</b>

Construction DJL inc.		
Borough	Amount	Percentage
Le Sud-Ouest	\$2,451	100%
<b>Total</b>	<b>\$2,451</b>	<b>100%</b>

Construction J. Richard Gauthier inc.		
Borough	Amount	Percentage
Lachine	\$1,547	100%
<b>Total</b>	<b>\$1,547</b>	<b>100%</b>

Total for these five companies	
<b>\$31,282</b>	

In light of the information presented in Table 14, we note that these five companies are present in six of the seven boroughs that award snow disposal contracts. They are not present in the Saint-Laurent borough, which awards contracts for snow disposal operations to three companies, namely:

- John Meunier inc.;
- Aquatech, Société de gestion de l'eau inc.;
- Simo Management inc.

Appendix 6.4 of this audit report indicates, for each year, the amount of the contracts in force during the audit period for the 14 companies that handle snow disposal operations. Table 15 indicates these 14 companies' presence in the boroughs as well as the total amount of related contracts.

**Table 15 – Presence in the Boroughs of the 14 Companies that were Awarded Snow Disposal Contracts from 2005 to 2013**  
*(amounts indicated in thousands of dollars)*

Gaston Contant inc.		
Borough	Amount	Percentage
Anjou	\$6,849	42%
Saint-Léonard	\$6,039	37%
RDP-PAT	\$2,906	18%
Lachine	\$382	3%
<b>Total</b>	<b>\$16,176</b>	<b>100%</b>

Environnement Routier NRJ inc.		
Borough	Amount	Percentage
LaSalle	\$6,034	100%
<b>Total</b>	<b>\$6,034</b>	<b>100%</b>

5.11. Snow Clearing Contracts Awarded from 2005 to 2013

<b>Serge Paquette Excavation</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
LaSalle	\$5,074	100%
<b>Total</b>	<b>\$5,074</b>	<b>100%</b>

<b>Construction DJL inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Le Sud-Ouest	\$2,451	100%
<b>Total</b>	<b>\$2,451</b>	<b>100%</b>

<b>Construction J. Richard Gauthier inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Lachine	\$1,547	100%
<b>Total</b>	<b>\$1,547</b>	<b>100%</b>

<b>Y &amp; R Paquette inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
RDP-PAT	\$992	100%
<b>Total</b>	<b>\$992</b>	<b>100%</b>

<b>John Meunier inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Laurent	\$430	100%
<b>Total</b>	<b>\$430</b>	<b>100%</b>

<b>Aquatech, Société de gestion de l'eau inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Laurent	\$409	100%
<b>Total</b>	<b>\$409</b>	<b>100%</b>

<b>Simo Management inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Laurent	\$402	100%
<b>Total</b>	<b>\$402</b>	<b>100%</b>

<b>Entreprise Vaillant (1994) inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Lachine	\$192	100%
<b>Total</b>	<b>\$192</b>	<b>100%</b>

<b>Les Pavages Chenails inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Lachine	\$185	100%
<b>Total</b>	<b>\$185</b>	<b>100%</b>

<b>Transport Camille Dionne (1991) inc.</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Saint-Léonard	\$181	100%
<b>Total</b>	<b>\$181</b>	<b>100%</b>

<b>Catalogna et Frères Itée</b>		
<b>Borough</b>	<b>Amount</b>	<b>Percentage</b>
Lachine	\$45	100%
<b>Total</b>	<b>\$45</b>	<b>100%</b>

Groupe Imog inc.		
Borough	Amount	Percentage
Le Sud-Ouest	\$28	100%
<b>Total</b>	<b>\$28</b>	<b>100%</b>

Total for these 14 companies	
<b>\$34,146</b>	

## Conclusion

Taking into account all of the sectors of activity covered by our audit, we note that 21 companies are engaged in more than one sector of activity. More specifically, three companies are engaged in three sectors of activity and 18 companies are engaged in two sectors of activity. Overall, these companies were awarded contracts, in force during the audit period, of an amount totalling \$177.1 million, namely 34% (\$177.1 million/\$528.0 million) of the total amount of contracts awarded for all snow clearing operations. Table 16 presents these companies and the total amount of the contracts awarded to each.

**Table 16 – List of the 21 Companies that were Awarded Contracts in Several Sectors of Activity from 2005 to 2013**  
(amounts indicated in thousands of dollars)

Rank	Company	Sector of activity				Total
		Snow clearing	Snow clearing equipment rentals (with or without operators)	Snow loading	Snow disposal operations	
1	C.M.S. Entrepreneurs Généraux inc.	\$31,365	\$755	\$-	\$-	\$32,120
2	Environnement Routier NRJ inc.	\$20,376	\$3,777	\$-	\$6,034	\$30,187
3	Transport Rosemont inc.	\$27,957	\$802	\$-	\$-	\$28,759
4	Les Entreprises Canbec Construction inc.	\$13,058	\$2,686	\$-	\$-	\$15,744
5	J.L. Michon Transports inc.	\$8,184	\$171	\$3,495	\$-	\$11,850
6	Les Entreprises T.G.R. inc.	\$4,990	\$-	\$3,971	\$-	\$8,961
7	NMP Golf Construction inc.	\$8,235	\$-	\$125	\$-	\$8,360
8	Déneigement Fontaine Gadbois inc.	\$4,094	\$817	\$2,560	\$-	\$7,471
9	Ramcor Construction inc.	\$6,755	\$509	\$-	\$-	\$7,264
10	Les Entrepreneurs Chomedey inc.	\$3,985	\$1,474	\$-	\$-	\$5,459
11	Catalogna et Frères Itée	\$4,607	\$-	\$-	\$45	\$4,652
12	Entreprise Vaillant (1994) inc.	\$-	\$3,227	\$-	\$192	\$3,419
13	Gestion Gérard Boutin inc.	\$-	\$604	\$2,588	\$-	\$3,192
14	Pépinère et Paysagiste Marina inc.	\$2,272	\$383	\$-	\$-	\$2,655
15	Construction J. Richard Gauthier inc.	\$-	\$552	\$-	\$1,547	\$2,099
16	Entreprises Réjean Desgranges inc.	\$1,844	\$167	\$-	\$-	\$2,011
17	Transport DM Choquette inc.	\$706	\$614	\$-	\$-	\$1,320
18	Groupe TMD inc. (9150-2732 Québec inc.)	\$327	\$484	\$-	\$-	\$811
19	Transport Camille Dionne (1991) inc.	\$-	\$450	\$-	\$181	\$631
20	Les Excavations K. McElligott inc.	\$38	\$43	\$-	\$-	\$81
21	Les Contracteurs P.G. inc.	\$49	\$17	\$-	\$-	\$66
	<b>Total</b>	<b>\$138,842</b>	<b>\$17,532</b>	<b>\$12,739</b>	<b>\$7,999</b>	<b>\$177,112</b>

In conclusion, with respect to the four sectors of activity examined with respect to snow clearing operations, based on the distribution of the companies within city boroughs, we make the following findings regarding the companies that were awarded 100% of the contracts by a single borough, in force during the nine years of the audit period:

- Snow clearing:
  - Les Entreprises Michaudville inc. in Le Plateau-Mont-Royal borough;
  - Environnement Routier NRJ inc. in the Outremont borough;
  - Les Pavages D’Amour inc. in the Pierrefonds-Roxboro borough.
- Snow clearing equipment rentals (with or without operators):
  - No company was awarded 100% of the contracts by a single borough.
- Snow loading:
  - Transvrac Montréal - Laval inc.<sup>40</sup> in the LaSalle borough.
- Snow disposal operations:
  - Gaston Contant inc. in the Anjou borough.

Moreover, the companies that were awarded between 80% and 99% of the contracts by a single borough, in force during eight or nine years of the audit period, in each snow clearing sector, are as follows:

- Snow clearing:
  - Déneigement Moderne inc. in the MHM borough (2006–2013).
- Snow clearing equipment rentals (with or without operators):
  - No company was awarded between 80% and 99% of the contracts by a single borough.
- Snow loading:
  - Transporteur en vrac St-Hyacinthe inc. in the Villeray–Saint-Michel–Parc-Extension borough (2005–2013).
- Snow disposal operations:
  - Gaston Contant inc. in the Saint-Léonard borough (2006–2013);
  - Construction DJL inc. in Le Sud-Ouest borough (2005–2013).

Finally, the companies that were awarded between 50% and 79% of the contracts by a single borough, in force during eight or nine years during the audit period, in each snow clearing sector, are as follows:

- Snow clearing:
  - Les Entreprises PM Pavages inc. in the Anjou borough (2006–2013);
  - Les Entreprises Canbec Construction inc. in the Saint-Laurent borough (2005–2013);

---

<sup>40</sup> Reminder: This is a transportation brokerage company to which the boroughs may award private contracts by virtue of an exception to the rules for the awarding of contracts set out in the CTA.

- Transport Rosemont inc. in the Rosemont–La Petite-Patrie borough (2005–2013);
- C.M.S. Entrepreneurs Généraux inc. in the CDN–NDG borough (2005–2013).
- Snow clearing equipment rentals (with or without operators):
  - Les Entrepreneurs Chomedey inc. in the RDP–PAT borough (2005–2013).
- Snow loading:
  - Gestion Yvan Pion inc. in the Ahuntsic-Cartierville borough (2005–2013);
  - DF Transport en vrac SNC in the Ville-Marie borough (2005–2013).
- Snow disposal operations:
  - No company was awarded between 50% and 79% of all contracts by a single borough.

Moreover, we also note that 37 companies among the 167 identified during our audit were awarded contracts by at least one borough on a regular basis from 2005 to 2013, i.e. yearly (refer to Appendix 6.5). More specifically, we note the following:

- With respect to snow clearing contracts:
  - In 11<sup>41</sup> boroughs, the same 15 companies were awarded contracts;
  - Three of these 15 companies were awarded 100% of the contracts for this period by three boroughs: Outremont, Pierrefonds-Roxboro and Le Plateau-Mont-Royal.
- With respect to snow clearing equipment rental contracts (with or without operators):
  - In five<sup>42</sup> boroughs, the same 18 contracts were awarded contracts;
  - The Saint-Laurent borough awarded contracts to 11 companies out of these 18, whereas the LaSalle borough awarded contracts to three of these 18 companies;
  - The Anjou and Verdun boroughs respectively awarded contracts to the same two companies. However, it should be noted that the companies varied from one borough to the other.
- With respect to snow loading contracts:
  - In four<sup>43</sup> boroughs, the same four companies were awarded contracts. However, it should be noted this group of four companies includes a transportation broker (Transvrac Montréal - Laval inc.) to which the boroughs may award private contracts by virtue of an exception to the rules for awarding contracts set out in the CTA. Apart from Transvrac Montréal - Laval inc., which was awarded 100% of the contracts, another company obtained 87% of the contracts during the same reference period.
- Finally, with respect to snow disposal contracts:
  - In two<sup>44</sup> boroughs, the same companies were awarded contracts;
  - One company obtained 100% of the contracts awarded by Anjou borough, while the other obtained 99% of the contracts awarded by Le Sud-Ouest borough.

---

<sup>41</sup> The 11 boroughs are: Ahuntsic-Cartierville, Anjou, CDN–NDG, Lachine, Outremont, Pierrefonds-Roxboro, Le Plateau-Mont-Royal, RDP–PAT, Rosemont–La Petite-Patrie, Saint-Laurent and Saint-Léonard.

<sup>42</sup> The five boroughs are: Anjou, LaSalle, RDP–PAT, Saint-Laurent and Verdun.

<sup>43</sup> The four boroughs are: Ahuntsic-Cartierville, LaSalle, Ville-Marie and Villeray–Saint-Michel–Parc-Extension.

<sup>44</sup> The two boroughs are: Anjou and Le Sud-Ouest.

Based on the information that we obtained, while the boroughs knew the companies that were operating on their respective territory, we were unable to confirm that they also knew the distribution of companies present from one borough to another across the entire territory of Montréal. In our opinion, knowing and sharing this information about the overall market is relevant for the city and the boroughs to enable them to perform comparative analyses and, if necessary, to implement measures that will ultimately foster healthy competition to obtain the best prices.

#### **4.1.2. Amounts Spent by the Boroughs on Snow Clearing Operations**

##### **4.1.2.A. Background and Findings**

The previous section presented primarily the “market” distribution between the various contracted companies making up the snow clearing “market” on the city’s territory. This section presents an overall picture of the total amounts allotted by each borough, during the years 2005 to 2013, to ensure these services on their respective territory.

From 2005 to 2013, the boroughs spent a total of \$528.0 million on snow clearing operations (refer to Appendix 6.6), i.e., \$326.3 million (62%) on snow clearing (refer to Appendix 6.7), \$64.3 million (12%) on snow clearing equipment rentals (with or without operators) (refer to Appendix 6.8), \$103.3 million (20%) on snow loading (refer to Appendix 6.9) and \$34.1 million (6%) on snow disposal operations (refer to Appendix 6.10).

Table 17 shows the amounts allotted by each borough to these activities.

**Table 17 – Total Amounts Spent by the Boroughs on Snow Clearing Operations from 2005 to 2013**  
(amounts indicated in thousands of dollars)

Borough	Snow clearing (C)		Snow clearing equipment rentals (with or without operators) (R)		Snow loading (L)		Snow disposal operations (D)		Total		C	R	L	D	Total
	Amount	% city	Amount	% city	Amount	% city	Amount	% city	Amount	% city					
RDP-PAT	\$36,918	11.3%	\$2,127	3.3%	\$7,403	7.2%	\$3,898	11.4%	\$50,346	9.54%	73%	4%	15%	8%	100%
Ahuntsic-Cartierville	\$34,480	10.6%	\$3,972	6.2%	\$6,203	6.0%	\$-	0.0%	\$44,655	8.46%	77%	9%	14%	0%	100%
Ville-Marie	\$32,194	9.9%	\$3,035	4.7%	\$7,154	6.9%	\$-	0.0%	\$42,383	8.03%	76%	7%	17%	0%	100%
Saint-Laurent	\$12,469	3.8%	\$13,285	20.7%	\$14,882	14.4%	\$1,241	3.6%	\$41,877	7.93%	30%	32%	35%	3%	100%
Saint-Léonard	\$30,222	9.2%	\$1,637	2.6%	\$2,634	2.6%	\$6,220	18.2%	\$40,713	7.71%	74%	4%	7%	15%	100%
Rosemont-La Petite-Patrie	\$19,853	6.1%	\$9,351	14.6%	\$7,592	7.4%	\$-	0.0%	\$36,796	6.97%	54%	25%	21%	0%	100%
MHM	\$23,784	7.3%	\$4,966	7.7%	\$7,622	7.4%	\$-	0.0%	\$36,372	6.89%	65%	14%	21%	0%	100%
CDN-NDG	\$29,254	9.0%	\$3,345	5.2%	\$3,535	3.4%	\$-	0.0%	\$36,134	6.84%	81%	9%	10%	0%	100%
Villeray-Saint-Michel-Parc-Extension	\$24,433	7.5%	\$3,211	5.0%	\$3,755	3.6%	\$-	0.0%	\$31,399	5.95%	78%	10%	12%	0%	100%
LaSalle	\$-	0.0%	\$3,778	5.9%	\$15,111	14.6%	\$11,109	32.5%	\$29,998	5.68%	0%	13%	50%	37%	100%
Le Plateau-Mont-Royal	\$17,829	5.4%	\$2,513	3.9%	\$8,275	8.0%	\$-	0.0%	\$28,617	5.42%	62%	9%	29%	0%	100%
Le Sud-Ouest	\$17,119	5.2%	\$1,630	2.5%	\$3,955	3.8%	\$2,479	7.3%	\$25,183	4.77%	68%	6%	16%	10%	100%
Montréal-Nord	\$14,169	4.3%	\$537	0.8%	\$2,878	2.8%	\$-	0.0%	\$17,584	3.33%	81%	3%	16%	0%	100%
Outremont	\$17,186	5.3%	\$-	0.0%	\$-	0.0%	\$-	0.0%	\$17,186	3.26%	100%	0%	0%	0%	100%
Anjou	\$6,224	1.9%	\$3,166	4.9%	\$933	0.9%	\$6,849	20.1%	\$17,172	3.25%	36%	19%	5%	40%	100%
Lachine	\$7,474	2.3%	\$1,617	2.5%	\$2,749	2.7%	\$2,350	6.9%	\$14,190	2.69%	53%	11%	19%	17%	100%
Verdun	\$-	0.0%	\$3,140	4.9%	\$8,284	8.0%	\$-	0.0%	\$11,424	2.16%	0%	27%	73%	0%	100%
Pierrefonds-Roxboro	\$2,506	0.8%	\$2,914	4.5%	\$311	0.3%	\$-	0.0%	\$5,731	1.08%	44%	51%	5%	0%	100%
L'Île-Bizard-Sainte-Geneviève	\$184	0.1%	\$56	0.1%	\$-	0.0%	\$-	0.0%	\$240	0.04%	77%	23%	0%	0%	100%
<b>Total or percentage</b>	<b>\$326,298</b>	<b>100.0%</b>	<b>\$64,280</b>	<b>100.0%</b>	<b>\$103,276</b>	<b>100.0%</b>	<b>\$34,146</b>	<b>100.0%</b>	<b>\$528,000</b>	<b>100.00%</b>	<b>62%</b>	<b>12%</b>	<b>20%</b>	<b>6%</b>	<b>100%</b>

Although the average percentages of the amounts spent by the 19 boroughs sit at 62% for snow clearing, 12% for snow clearing equipment rentals (with or without operators), 20% for snow loading and 6% for snow disposal operations, these percentages vary from one borough to the next. Indeed, apart from the LaSalle and Verdun boroughs, which entrust blue collar workers with snow clearing on their territories, as well as the Outremont borough, which contracts 100% of its snow clearing operations to private contractors, we note that, in the case of the other boroughs, the percentage of snow clearing contracts in force during the audit period varied from 30% to 81%. With respect to snow clearing equipment rental contracts (with or without operators), the percentage varied from 3% to 51%, excluding the Outremont borough for which we were unable to find any contract covering this sector of activity. As for snow loading contracts awarded, the percentage varied from 5% to 73%, excluding the L'Île-Bizard–Sainte-Geneviève and Outremont boroughs for which we were unable to find any contract covering this sector of activity. For snow disposal contracts, the percentages varied from 3% to 40% in the case of boroughs with elimination sites on their territory that do not carry out the operations internally, i.e.:

- RDP–PAT (one snow dump);
- Saint-Laurent (two snow dumps, three sewer chutes);
- Saint-Léonard (one snow dump);
- LaSalle (one snow dump);
- Le Sud-Ouest (one snow dump, three sewer chutes);
- Anjou (one snow dump);
- Lachine (two snow dumps, one sewer chute).

In order to do a cost comparison from one borough to another, one needs to take into account—depending on whether the activities are for snow clearing, snow clearing equipment rentals (with or without operators), snow loading or snow disposal operations—the fact that the prices submitted by the contractors are set according to various determining factors that are specific to the actual territory of each borough. Determining the costs of services can be influenced, in particular, by the areas of the sectors covered by snow clearing contracts, the distances to be covered to transport the borough's snow to the elimination sites, the number of locations that need to be cleared of snow (e.g., public places, parking lots) or the required snow clearing frequency depending on snow accumulation.

While this exercise was not the focus of our audit, we believe, nonetheless, that by having a comprehensive picture over time of information about the companies that are contracted in the various boroughs and the annual cost trends by borough for all snow clearing operations, the city would be better equipped, in particular, to:

- Bring together boroughs with similar territories and provide them with information to make relevant comparative analyses based on common units of measurement so that they are able to assess whether the prices submitted by contractors in the targeted business sector are reasonable;
- Determine situations in which contracts do not seem to have been awarded in open competition (indicators of collusion or territorial control of the market);
- Identify certain trends related to, among other things, contracting firms, market distribution and prices offered for services requested;
- Assess the situation and identify opportunities to review, if necessary, certain aspects related to the preparation of specifications books in order to foster healthy competition and to attract a greater number of companies that can submit a proposal.

#### **4.1.2.B. Recommendation**

**We recommend that the Direction générale forward this report to the inspector general of the city once the act regarding the scope of the responsibilities of this position has been enacted, or to the Unité permanente anticorruption (UPAC) if circumstances warrant, to confirm or refute any basis for the concerns of the city’s auditor general about collusion in the snow clearing business sectors.**

#### **Business unit’s response:**

*[TRANSLATION] The report was sent to the inspector general on May 6, 2014, with a copy to the SPVM, the EPIM and the UPAC. (Completed)*

#### **4.1.2.C. Recommendation**

**We recommend that, regarding snow clearing operations, the Direction générale:**

- **Draw a comprehensive picture annually of the contracts awarded by the boroughs to the various contractors;**
- **Forward these results to the political authorities (city council, executive committee);**

**in order to make elected officials aware of the distribution of contracts on the city’s territory and to encourage, if necessary, the identification of possible solutions for eliminating collusion schemes and maintaining open competition between contractors.**

#### **Business unit’s response:**

*[TRANSLATION] Mr. Jacques Ulysse, associate city manager for institutional services, will be given this mandate.*

**Focus of the mandate:** *To draw up a comprehensive report each year of the contracts awarded by all the boroughs for snow clearing and to forward this report to the members of the executive committee and the city council. (Planned completion: first annual report [covering the winter of 2013-2014] – September 2014; following that, production of the annual report in May or June each year)*

#### 4.1.2.D. Recommendation

We recommend that the Direction générale, in collaboration with the boroughs, develop common benchmark indicators between the various boroughs and neighbouring municipalities, including establishing differential reference pricing for snow clearing operations to secure the best possible prices.

#### Business unit's response:

*[TRANSLATION] In 2014, the city will draw up a request for membership in the Ontario Municipal Benchmarking Initiative (OMBI). In order to meet the membership requirements, the city must provide data on a series of indicators for all municipal activities (including winter road maintenance) to enable comparison with other OMBI member municipalities. In doing so, the city will comply in part with recommendation 4.1.2.D. (Planned completion: membership in the OMBI – December 2015)*

*The Service de la performance organisationnelle will also need to establish a certain number of cost indicators for the snow clearing activities to take into account the specific nature of the local markets (something the OMBI does not do). (Planned completion: development of specific indicators – December 2015)*

## 4.2. Boroughs

### 4.2.A. Background and Findings

Generally speaking, depending on the amounts involved, the boroughs proceed by public calls for tenders for snow clearing operations. The documentation, which contains administrative and technical clauses, clearly defines the operational aspects that must be taken into consideration (e.g., boundaries and description of the territories, historical quantities, linear metres, cubic metres).

It should be noted that Ville de Montréal's purchasing policy applies to all the boroughs and central departments engaged in any contract awarding process. Under the heading [TRANSLATION] "Awarding and Management of Contracts" (Section 7.3), the policy specifically states:

*[TRANSLATION] All contracts must be awarded after a thorough evaluation process that is the same for all tenderers, based on the criteria set out in the call for tenders and in compliance with the rules as stipulated. An analysis must be made of the administrative and technical compliance of the tenders and non-compliant tenderers will be notified and given the reasons for their non-compliance [...]*

Generally, the boroughs use two processes to achieve this, i.e., a process for the public calls for tenders and receipt of bids and the process in force at the city to document decision-making regarding the choice of tenderer with the lowest bid that complies with the administrative and technical requirements.

As regards the documentation for the public call for tenders, good practices dictate that a list be drawn up of all the companies that have obtained the call for tenders documents. At the time of the public opening of bids, the clerk must then declare that the bid received complies with the required legal documents (e.g., insurance policies, bond, proof of status). In general, the minutes prepared by the clerk serve to attest to the availability of the required documents.

As regards the decision-making process, the unit responsible performs the technical analysis of the tender. In general, evaluation grids are prepared to compare the prices submitted by the bidding companies, to calculate the ratio corresponding to the price differences between the bids received, and to examine all additional information that can help decision-making in order to retain the lowest compliant bid from a technical standpoint. A decision-making record must then be prepared, containing all the relevant information to support the decision to recommend to the authority concerned that a contract be awarded. This file should report earlier decisions made, the chronology of the call for tenders process and financial considerations regarding overall and unit costs. In general, decision-makers expect that the decision-making record will contain all the relevant information needed to make an informed decision.

When analyzing bids, some indicative factors need to be taken into account to identify certain irregularities and to guide decision-making accordingly, such as:

- The number of companies that obtained the call for tenders documents compared to the number that actually submitted a bid;
- The existence of companies that submit bids without ever receiving contracts;
- The frequency with which the same company or the same limited group of companies that tender the lowest bid are awarded contracts over time;
- The existence of contracts awarded to a tenderer that did not have the lowest compliant bid;
- The presence of the same contracted company for many years in one borough;
- Cases of a single tenderer;

- An excessive price difference (greater than 15%) between the first and second tenderer;
- The existence of specific clauses or specifications (e.g., required equipment) in the call for tenders documents that favour some companies;
- The existence of complaints received from tenderers regarding the calls for offers.

When detected, these indicative factors should be documented by the business unit involved when preparing the decision-making summaries so that this information can support the authorities in making an informed decision.

During the course of our audit, we identified certain irregularities in the contracts awarded in each of the 19 boroughs. Based on the information contained in the minutes prepared at the time of the opening of the bids and the decision-making summaries, we examined the extent to which the business units clearly flagged these irregularities or these risks that they had found so that the authorities could make better decisions.

Our audit uncovered the following<sup>45</sup>:

- Decision-making summaries were sometimes mute about not insignificant price differences (more than 15%) between the first and second lowest compliant bidder. Our review identified the following price differences:
  - between 16% and 204% for snow clearing tenders;
  - between 16% and 74% for snow loading tenders;
  - between 16% and 98% for snow disposal tenders.
- In the case of 8<sup>46</sup> of the 19 boroughs, decision-making summaries did not always provide an explanation for the choice of successful bidder, especially when the company was the only tenderer to submit a compliant bid although several other companies had obtained the call for tenders documents.
- In the case of 8<sup>47</sup> of the 19 boroughs, decision-making summaries did not always provide an explanation for the choice of successful bidder, especially when the company was the only tenderer to submit a compliant bid although a limited number of companies (three or fewer) had obtained the call for tenders documents.

---

<sup>45</sup> Note that the data supporting these findings is the same as shown in the 2013 annual report; it was not updated in September 2014.

<sup>46</sup> The eight boroughs are: Ahuntsic-Cartierville, Anjou, CDN-NDG, Lachine, LaSalle, Le Plateau-Mont-Royal, Saint-Laurent and Ville-Marie.

<sup>47</sup> The eight boroughs are: Anjou, CDN-NDG, MHM, Le Plateau-Mont-Royal, Rosemont-La Petite-Patrie, Saint-Léonard, Ville-Marie and Villeray-Saint-Michel-Parc-Extension.

- In the case of 17<sup>48</sup> of the 19 boroughs, decision-making summaries did not explicitly document the justification for the choice of the successful bidder although a limited number of companies (two to three) had submitted a bid.
- In the case of 2<sup>49</sup> of the 19 boroughs, the decision-making summary did not always sufficiently document the reason that the bids received were non-compliant; only the mention “non-compliant bid” was sometimes indicated.
- In the case of 3<sup>50</sup> of the 19 boroughs, the decision-making summary did not explicitly document the justification for the choice of the successful tenderer that had not submitted the lowest bid.
- In the case of 14<sup>51</sup> of the 19 boroughs, the decision-making summaries that were prepared did not always mention the companies that withdrew the call for tenders documents.
- In the case of 4<sup>52</sup> of the 19 boroughs, we noted that related companies submitted simultaneous bids.
- In the case of one<sup>53</sup> borough, exercising of the renewal option provided for in the contracts was not necessarily endorsed by a borough council resolution.
- The bid analysis data used to document the recommendation of the choice of successful bidder was occasionally brief and varied from one borough to another, thus making comparisons difficult. The indicators generally used for comparative purposes are:
  - total cost with and without taxes;
  - annual cost with and without taxes;
  - the unit cost per linear metre, cubic metre or metric tonne;
  - inclusion or exclusion of the consumer price index (CPI) and transportation price index (TPI).

Also, our audit revealed that a certain number of contracts were transferred by the companies to which they had been awarded in accordance with the provisions stipulated in the specifications and with the approval of the concerned boroughs. Although we did not analyze these assignments in depth, it is our opinion that this mode of contract acquisition increases the risk of favouring tacit understandings between companies seeking to exchange contracts.

---

<sup>48</sup> The 17 boroughs are: Ahuntsic-Cartierville, Anjou, CDN-NDG, L'Île-Bizard-Sainte-Geneviève, Lachine, MHM, Montréal-Nord, Outremont, Pierrefonds-Roxboro, Le Plateau-Mont-Royal, RDP-PAT, Rosemont-La Petite-Patrie, Saint-Laurent, Saint-Léonard, Le Sud-Ouest, Ville-Marie and Villeray-Saint-Michel-Parc-Extension.

<sup>49</sup> The two boroughs are: Saint-Léonard and Ville-Marie.

<sup>50</sup> The three boroughs are: Ahuntsic-Cartierville, Anjou and Le Sud-Ouest.

<sup>51</sup> The 14 boroughs are: Ahuntsic-Cartierville, CDN-NDG, L'Île-Bizard-Sainte-Geneviève, Lachine, MHM, Outremont, Pierrefonds-Roxboro, Le Plateau-Mont-Royal, RDP-PAT, Rosemont-La Petite-Patrie, Saint-Léonard, Le Sud-Ouest, Ville-Marie and Villeray-Saint-Michel-Parc-Extension.

<sup>52</sup> The four boroughs are: Ahuntsic-Cartierville, MHM, Saint-Léonard and Le Sud-Ouest.

<sup>53</sup> The Lachine borough.

That said, our audit helped identify several potential sources for improving the information that should be included in the decision-making summaries presented to the authorities to help them arrive at a decision. It should be noted, however, that our audit dealt with contracts in force over a nine-year period from 2005 to 2013, so it is likely that improvements were made over time by the boroughs to correct the irregularities that we found at the start of the audited period. Under the circumstances, we believe that each borough is responsible for assessing how it operates and taking the necessary measures to ensure that the irregularities that were found, if they still exist, do not continue.

## 5. General Conclusion

Our intention in auditing this business sector was to raise greater awareness among the political and administrative authorities by providing for the Montréal territory an overall portrait of the contracts awarded over the course of the last nine years (2005–2013) with respect to the four main sectors of snow clearing activity, i.e., snow clearing, snow clearing equipment rentals (with or without operators), snow loading and snow disposal operations. Our hope is that our audit findings contribute to giving the authorities an additional reason to intervene as rapidly as possible to eliminate certain collusive practices that appear to exist in sectors of activity other than infrastructure construction.

While we do not purport to show beyond a doubt that bid rigging exists among businesses to share contracts for snow clearing operations on the territory of the various boroughs, our audit brought to light a sufficient number of indicative factors to raise suspicions that such a practice likely does exist to the detriment of obtaining the best prices for the services requested. There were many indications of collusion that notably emphasize the fact that a limited number of companies are constantly and consistently awarded the snow clearing contracts. Even more convincing was our finding that certain boroughs, in the past nine years, had awarded exclusive contracts to a single contractor in certain snow clearing business sectors. Our research also revealed that several of these contracted businesses were affiliated, thus providing a greater potential for bid rigging. In the presence of an openly competitive market, this kind of situation would, at the very least, be unlikely.

Of course, the various measures taken by the provincial government and by the city in the past four years to tighten the rules for awarding contracts are likely to eliminate these illegal practices or at least to reduce their scope, but risks nevertheless remain.

It is also understood that snow clearing operations fall within the essential services that must be provided by the boroughs. The risk of collusion is undeniably increased by the fact that

these services must be provided on a regular basis over a period of years. That said, we recognize that collusion is difficult to detect because it is the product of secret agreements between the stakeholders.

We are concerned, nevertheless, by the findings of our audit and believe that it is imperative that the city's various business units have the information they need to gain a comprehensive historical view of the distribution and scope of contracts awarded in the snow clearing business sectors not only on their respective territory but also on the entire territory of Montréal. We believe that the municipal administration should develop, in collaboration with the boroughs, common oversight mechanisms to identify problem situations in which healthy competition does not seem to be occurring normally. The most convincing of these is a cost comparison between the boroughs and the various neighbouring municipalities to ensure that there are no unjustified price differences. We realize that such an approach is not easily put in place since several influencing factors must be taken into account in establishing differential reference pricing.

In our opinion, it is certainly easier to develop a common intervention strategy when the major players (administrative and political authorities) are fully aware of the scope of the problem affecting a large portion of the territory of Montréal. Collective will is often the best option for preventing and neutralizing a situation.

It is in this spirit, therefore, that we are forwarding the results of our audit to the city authorities. The ultimate goal is to help improve the management practices concerning snow clearing operations and enable free and open competition so that the citizens can receive fair value for the services provided. In short, we believe that measures should be taken rapidly to allow all decision-makers, both administrative and political, to obtain the best prices for the services requested.

## 6. Appendices

## 6.1. Snow Clearing Contracts in Force from 2005 to 2013, by Company

Table A – Amounts of the Contracts in Force from 2005 to 2013, by Company – Snow Clearing

Rank	Company	Contract amounts									Total	%
		2005	2006	2007	2008	2009	2010	2011	2012	2013		
1	C.M.S. Entrepreneurs Généraux inc.	\$1,390,416	\$2,075,887	\$2,789,992	\$5,099,389	\$4,590,529	\$4,113,748	\$3,709,430	\$3,582,109	\$4,013,049	\$31,364,549	9.61%
2	Transport Rosemont inc.	\$1,107,241	\$2,390,967	\$2,851,759	\$2,933,490	\$3,643,779	\$3,691,818	\$3,572,561	\$3,694,038	\$4,071,732	\$27,957,385	8.57%
3	Environnement Routier NRJ inc.	\$2,591,750	\$2,443,437	\$3,364,533	\$1,997,564	\$1,997,564	\$1,997,564	\$1,997,564	\$1,993,218	\$1,993,218	\$20,376,412	6.24%
4	Déneigement Moderne inc. <sup>[a]</sup>	\$-	\$892,651	\$2,728,923	\$2,810,790	\$2,895,114	\$2,981,967	\$1,922,855	\$2,811,441	\$2,914,574	\$19,958,315	6.12%
5	A & O Gendron inc.	\$535,503	\$1,117,988	\$2,362,575	\$2,487,282	\$2,540,338	\$2,594,987	\$2,293,772	\$2,247,065	\$3,480,630	\$19,660,140	6.03%
6	Les Entreprises Michaudville inc.	\$896,440	\$1,271,937	\$1,969,592	\$2,028,680	\$2,089,541	\$2,152,227	\$2,231,676	\$2,548,246	\$2,640,889	\$17,829,228	5.46%
7	Les Excavations Payette ltée	\$982,583	\$1,304,780	\$1,941,507	\$1,996,747	\$2,072,570	\$2,097,795	\$1,823,548	\$1,231,748	\$1,049,972	\$14,501,250	4.44%
8	Les Entreprises Canbec Construction inc.	\$567,982	\$798,489	\$1,247,487	\$1,279,944	\$2,080,157	\$1,452,566	\$1,627,366	\$1,989,903	\$2,014,296	\$13,058,190	4.00%
9	Lagacé Transport inc.	\$-	\$571,677	\$1,790,499	\$1,853,256	\$1,899,581	\$1,956,569	\$1,571,944	\$664,873	\$664,873	\$10,973,272	3.36%
10	Jean-Paul Trahan (1980) ltée	\$200,117	\$719,314	\$978,759	\$1,008,122	\$1,038,365	\$1,069,516	\$1,274,049	\$1,637,254	\$1,637,254	\$9,562,750	2.93%
11	Les Entrepreneurs Bucaro inc.	\$320,318	\$891,700	\$854,009	\$1,149,926	\$768,437	\$952,757	\$1,068,678	\$1,201,904	\$1,458,856	\$8,666,585	2.66%
12	NMP Golf Construction inc.	\$-	\$286,000	\$895,869	\$922,745	\$950,427	\$978,940	\$1,514,574	\$1,514,574	\$8,235,129	\$2,529,229	2.52%
13	J.L. Michon Transports inc.	\$581,808	\$363,903	\$245,764	\$752,114	\$774,677	\$805,791	\$1,132,726	\$1,738,995	\$1,788,306	\$8,184,084	2.51%
14	Pépinère Michel Tanguay inc.	\$-	\$206,511	\$543,450	\$533,827	\$788,146	\$788,146	\$1,055,195	\$1,597,386	\$1,597,386	\$7,110,047	2.18%
15	Concorbec inc.	\$257,979	\$726,953	\$748,761	\$771,224	\$794,361	\$823,246	\$936,296	\$955,022	\$974,123	\$6,987,965	2.14%
16	Ramcor Construction inc.	\$-	\$218,321	\$574,529	\$782,238	\$1,121,131	\$1,121,131	\$1,121,131	\$1,121,131	\$695,101	\$6,754,713	2.07%
17	J.M. Gagné inc.	\$2,020,986	\$1,791,349	\$1,097,316	\$653,380	\$672,982	\$459,872	\$-	\$-	\$-	\$6,695,885	2.05%
18	Transport Gilbert Hamelin inc.	\$563,592	\$586,130	\$668,917	\$729,170	\$729,170	\$729,170	\$729,170	\$763,378	\$864,939	\$6,363,636	1.95%
19	Déneigement Nordic (2000) inc.	\$218,709	\$616,295	\$634,783	\$653,827	\$673,442	\$710,759	\$833,267	\$849,932	\$866,931	\$6,057,945	1.86%
20	Construction Bricon ltée	\$-	\$-	\$-	\$-	\$-	\$572,692	\$1,763,134	\$1,798,397	\$1,834,365	\$5,968,588	1.83%
21	Consortium Transport Rosemont - Gravières de Beauce	\$1,511,183	\$1,556,519	\$1,603,214	\$1,231,898	\$-	\$-	\$-	\$-	\$-	\$5,902,814	1.81%
22	9166-6222 Québec inc.	\$-	\$241,331	\$738,546	\$760,703	\$783,524	\$807,030	\$814,131	\$795,937	\$795,937	\$5,737,139	1.76%
23	Roxboro Excavation inc.	\$455,498	\$464,126	\$471,142	\$476,204	\$1,131,565	\$650,991	\$650,991	\$650,991	\$650,991	\$6,502,499	1.72%
24	Les Entreprises T.G.R. inc. <sup>[a]</sup>	\$403,800	\$226,593	\$596,298	\$627,596	\$678,661	\$678,661	\$678,661	\$678,661	\$420,770	\$4,989,701	1.53%
25	P.E.D. Rainville Équipement inc.	\$458,381	\$284,196	\$-	\$196,888	\$786,325	\$786,325	\$786,325	\$786,325	\$786,325	\$4,871,090	1.49%
26	Catalogna et Frères ltée	\$756,562	\$696,768	\$379,498	\$464,745	\$318,899	\$650,491	\$773,236	\$666,817	\$-	\$4,607,016	1.41%
27	Déneigement Fontaine Gadbois inc.	\$263,579	\$742,733	\$765,015	\$787,966	\$811,605	\$300,393	\$-	\$-	\$192,698	\$4,093,989	1.25%
28	Les Entrepreneurs Chomedey inc.	\$872,479	\$445,221	\$413,363	\$374,602	\$385,840	\$381,635	\$363,212	\$370,477	\$377,886	\$3,984,715	1.22%
29	Entreprises Ste-Croix inc.	\$-	\$-	\$287,914	\$733,974	\$733,974	\$733,974	\$733,974	\$440,384	\$-	\$3,664,194	1.12%
30	Les Entreprises PM Pavages inc.	\$-	\$167,347	\$324,381	\$1,127,563	\$665,671	\$582,829	\$109,835	\$326,600	\$319,915	\$3,624,141	1.11%
31	Les Transports Marco D'Intino inc. <sup>[a]</sup>	\$-	\$-	\$-	\$244,755	\$644,093	\$644,093	\$644,093	\$644,093	\$399,338	\$3,220,465	0.99%
32	S.E.R. 9197-4220 Québec inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$416,234	\$1,295,815	\$1,295,815	\$3,007,864	0.92%
33	Les Pavages D'Amour inc.	\$276,777	\$276,777	\$214,562	\$218,852	\$303,856	\$303,856	\$303,856	\$303,856	\$303,856	\$2,506,248	0.77%
34	Pépinère et Paysagiste Marina inc.	\$-	\$160,414	\$308,352	\$258,882	\$231,173	\$464,416	\$503,579	\$345,109	\$-	\$2,271,925	0.70%
35	Transport H. Cordeau inc. <sup>[a]</sup>	\$1,215,379	\$821,433	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$2,036,812	0.62%
36	Marobi inc.	\$479,214	\$490,324	\$331,942	\$-	\$-	\$624,427	\$-	\$-	\$-	\$1,925,907	0.59%
37	Entreprises Réjean Desgranges inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$259,073	\$792,305	\$792,305	\$1,843,683	0.57%
38	Signalisation Como inc.	\$544,910	\$557,530	\$377,449	\$-	\$-	\$-	\$-	\$-	\$-	\$1,479,889	0.45%
39	Équipements Kanda ltée <sup>[a]</sup>	\$-	\$170,717	\$449,256	\$278,539	\$-	\$-	\$-	\$-	\$-	\$898,512	0.28%
40	Transport DM Choquette inc. <sup>[a]</sup>	\$-	\$-	\$-	\$-	\$-	\$-	\$705,743	\$-	\$-	\$705,743	0.22%
41	Les entreprises G-L	\$-	\$-	\$-	\$-	\$-	\$69,057	\$66,725	\$272,942	\$186,080	\$594,804	0.18%
42	Simard-Beaudry inc.	\$410,539	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$410,539	0.13%
43	Ventes d'équipements et encanteurs Kanda ltée <sup>[a]</sup>	\$395,511	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$395,511	0.12%
44	9078-5940 Québec inc.	\$384,853	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$384,853	0.12%
45	Groupe TMD inc. (9150-2732 Québec inc.) <sup>[a]</sup>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$326,529	\$326,529	0.10%
46	Paysagiste Saro inc.	\$9,609	\$22,420	\$8,994	\$20,986	\$11,252	\$39,136	\$43,237	\$23,604	\$39,340	\$218,578	0.07%
47	Entreprises Vannicola 97 inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$25,814	\$80,865	\$66,713	\$173,392	0.05%
48	R. Racicot ltée	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$166,714	\$166,714	0.05%
49	Paysagiste ML (1999) inc.	\$-	\$-	\$-	\$22,175	\$24,392	\$26,830	\$22,665	\$24,927	\$27,424	\$148,413	0.05%
50	Carlo Caccavelli Paysagement	\$-	\$-	\$-	\$-	\$-	\$-	\$11,548	\$17,522	\$34,263	\$63,333	0.02%
51	J.R.G. Déneigement et Excavation enr.	\$-	\$-	\$-	\$-	\$7,731	\$25,767	\$18,205	\$-	\$-	\$51,703	0.02%
52	Les Contracteurs P.G. inc.	\$-	\$-	\$-	\$-	\$7,431	\$24,770	\$17,501	\$-	\$-	\$49,702	0.02%
53	Les Excavations K. McElligott inc.	\$-	\$-	\$-	\$-	\$5,682	\$18,941	\$13,382	\$-	\$-	\$38,005	0.01%
54	Paradis Vert	\$11,382	\$11,831	\$12,296	\$-	\$-	\$-	\$-	\$-	\$-	\$35,509	0.00%
	<b>Total</b>	<b>\$20,685,080</b>	<b>\$26,610,569</b>	<b>\$35,571,246</b>	<b>\$38,270,043</b>	<b>\$39,651,985</b>	<b>\$40,094,883</b>	<b>\$39,798,382</b>	<b>\$42,357,844</b>	<b>\$43,257,967</b>	<b>\$326,297,999</b>	<b>100.00%</b>

[a], [b], [c], [d] Affiliated companies.

## 6.2. Snow Clearing Equipment Rental Contracts (With or Without Operators) in Force from 2005 to 2013, by Company

**Table B – Amounts of the Contracts in Force from 2005 to 2013, by Company  
Snow Clearing Equipment Rentals (With or Without Operators)**

Rank	Company	Contract amounts									Total	%
		2005	2006	2007	2008	2009	2010	2011	2012	2013		
1	Strongco Équipement inc.	\$1,167,616	\$1,167,616	\$1,410,843	\$1,798,321	\$1,328,475	\$630,704	\$630,704	\$545,020	\$282,925	\$8,962,224	13.94%
2	Nortrax Québec inc.	\$-	\$-	\$-	\$-	\$548,934	\$1,801,693	\$2,008,030	\$2,065,394	\$2,216,388	\$8,640,439	13.44%
3	Environnement Routier NRJ inc.	\$-	\$511,294	\$452,514	\$653,161	\$653,161	\$653,161	\$653,161	\$200,647	\$-	\$3,777,099	5.88%
4	Entreprise Vaillant (1994) inc.	\$263,581	\$276,581	\$319,831	\$398,295	\$335,777	\$353,970	\$505,594	\$385,403	\$387,631	\$3,226,663	5.02%
5	Longus Équipements inc.	\$18,000	\$42,343	\$200,833	\$265,845	\$383,219	\$628,583	\$600,086	\$378,824	\$396,384	\$2,914,117	4.53%
6	Les Entreprises Canbec Construction inc.	\$225,092	\$225,092	\$225,092	\$302,020	\$342,357	\$344,107	\$346,697	\$348,957	\$326,686	\$2,686,100	4.18%
7	Équipements Ontrac Québec inc.	\$832,621	\$852,212	\$606,111	\$195,307	\$-	\$-	\$-	\$-	\$-	\$2,486,251	3.87%
8	Les pavages Dorval inc.	\$215,603	\$215,603	\$215,603	\$245,817	\$280,382	\$280,382	\$280,382	\$280,382	\$280,382	\$2,294,536	3.57%
9	Excavation Mario Itée	\$198,483	\$186,532	\$150,677	\$192,923	\$266,385	\$266,385	\$266,385	\$266,385	\$266,385	\$2,060,540	3.21%
10	Nepcon inc.	\$165,118	\$165,118	\$165,118	\$189,363	\$218,413	\$218,413	\$218,413	\$218,413	\$218,413	\$1,776,782	2.77%
11	Excavation Anjou inc.	\$41,602	\$70,615	\$75,000	\$177,000	\$232,800	\$169,937	\$454,076	\$302,879	\$31,640	\$1,555,549	2.42%
12	Les Entrepreneurs Chomedey inc.	\$33,380	\$167,902	\$184,249	\$142,678	\$146,959	\$167,443	\$206,336	\$210,463	\$214,672	\$1,474,082	2.29%
13	J.A. Larue inc.	\$-	\$20,222	\$53,975	\$39,806	\$383,224	\$91,147	\$191,413	\$193,150	\$65,363	\$1,038,300	1.62%
14	Location S. Carrier inc.	\$66,674	\$66,674	\$66,674	\$65,787	\$65,787	\$74,128	\$74,128	\$118,925	\$378,696	\$977,473	1.52%
15	R. Benoît Construction inc.	\$66,571	\$66,571	\$66,571	\$83,418	\$111,633	\$111,633	\$111,633	\$111,633	\$111,633	\$841,296	1.31%
16	Déneigement Fontaine Gadbois inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$23,924	\$242,846	\$550,077	\$816,847	1.27%
17	Transport Rosemont inc.	\$-	\$-	\$-	\$-	\$76,760	\$191,899	\$191,899	\$244,646	\$96,522	\$801,726	1.25%
18	C.M.S. Entrepreneurs Généraux inc.	\$10,944	\$-	\$-	\$-	\$26,118	\$78,355	\$59,255	\$292,270	\$288,551	\$755,493	1.18%
19	J.M. Bussièrès & Fils Itée	\$28,153	\$61,581	\$144,968	\$236,992	\$67,200	\$28,950	\$57,900	\$18,696	\$96,038	\$740,478	1.15%
20	Hewitt Équipement Itée	\$22,852	\$38,865	\$-	\$28,937	\$86,810	\$86,810	\$106,563	\$163,782	\$167,078	\$701,697	1.09%
21	9042-0845 Québec inc.	\$66,715	\$66,715	\$66,715	\$75,263	\$84,092	\$84,092	\$84,092	\$84,092	\$84,092	\$695,868	1.08%
22	Magasin Jasmin inc.	\$25,881	\$25,881	\$25,881	\$50,478	\$103,563	\$103,563	\$103,563	\$103,563	\$103,563	\$645,936	1.00%
23	Construction Beaudin et Courville inc.	\$54,291	\$80,842	\$80,842	\$89,309	\$62,759	\$62,759	\$66,145	\$66,145	\$66,145	\$629,237	0.98%
24	Transport DM Choquette inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$67,639	\$273,051	\$273,051	\$613,741	0.95%
25	Gestion Gérard Boutin inc.	\$56,744	\$56,744	\$56,744	\$64,704	\$73,820	\$73,820	\$73,820	\$73,820	\$73,820	\$604,036	0.94%
26	Lavaltrac Équipement inc.	\$-	\$-	\$3,694	\$63,765	\$125,228	\$146,741	\$116,363	\$71,232	\$71,232	\$598,255	0.93%
27	Construction J. Richard Gauthier inc.	\$70,844	\$102,545	\$47,068	\$50,285	\$49,947	\$49,947	\$49,947	\$49,947	\$81,508	\$552,038	0.86%
28	R.P.M. Tech inc.	\$-	\$-	\$-	\$-	\$49,846	\$124,614	\$124,614	\$124,614	\$124,614	\$548,302	0.85%
29	Construction Gamier Itée	\$95,444	\$83,493	\$47,638	\$50,543	\$49,383	\$49,383	\$49,383	\$49,383	\$49,383	\$524,033	0.82%
30	Ramcor Construction inc.	\$-	\$-	\$-	\$-	\$-	\$95,718	\$228,989	\$125,353	\$58,467	\$508,527	0.79%
31	Les Équipements Benco Itée	\$-	\$-	\$-	\$17,744	\$26,616	\$-	\$-	\$117,619	\$333,163	\$495,142	0.77%
32	Groupe TDM inc. (9150-2732 Québec inc.)	\$-	\$-	\$33,948	\$166,796	\$106,677	\$96,749	\$79,981	\$-	\$-	\$484,151	0.75%
33	Transport Camille Dionne (1991) inc.	\$17,409	\$-	\$-	\$-	\$32,057	\$32,057	\$60,764	\$114,604	\$193,228	\$450,119	0.70%
34	Pépière et Paysagiste Marina inc.	\$33,951	\$33,951	\$33,951	\$25,455	\$25,455	\$28,683	\$28,683	\$32,285	\$141,000	\$383,414	0.60%
35	GE-BER Transport inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$13,659	\$364,357	\$378,016	0.59%
36	Les Entreprises Simac (2007) inc.	\$-	\$-	\$-	\$-	\$-	\$36,120	\$112,650	\$140,513	\$82,340	\$371,623	0.58%
37	Marina Matériaux et Équipements	\$-	\$-	\$-	\$81,973	\$54,932	\$56,682	\$67,054	\$61,532	\$39,261	\$361,434	0.56%
38	Équipements G. Gagnon inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$165,997	\$165,997	\$331,994	0.52%
39	Transport D2000 inc.	\$-	\$-	\$37,604	\$37,604	\$37,604	\$17,608	\$53,317	\$80,712	\$62,776	\$327,225	0.51%
40	Les Excavations Gilbert Théoret inc.	\$-	\$-	\$7,998	\$61,225	\$67,725	\$20,317	\$62,216	\$54,038	\$-	\$273,519	0.43%
41	Lange Patenaude Équipement Itée	\$-	\$-	\$-	\$-	\$3,076	\$30,238	\$83,572	\$83,572	\$57,639	\$258,097	0.40%
42	Daniel Marcoux enr.	\$50,225	\$50,225	\$50,225	\$25,137	\$25,137	\$28,325	\$28,325	\$-	\$-	\$257,599	0.40%
43	S. Boudrias inc.	\$-	\$-	\$-	\$-	\$-	\$29,939	\$70,502	\$33,575	\$122,781	\$256,797	0.40%
	<b>Subtotal (continued on next page)</b>	<b>\$3,827,794</b>	<b>\$4,635,217</b>	<b>\$4,830,367</b>	<b>\$5,875,951</b>	<b>\$6,532,311</b>	<b>\$7,345,055</b>	<b>\$8,598,198</b>	<b>\$8,508,021</b>	<b>\$8,923,881</b>	<b>\$59,076,795</b>	

### 5.11. Snow Clearing Contracts Awarded from 2005 to 2013

Rank	Company	Contract amounts									Total	%
		2005	2006	2007	2008	2009	2010	2011	2012	2013		
44	Les Pavages J.M. Beaulieu inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$66,805	\$182,901	\$249,706	0.39%
45	Pierre L. Transport enr.	\$8,050	\$8,050	\$8,050	\$50,753	\$50,753	\$57,188	\$57,188	\$-	\$-	\$240,032	0.37%
46	Niveleuse A.M.F.	\$-	\$-	\$-	\$25,217	\$25,217	\$28,415	\$28,415	\$31,457	\$88,899	\$227,620	0.36%
47	Francis Vanier	\$8,050	\$8,050	\$8,050	\$29,433	\$29,433	\$33,165	\$33,165	\$16,349	\$47,572	\$213,267	0.33%
48	Entreprises Joey Storto inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$34,937	\$106,378	\$71,720	\$213,035	0.33%
49	9102-2731 Québec inc. (Groupe TMG)	\$-	\$-	\$-	\$-	\$-	\$-	\$34,026	\$103,600	\$69,843	\$207,469	0.32%
50	Excavation A.V. inc.	\$-	\$-	\$-	\$-	\$-	\$9,232	\$46,365	\$139,649	\$-	\$195,246	0.31%
51	Neigexpert	\$-	\$-	\$-	\$-	\$-	\$25,585	\$51,646	\$31,733	\$79,333	\$188,297	0.29%
52	Doncar Construction inc.	\$-	\$16,200	\$16,200	\$45,878	\$29,679	\$38,308	\$38,308	\$-	\$-	\$184,573	0.29%
53	Les Excavations DDC inc.	\$-	\$-	\$-	\$-	\$-	\$17,187	\$163,587	\$-	\$-	\$180,774	0.28%
54	Transport Gino Palladino (Les Toitures Italia inc.)	\$-	\$-	\$35,325	\$35,325	\$35,325	\$-	\$24,804	\$24,804	\$24,804	\$180,387	0.28%
55	J.L. Michon Transports inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$28,026	\$85,332	\$57,529	\$170,887	0.27%
56	Entreprises Réjean Desgranges inc.	\$-	\$27,348	\$27,348	\$27,348	\$28,219	\$28,219	\$28,219	\$-	\$-	\$166,701	0.26%
57	Excavation Bouchard ltée	\$-	\$-	\$2,729	\$20,896	\$33,863	\$20,520	\$55,433	\$27,560	\$-	\$161,001	0.25%
58	Les Entreprises Johnny enr.	\$-	\$-	\$-	\$-	\$-	\$81,623	\$69,065	\$-	\$-	\$150,688	0.24%
59	Sylvain Bouchard inc.	\$-	\$-	\$-	\$-	\$33,863	\$10,158	\$39,179	\$56,470	\$-	\$139,670	0.22%
60	Transport Patrick Brisebois inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$33,154	\$104,356	\$137,510	0.21%
61	Les Entreprises Pierre Ladouceur inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$33,610	\$103,279	\$136,889	0.21%
62	Niveleuse DRB inc.	\$8,050	\$8,050	\$8,050	\$25,217	\$25,217	\$28,415	\$28,415	\$-	\$-	\$131,414	0.20%
63	2734-6584 Québec inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$44,384	\$66,577	\$-	\$110,961	0.17%
64	Entreprise D.J. inc.	\$-	\$-	\$-	\$12,773	\$12,773	\$12,402	\$12,402	\$13,411	\$39,301	\$103,062	0.16%
65	Excavation R. Lécuyer et Fils inc.	\$-	\$-	\$-	\$-	\$-	\$26,368	\$29,788	\$33,140	\$13,467	\$102,763	0.16%
66	Jocexpress inc.	\$-	\$-	\$-	\$12,774	\$12,774	\$12,402	\$12,402	\$13,245	\$30,813	\$94,410	0.15%
67	Cubex inc.	\$-	\$45,295	\$23,641	\$20,317	\$-	\$-	\$-	\$-	\$-	\$89,253	0.14%
68	Benco MFG Industries	\$-	\$-	\$23,641	\$65,242	\$-	\$-	\$-	\$-	\$-	\$88,883	0.14%
69	Transport DC Barbeau inc.	\$-	\$-	\$-	\$12,774	\$12,774	\$12,402	\$12,402	\$13,638	\$24,246	\$88,236	0.14%
70	CEGER	\$-	\$31,588	\$47,380	\$-	\$-	\$-	\$-	\$-	\$-	\$78,968	0.12%
71	E2R inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$25,828	\$52,438	\$78,266	0.12%
72	Déneigement Métropolitain inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$11,666	\$61,811	\$-	\$73,477	0.11%
73	Antonio De Luca	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$23,998	\$48,723	\$72,721	0.11%
74	Les Entreprises S. Loiseau inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$14,100	\$53,068	\$67,168	0.10%
75	Les entreprises DF Ouimet inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$24,516	\$36,774	\$-	\$61,290	0.10%
76	Equipements JKL inc.	\$-	\$35,028	\$23,668	\$-	\$-	\$-	\$-	\$-	\$-	\$58,696	0.09%
77	3087-8730 Québec inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$4,883	\$52,084	\$56,967	0.09%
78	Transport S. Bernard inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$4,553	\$48,565	\$53,118	0.08%
79	Paysagiste Roche inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$25,294	\$25,294	\$50,588	0.08%
80	Equipements Charbonneau (9019-1461 Québec inc.)	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$4,228	\$45,106	\$49,334	0.08%
81	Excavation J. Bourassa enr.	\$22,890	\$24,613	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$47,503	0.07%
82	Meloche inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$47,464	\$-	\$-	\$47,464	0.07%
83	Excavations Bergevin & Laberge inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$12,417	\$33,372	\$45,789	0.07%
84	Les Excavations K. McElligott inc.	\$-	\$-	\$-	\$42,906	\$-	\$-	\$-	\$-	\$-	\$42,906	0.07%
85	Les Entreprises Forget Pilon inc.	\$-	\$-	\$-	\$-	\$33,829	\$-	\$-	\$-	\$-	\$33,829	0.05%
86	2742-2047 Québec inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$11,301	\$16,951	\$-	\$28,252	0.04%
87	Les Excavations R. Malenfant (1991) inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$10,936	\$16,405	\$-	\$27,341	0.04%
88	Gervais Lemay	\$-	\$-	\$13,532	\$13,532	\$-	\$-	\$-	\$-	\$-	\$27,064	0.04%
89	Les Contracteurs P.G. inc.	\$-	\$-	\$-	\$16,742	\$-	\$-	\$-	\$-	\$-	\$16,742	0.03%
90	Équipement Fédéral	\$13,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$13,000	0.02%
91	L.R.J. Ranger inc.	\$-	\$-	\$-	\$12,765	\$-	\$-	\$-	\$-	\$-	\$12,765	0.02%
92	Entreprises Daniel Robert inc.	\$-	\$-	\$-	\$-	\$6,953	\$-	\$-	\$-	\$-	\$6,953	0.01%
	<b>Subtotal</b>	<b>\$60,040</b>	<b>\$204,222</b>	<b>\$237,614</b>	<b>\$469,892</b>	<b>\$370,672</b>	<b>\$441,589</b>	<b>\$978,039</b>	<b>\$1,144,154</b>	<b>\$1,296,713</b>	<b>\$5,202,935</b>	
	<b>Total</b>	<b>\$3,887,834</b>	<b>\$4,839,439</b>	<b>\$5,067,981</b>	<b>\$6,345,843</b>	<b>\$6,902,983</b>	<b>\$7,786,644</b>	<b>\$9,576,237</b>	<b>\$9,652,175</b>	<b>\$10,220,594</b>	<b>64,279,730</b>	<b>100.00%</b>

### 6.3. Snow Loading Contracts in Force from 2005 to 2013, by Company

Table C – Amounts of the Contracts in Force from 2005 to 2013, by Company – Snow Loading

Rank	Company	Contract amounts									Total	%
		2005	2006	2007	2008	2009	2010	2011	2012	2013		
1	Transvrac Montréal - Laval inc.	\$1,014,575	\$1,361,920	\$1,415,230	\$2,392,162	\$3,625,957	\$3,597,194	\$5,839,861	\$5,974,830	\$8,613,688	\$33,835,417	32.76%
2	Various transport operators <sup>[a]</sup>	\$737,535	\$141,812	\$1,212,184	\$1,767,608	\$1,014,266	\$441,764	\$1,001,700	\$713,040	\$-	\$7,029,909	6.81%
3	Transporteur en vrac St-Hyacinthe inc.	\$336,736	\$779,575	\$830,100	\$855,003	\$865,738	\$817,139	\$843,639	\$675,846	\$687,229	\$6,691,005	6.48%
4	Various transport operators <sup>[b]</sup>	\$1,053,833	\$548,804	\$1,849,331	\$2,105,143	\$-	\$-	\$-	\$-	\$-	\$5,557,111	5.38%
5	Gestion Yvan Pion inc.	\$123,149	\$742,500	\$634,200	\$189,781	\$592,346	\$610,116	\$614,811	\$604,798	\$622,942	\$4,734,643	4.59%
6	Les Entreprises de transport Charco ltée	\$362,782	\$730,776	\$657,244	\$486,595	\$501,193	\$613,939	\$741,707	\$306,833	\$312,970	\$4,714,039	4.57%
7	Les Entreprises T.G.R. inc.	\$165,463	\$992,778	\$992,778	\$992,778	\$827,315	\$-	\$-	\$-	\$-	\$3,971,112	3.85%
8	DF Transport en vrac SNC	\$243,577	\$270,461	\$294,788	\$303,632	\$605,299	\$913,091	\$621,395	\$289,879	\$289,879	\$3,832,001	3.71%
9	J.L. Michon Transports inc.	\$-	\$83,019	\$210,038	\$371,853	\$608,031	\$631,911	\$490,667	\$542,905	\$556,478	\$3,494,902	3.38%
10	Transport Mont-Blanc inc.	\$480,679	\$565,123	\$487,662	\$448,765	\$115,377	\$341,186	\$348,010	\$-	\$-	\$2,786,802	2.70%
11	Various transport operators <sup>[c]</sup>	\$-	\$-	\$298,537	\$1,618,682	\$102,128	\$383,583	\$366,000	\$-	\$-	\$2,768,930	2.68%
12	Gestion Gérard Boutin inc.	\$-	\$75,408	\$190,781	\$236,504	\$80,000	\$230,351	\$270,896	\$370,176	\$1,134,134	\$2,588,250	2.51%
13	Déneigement Fontaine Gadbois inc.	\$-	\$-	\$-	\$-	\$142,222	\$853,335	\$853,335	\$711,113	\$-	\$2,560,005	2.48%
14	Terrapro Construction inc.	\$-	\$37,958	\$228,890	\$235,756	\$535,387	\$841,079	\$512,022	\$-	\$-	\$2,391,092	2.32%
15	Noël & Fils 9124-4277 Québec inc.	\$36,811	\$270,128	\$217,768	\$224,301	\$136,974	\$230,351	\$336,546	\$310,135	\$317,889	\$2,080,903	2.01%
16	BDMP Transport en vrac SENC	\$229,645	\$330,073	\$337,524	\$335,392	\$345,453	\$295,038	\$-	\$-	\$-	\$1,873,125	1.81%
17	Maçonnerie Martin Santerre	\$-	\$-	\$-	\$-	\$72,824	\$440,219	\$459,442	\$476,621	\$409,512	\$1,858,618	1.80%
18	Various transport operators <sup>[d]</sup>	\$226,502	\$216,510	\$219,701	\$355,523	\$272,013	\$199,500	\$-	\$-	\$-	\$1,489,749	1.44%
19	Service de location Ste-Croix inc.	\$41,050	\$247,500	\$211,400	\$341,951	\$341,951	\$284,977	\$-	\$-	\$-	\$1,468,829	1.42%
20	Transport 1941 Québec inc.	\$-	\$-	\$-	\$-	\$-	\$115,341	\$355,097	\$362,199	\$369,443	\$1,202,080	1.16%
21	Michel Trussart	\$181,360	\$230,484	\$235,996	\$241,646	\$207,042	\$-	\$-	\$-	\$-	\$1,096,528	1.06%
22	Excavation Constant inc.	\$34,378	\$217,299	\$222,299	\$227,606	\$191,100	\$-	\$-	\$-	\$-	\$892,682	0.86%
23	Martin Lefebvre Transport inc.	\$-	\$-	\$-	\$-	\$-	\$44,399	\$270,216	\$278,323	\$286,673	\$879,611	0.85%
24	9149-9418 Québec inc.	\$40,700	\$245,419	\$252,782	\$215,891	\$-	\$-	\$-	\$-	\$-	\$754,792	0.73%
25	Transport Reynald Boulay et fils inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$106,312	\$640,985	\$747,297	0.72%
26	4370-503 Canada inc.	\$-	\$-	\$-	\$-	\$-	\$67,087	\$206,540	\$210,671	\$214,885	\$699,183	0.68%
27	9182-9960 Québec inc.	\$-	\$-	\$31,207	\$184,510	\$190,045	\$161,645	\$-	\$-	\$-	\$567,407	0.55%
28	Transport MJM	\$274,765	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$274,765	0.27%
29	Transport Philippe Desgranges	\$183,772	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$183,772	0.18%
30	Entreprises Michel Lampron	\$126,387	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$126,387	0.12%
31	NMP Golf Construction inc.	\$125,580	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$125,580	0.12%
	<b>Total</b>	<b>\$6,019,279</b>	<b>\$8,087,547</b>	<b>\$11,030,440</b>	<b>\$14,131,082</b>	<b>\$11,372,661</b>	<b>\$12,113,245</b>	<b>\$14,131,884</b>	<b>\$11,933,681</b>	<b>\$14,456,707</b>	<b>\$103,276,526</b>	<b>100.00%</b>

[a] According to the information obtained from the Verdun borough, these expenses were approved for several snow loading companies following the conclusion of private contracts during the period from 2005 to 2012 inclusively.

[b] According to the information obtained from the Saint-Laurent borough, these expenses were approved for several snow loading companies following the conclusion of private contracts during the period from 2005 to 2008 inclusively.

[c] According to the information obtained from the Montréal-Nord borough, these expenses were approved for several snow loading companies following the conclusion of private contracts during the period from 2007 to 2011 inclusively.

[d] According to the information obtained from the Saint-Léonard borough, these expenses were approved for several snow loading companies following the conclusion of private contracts during the period from 2005 to 2010 inclusively.

## 6.4. Snow Disposal Contracts in Force from 2005 to 2013, by Company

**Table D – Amounts of the Contracts in Force from 2005 to 2013, by Company – Snow Disposal Operations**

Rank	Company	Contract amounts									Total	%
		2005	2006	2007	2008	2009	2010	2011	2012	2013		
1	Gaston Contant inc.	\$947,117	\$1,077,777	\$1,337,951	\$1,833,055	\$1,642,321	\$1,846,187	\$1,713,165	\$2,519,990	\$3,258,180	\$16,175,743	47.37%
2	Environnement Routier NRJ inc.	\$-	\$-	\$-	\$-	\$548,573	\$1,371,431	\$1,371,431	\$1,371,431	\$1,371,431	\$6,034,297	17.67%
3	Serge Paquette Excavation	\$1,103,090	\$1,103,090	\$1,103,090	\$1,103,090	\$661,854	\$-	\$-	\$-	\$-	\$5,074,214	14.86%
4	Construction DJL inc.	\$46,227	\$278,511	\$285,473	\$292,610	\$301,041	\$314,148	\$322,001	\$330,051	\$280,749	\$2,450,811	7.18%
5	Construction J. Richard Gauthier inc.	\$-	\$-	\$149,671	\$640,460	\$320,069	\$71,382	\$74,051	\$164,043	\$127,264	\$1,546,940	4.53%
6	Y & R Paquette inc.	\$-	\$-	\$53,510	\$322,660	\$332,339	\$283,837	\$-	\$-	\$-	\$992,346	2.91%
7	John Meunier inc.	\$201,306	\$114,187	\$114,187	\$-	\$-	\$-	\$-	\$-	\$-	\$429,680	1.26%
8	Aquatech, Société de gestion de l'eau inc.	\$98,691	\$101,093	\$103,550	\$106,117	\$-	\$-	\$-	\$-	\$-	\$409,451	1.20%
9	Simo Management inc.	\$-	\$-	\$-	\$-	\$32,237	\$89,330	\$91,207	\$93,255	\$95,589	\$401,618	1.18%
10	Entreprise Vaillant (1994) inc.	\$-	\$-	\$-	\$-	\$49,852	\$99,707	\$41,929	\$-	\$-	\$191,488	0.56%
11	Les Pavages Chenails inc.	\$-	\$-	\$-	\$185,013	\$-	\$-	\$-	\$-	\$-	\$185,013	0.54%
12	Transport Camille Dionne (1991) inc.	\$19,075	\$-	\$-	\$10,380	\$32,437	\$32,437	\$32,437	\$32,437	\$22,057	\$181,260	0.53%
13	Catalogna et Frères Itée	\$-	\$-	\$-	\$45,240	\$-	\$-	\$-	\$-	\$-	\$45,240	0.13%
14	Groupe Imog inc.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$27,970	\$27,970	0.08%
	<b>Total</b>	<b>\$2,415,506</b>	<b>\$2,674,658</b>	<b>\$3,147,432</b>	<b>\$4,538,625</b>	<b>\$3,920,723</b>	<b>\$4,108,459</b>	<b>\$3,646,221</b>	<b>\$4,511,207</b>	<b>\$5,183,240</b>	<b>\$34,146,071</b>	<b>100.00%</b>

## 6.5. Distribution of the 37 Companies that were Awarded Contracts by at Least One Borough on a Regular Basis (yearly) from 2005 to 2013

**Table E – Distribution of the 37 Companies in the Boroughs by Sector of Activity**

Borough	Company	
<b>Snow clearing</b>		
Ahuntsic-Cartierville	1	A & O Gendron inc.
	2	Transport Gilbert Hamelin inc.
	3	Transport Rosemont inc. <sup>[a]</sup>
Anjou	4	Les Entrepreneurs Bucaro inc. <sup>[b]</sup>
CDN-NDG	5	C.M.S. Entrepreneurs Généraux inc.
Lachine	6	Paysagiste Saro inc.
Outremont	7	Environnement Routier NRJ inc.
Pierrefonds-Roxboro	8	Les Pavages D'Amour inc.
Le Plateau-Mont-Royal	9	Les Entreprises Michaudville inc.
	10	Concorbec inc.
RDP-PAT	11	Déneigement Nordic (2000) inc.
	12	Les Entrepreneurs Chomedey inc. <sup>[c]</sup>
Rosemont-La Petite-Patrie		Les Entrepreneurs Bucaro inc. <sup>[b]</sup>
		Transport Rosemont inc. <sup>[a]</sup>
Saint-Laurent	13	Les Entreprises Canbec Construction inc. <sup>[d]</sup>
Saint-Léonard	14	Roxboro Excavation inc.
	15	Les Excavations Payette Itée
<b>Snow clearing equipment rentals (with or without operators)</b>		
Anjou	16	Excavation Anjou inc.
	17	J.M. Bussièrès & Fils Itée
LaSalle	18	Francis Vanier
	19	Location S. Carrier inc.
RDP-PAT	20	Pépinière et Paysagiste Marina inc.
		Les Entrepreneurs Chomedey inc. <sup>[c]</sup>
Saint-Laurent	21	9042-0845 Québec inc.
	22	Construction Garnier Itée
	23	Construction J. Richard Gauthier inc.
	24	Entreprise Vaillant (1994) inc. <sup>[e]</sup>
	25	Excavation Mario Itée
	26	Gestion Gérard Boutin inc.
		Les Entreprises Canbec Construction inc. <sup>[d]</sup>
	27	Les pavages Dorval inc.
	28	Magasin Jasmin inc.
	29	Nepcon inc.
Verdun	30	R. Benoit Construction inc.
	31	Construction Beaudin et Courville inc.
		Entreprise Vaillant (1994) inc. <sup>[e]</sup>
<b>Snow loading</b>		
Ahuntsic-Cartierville	32	Gestion Yvan Pion inc.
LaSalle	33	Transvrac Montréal - Laval inc.
Ville-Marie	34	DF Transport en vrac SNC
Villeray-Saint-Michel-Parc-Extension	35	Transporteur en vrac St-Hyacinthe inc.
<b>Snow disposal operations</b>		
Anjou	36	Gaston Contant inc. <sup>[e]</sup>
Le Sud-Ouest	37	Construction DJL inc.
<b>Company total</b>	<b>37</b>	

[a], [b], [c], [d], [e] These companies are present in several sectors or appear more than once in the sector.

## 6.6. Contracts Covering All Snow Clearing Operations in Force from 2005 to 2013, by Borough

**Table F – Amounts of the Contracts in Force from 2005 to 2013, by Borough  
All Snow Clearing Operations**

Borough	Contract amounts									Total
	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Ahuntsic-Cartierville	\$2,013,862	\$4,068,888	\$4,865,551	\$5,189,860	\$5,702,609	\$5,809,953	\$5,501,551	\$5,659,186	\$5,843,743	\$44,655,203
Anjou	\$704,467	\$1,055,299	\$1,227,534	\$2,731,292	\$1,792,111	\$1,800,539	\$1,284,758	\$2,521,040	\$4,055,548	\$17,172,588
CDN-NDG	\$3,227,357	\$3,603,438	\$3,456,529	\$3,646,387	\$3,630,188	\$4,141,224	\$4,468,399	\$4,855,691	\$5,104,996	\$36,134,209
L'Île-Bizard- Sainte-Geneviève	\$11,382	\$11,831	\$12,296	\$22,175	\$24,392	\$54,767	\$51,032	\$24,927	\$27,424	\$240,226
Lachine	\$789,947	\$935,079	\$846,515	\$1,863,658	\$1,316,885	\$2,172,588	\$2,424,903	\$2,122,473	\$1,718,790	\$14,190,838
LaSalle	\$2,334,018	\$2,673,302	\$2,740,144	\$2,927,095	\$3,438,561	\$3,287,974	\$4,236,169	\$3,540,145	\$4,820,265	\$29,997,673
MHM	\$1,396,615	\$2,638,123	\$3,969,588	\$4,070,319	\$3,753,028	\$4,678,063	\$4,739,537	\$5,745,276	\$5,381,326	\$36,371,875
Montréal-Nord	\$1,511,183	\$1,556,519	\$1,901,751	\$3,244,356	\$1,676,599	\$1,958,054	\$1,940,471	\$1,601,794	\$2,193,810	\$17,584,537
Outremont	\$1,605,612	\$1,605,612	\$1,997,564	\$1,997,564	\$1,997,564	\$1,997,564	\$1,997,564	\$1,993,218	\$1,993,218	\$17,185,480
Pierrefonds-Roxboro	\$276,777	\$276,777	\$265,745	\$439,283	\$720,309	\$726,464	\$906,116	\$1,065,179	\$1,053,800	\$5,730,450
Le Plateau-Mont-Royal	\$1,553,356	\$2,161,584	\$2,943,883	\$3,027,476	\$3,135,131	\$3,425,869	\$4,058,513	\$4,453,596	\$3,857,425	\$28,616,833
RDP-PAT	\$3,821,920	\$5,646,504	\$5,393,854	\$5,274,197	\$5,258,169	\$5,660,970	\$6,303,104	\$6,429,167	\$6,557,752	\$50,345,637
Rosemont-La Petite-Patrie	\$1,151,570	\$3,769,619	\$3,875,415	\$4,197,199	\$4,361,914	\$4,554,526	\$4,554,610	\$4,561,784	\$5,768,585	\$36,795,222
Saint-Laurent	\$3,645,933	\$3,057,952	\$4,313,793	\$5,594,248	\$5,731,125	\$4,280,553	\$4,876,433	\$4,364,784	\$6,011,538	\$41,876,359
Saint-Léonard	\$2,932,650	\$3,284,672	\$4,252,859	\$5,368,672	\$5,050,891	\$5,147,322	\$5,100,545	\$5,122,339	\$4,452,680	\$40,712,630
Le Sud-Ouest	\$1,045,343	\$1,885,646	\$2,902,774	\$2,967,262	\$3,035,941	\$3,097,006	\$3,238,905	\$3,537,094	\$3,473,046	\$25,183,017
Verdun	\$953,643	\$413,542	\$1,532,230	\$2,118,109	\$1,371,145	\$743,322	\$1,448,159	\$1,435,520	\$1,408,802	\$11,424,472
Ville-Marie	\$3,722,759	\$1,820,609	\$4,349,945	\$4,525,296	\$5,584,498	\$6,126,831	\$5,659,121	\$5,342,348	\$5,252,411	\$42,383,818
Villeray-Saint-Michel- Parc-Extension	\$309,305	\$1,747,217	\$3,969,129	\$4,081,145	\$4,267,292	\$4,439,642	\$4,362,834	\$4,079,346	\$4,143,349	\$31,399,259
<b>Total</b>	<b>\$33,007,699</b>	<b>\$42,212,213</b>	<b>\$54,817,099</b>	<b>\$63,285,593</b>	<b>\$61,848,352</b>	<b>\$64,103,231</b>	<b>\$67,152,724</b>	<b>\$68,454,907</b>	<b>\$73,118,508</b>	<b>\$528,000,326</b>

## 6.7. Snow Clearing Contracts in Force from 2005 to 2013, by Borough

**Table G – Amounts of the Contracts in Force from 2005 to 2013, by Borough – Snow Clearing**

Borough	Contract amounts									Total
	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Ahuntsic-Cartierville	\$1,529,595	\$2,716,908	\$3,637,014	\$4,298,253	\$4,383,344	\$4,431,383	\$4,312,126	\$4,434,204	\$4,737,324	\$34,480,151
Anjou	\$66,719	\$352,050	\$471,393	\$1,570,492	\$727,111	\$828,589	\$471,516	\$804,300	\$932,055	\$6,224,225
CDN-NDG	\$2,849,847	\$2,946,268	\$2,876,548	\$3,077,571	\$3,169,898	\$3,292,806	\$3,446,015	\$3,582,109	\$4,013,049	\$29,254,111
L'Île-Bizard- Sainte-Genève	\$11,382	\$11,831	\$12,296	\$22,175	\$24,392	\$26,830	\$22,665	\$24,927	\$27,424	\$183,922
Lachine	\$766,171	\$879,602	\$696,844	\$744,613	\$582,168	\$1,223,521	\$1,406,502	\$1,033,917	\$140,316 <sup>[a]</sup>	\$7,473,654
LaSalle	<b>Internally</b>									\$-
MHM	\$877,425	\$1,785,080	\$2,728,923	\$2,810,790	\$2,895,114	\$2,981,967	\$2,204,553	\$3,682,387	\$3,817,470	\$23,783,709
Montréal-Nord	\$1,511,183	\$1,556,519	\$1,603,214	\$1,625,674	\$1,574,471	\$1,574,471	\$1,574,471	\$1,574,471	\$1,574,471	\$14,168,945
Outremont	\$1,605,612	\$1,605,612	\$1,997,564	\$1,997,564	\$1,997,564	\$1,997,564	\$1,997,564	\$1,993,218	\$1,993,218	\$17,185,480
Pierrefonds-Roxboro	\$276,777	\$276,777	\$214,562	\$218,852	\$303,856	\$303,856	\$303,856	\$303,856	\$303,856	\$2,506,248
Le Plateau-Mont-Royal	\$896,440	\$1,271,937	\$1,969,592	\$2,028,680	\$2,089,541	\$2,152,227	\$2,231,676	\$2,548,246	\$2,640,889	\$17,829,228
RDP-PAT	\$2,211,282	\$3,883,611	\$3,905,002	\$3,993,113	\$4,112,907	\$4,284,388	\$4,746,937	\$4,841,877	\$4,938,715	\$36,917,832
Rosemont-La Petite-Patrie	\$770,953	\$2,149,302	\$2,149,302	\$2,149,302	\$2,149,302	\$2,149,302	\$2,149,302	\$2,547,195	\$3,639,023	\$19,852,983
Saint-Laurent	\$1,023,480	\$1,049,147	\$1,073,714	\$1,096,853	\$2,541,093	\$1,421,250	\$1,421,250	\$1,421,250	\$1,421,250	\$12,469,287
Saint-Léonard	\$2,621,363	\$2,883,986	\$3,312,485	\$3,450,482	\$3,675,633	\$3,675,633	\$3,675,633	\$3,675,633	\$3,251,122	\$30,221,970
Le Sud-Ouest	\$526,690	\$1,009,867	\$2,009,521	\$2,055,915	\$2,091,260	\$2,127,676	\$2,242,499	\$2,515,459	\$2,539,852	\$17,118,739
Verdun	<b>Internally</b>									\$-
Ville-Marie	\$3,140,161	\$1,170,692	\$3,665,127	\$3,784,123	\$3,888,373	\$4,074,082	\$4,124,383	\$4,217,075	\$4,130,213	\$32,194,229
Villeray-Saint-Michel- Parc-Extension	\$-	\$1,061,380	\$3,248,145	\$3,345,591	\$3,445,958	\$3,549,338	\$3,467,434	\$3,157,720	\$3,157,720	\$24,433,286
<b>Total</b>	<b>\$20,685,080</b>	<b>\$26,610,569</b>	<b>\$35,571,246</b>	<b>\$38,270,043</b>	<b>\$39,651,985</b>	<b>\$40,094,883</b>	<b>\$39,798,382</b>	<b>\$42,357,844</b>	<b>\$43,257,967</b>	<b>\$326,297,999</b>

<sup>[a]</sup> Decision-making summaries are missing; the borough was unable to provide them.

## 6.8. Snow Clearing Equipment Rental Contracts (With or Without Operators) in Force from 2005 to 2013, by Borough

**Table H – Amounts of the Contracts in Force from 2005 to 2013, by Borough  
Snow Clearing Equipment Rentals (With or Without Operators)**

Borough	Contract amounts									Total
	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Ahuntsic-Cartierville	\$320,068	\$361,980	\$382,937	\$359,875	\$384,968	\$483,477	\$574,614	\$620,184	\$483,477	\$3,971,580
Anjou	\$143,556	\$243,594	\$300,000	\$422,800	\$300,000	\$170,950	\$483,609	\$467,842	\$633,485	\$3,165,836
CDN-NDG	\$147,865	\$327,097	\$242,457	\$233,424	\$114,837	\$373,984	\$479,847	\$714,770	\$711,051	\$3,345,332
L'Île-Bizard- Sainte-Geneviève	\$-	\$-	\$-	\$-	\$-	\$27,937	\$28,367	\$-	\$-	\$56,304
Lachine	\$23,776	\$55,477	\$-	\$248,332	\$164,796	\$199,143	\$282,478	\$221,539	\$421,851	\$1,617,392
LaSalle	\$216,353	\$208,292	\$221,824	\$344,730	\$314,999	\$371,893	\$410,158	\$468,714	\$1,220,817	\$3,777,780
MHM	\$286,545	\$338,786	\$438,647	\$393,451	\$393,451	\$587,509	\$1,055,673	\$998,804	\$473,168	\$4,966,034
Montréal-Nord	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$27,323	\$510,112	\$537,435
Outremont	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Pierrefonds-Roxboro	\$-	\$-	\$51,183	\$220,431	\$416,453	\$422,608	\$602,260	\$698,773	\$501,868	\$2,913,576
Le Plateau-Mont-Royal	\$157,446	\$157,446	\$157,446	\$157,446	\$178,999	\$336,654	\$596,105	\$482,439	\$288,878	\$2,512,859
RDP-PAT	\$284,393	\$418,915	\$334,858	\$142,678	\$146,959	\$167,443	\$206,336	\$210,463	\$214,672	\$2,126,717
Rosemont-La Petite-Patrie	\$215,154	\$627,539	\$733,335	\$1,055,119	\$1,243,075	\$1,551,889	\$1,551,973	\$1,151,996	\$1,220,685	\$9,350,765
Saint-Laurent	\$1,268,623	\$1,244,721	\$1,173,011	\$1,373,248	\$1,644,973	\$1,644,973	\$1,644,973	\$1,644,973	\$1,644,973	\$13,284,468
Saint-Léonard	\$65,710	\$41,625	\$166,306	\$457,232	\$193,487	\$183,559	\$190,715	\$183,389	\$154,453	\$1,636,476
Le Sud-Ouest	\$149,485	\$149,485	\$149,485	\$149,485	\$172,674	\$214,963	\$214,963	\$214,963	\$214,963	\$1,630,466
Verdun	\$216,108	\$271,730	\$320,046	\$350,501	\$356,879	\$301,558	\$446,459	\$472,480	\$404,358	\$3,140,119
Ville-Marie	\$157,446	\$157,446	\$161,140	\$201,785	\$555,439	\$298,579	\$358,182	\$574,172	\$571,097	\$3,035,286
Villeray-Saint-Michel- Parc-Extension	\$235,306	\$235,306	\$235,306	\$235,306	\$320,994	\$449,525	\$449,525	\$499,351	\$550,686	\$3,211,305
<b>Total</b>	<b>\$3,887,834</b>	<b>\$4,839,439</b>	<b>\$5,067,981</b>	<b>\$6,345,843</b>	<b>\$6,902,983</b>	<b>\$7,786,644</b>	<b>\$9,576,237</b>	<b>\$9,652,175</b>	<b>\$10,220,594</b>	<b>\$64,279,730</b>

## 6.9. Snow Loading Contracts in Force from 2005 to 2013, by Borough

Table I – Amounts of the Contracts in Force from 2005 to 2013, by Borough – Snow Loading

Borough	Contract amounts									Total
	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Ahuntsic-Cartierville	\$164,199	\$990,000	\$845,600	\$531,732	\$934,297	\$895,093	\$614,811	\$604,798	\$622,942	\$6,203,472
Anjou	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$233,400	\$700,000	\$933,400
CDN-NDG	\$229,645	\$330,073	\$337,524	\$335,392	\$345,453	\$474,434	\$542,537	\$558,812	\$380,896	\$3,534,766
L'Île-Bizard- Sainte-Geneviève	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Lachine	\$-	\$-	\$-	\$-	\$200,000	\$578,835	\$619,943	\$601,221	\$749,288	\$2,749,287
LaSalle	\$1,014,575	\$1,361,920	\$1,415,230	\$1,479,275	\$1,913,135	\$1,544,650	\$2,454,580	\$1,700,000	\$2,228,017	\$15,111,382
MHM	\$232,645	\$514,257	\$802,018	\$866,078	\$464,463	\$1,108,587	\$1,479,311	\$1,064,085	\$1,090,688	\$7,622,132
Montréal-Nord	\$-	\$-	\$298,537	\$1,618,682	\$102,128	\$383,583	\$366,000	\$-	\$109,227	\$2,878,157
Outremont	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Pierrefonds-Roxboro	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$62,550	\$248,076	\$310,626
Le Plateau-Mont-Royal	\$499,470	\$732,201	\$816,845	\$841,350	\$866,591	\$936,988	\$1,230,732	\$1,422,911	\$927,658	\$8,274,746
RDP-PAT	\$873,320	\$868,407	\$773,041	\$815,746	\$665,964	\$766,995	\$862,454	\$879,703	\$897,298	\$7,402,928
Rosemont-La Petite-Patrie	\$165,463	\$992,778	\$992,778	\$992,778	\$969,537	\$853,335	\$853,335	\$862,593	\$908,877	\$7,591,474
Saint-Laurent	\$1,053,833	\$548,804	\$1,849,331	\$3,018,030	\$1,512,822	\$1,125,000	\$1,719,003	\$1,205,306	\$2,849,726	\$14,881,855
Saint-Léonard	\$226,502	\$216,510	\$219,701	\$355,523	\$272,013	\$368,813	\$305,605	\$325,265	\$344,014	\$2,633,946
Le Sud-Ouest	\$322,941	\$447,783	\$458,295	\$469,252	\$470,966	\$440,219	\$459,442	\$476,621	\$409,512	\$3,955,031
Verdun	\$737,535	\$141,812	\$1,212,184	\$1,767,608	\$1,014,266	\$441,764	\$1,001,700	\$963,040	\$1,004,444	\$8,284,353
Ville-Marie	\$425,152	\$492,471	\$523,678	\$539,388	\$1,140,686	\$1,754,170	\$1,176,556	\$551,101	\$551,101	\$7,154,303
Villeray-Saint-Michel- Parc-Extension	\$73,999	\$450,531	\$485,678	\$500,248	\$500,340	\$440,779	\$445,875	\$422,275	\$434,943	\$3,754,668
<b>Total</b>	<b>\$6,019,279</b>	<b>\$8,087,547</b>	<b>\$11,030,440</b>	<b>\$14,131,082</b>	<b>\$11,372,661</b>	<b>\$12,113,245</b>	<b>\$14,131,884</b>	<b>\$11,933,681</b>	<b>\$14,456,707</b>	<b>\$103,276,526</b>

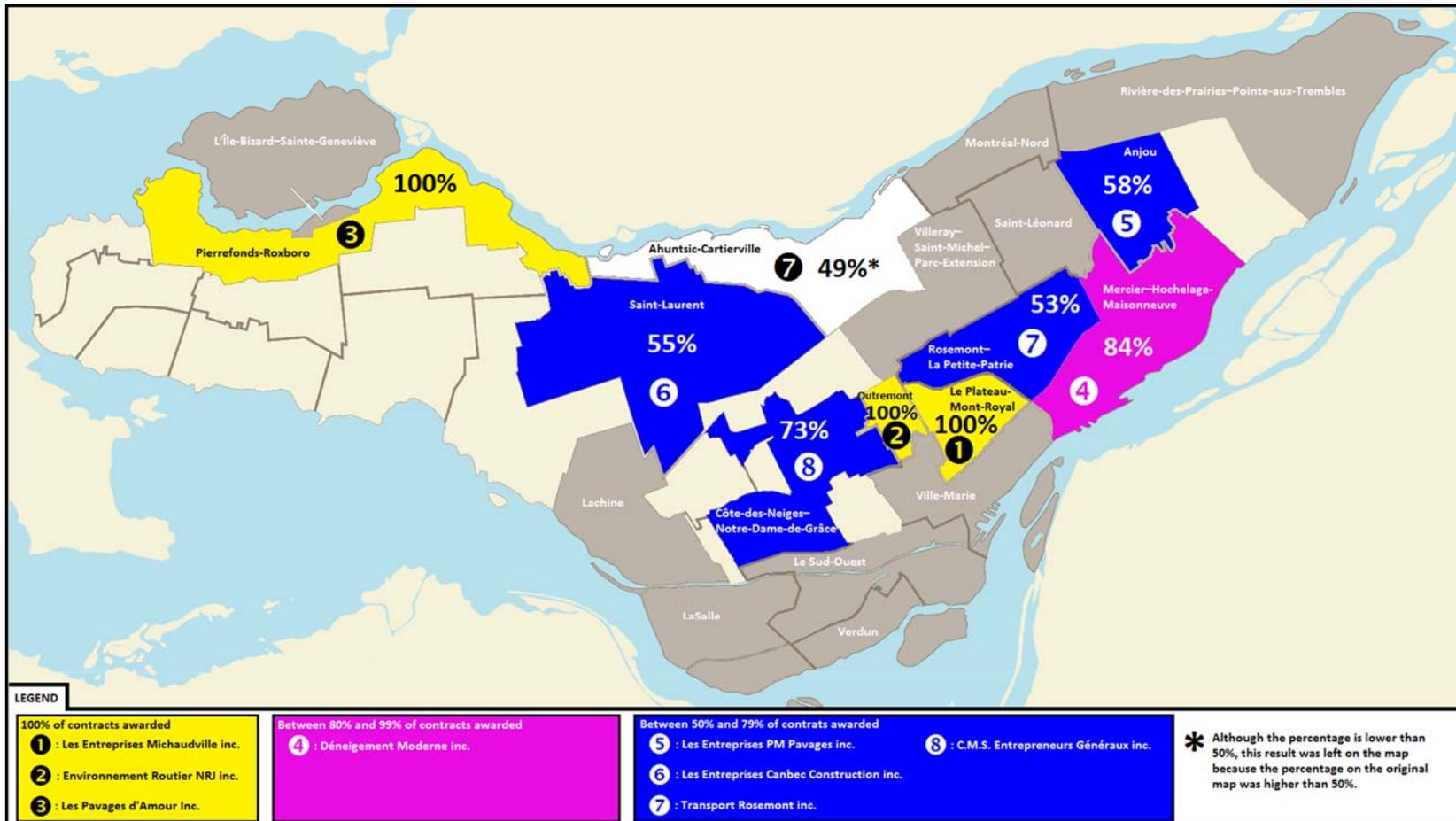
## 6.10. Snow Disposal Contracts in Force from 2005 to 2013, by Borough

**Table J – Amounts of the Contracts from 2005 to 2013, by Borough  
Snow Disposal Operations**

Borough	Contract amounts									Total
	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Ahuntsic-Cartierville	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Anjou	\$494,192	\$459,655	\$456,141	\$738,000	\$765,000	\$801,000	\$329,633	\$1,015,498	\$1,790,008	\$6,849,127
CDN-NDG	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
L'Île-Bizard- Sainte-Geneviève	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Lachine	\$-	\$-	\$149,671	\$870,713	\$369,921	\$171,089	\$115,980	\$265,796	\$407,335	\$2,350,505
LaSalle <sup>[a]</sup>	\$1,103,090	\$1,103,090	\$1,103,090	\$1,103,090	\$1,210,427	\$1,371,431	\$1,371,431	\$1,371,431	\$1,371,431	\$11,108,511
MHM	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Montréal-Nord	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Outremont	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Pierrefonds-Roxboro	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Le Plateau-Mont-Royal	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
RDP-PAT	\$452,925	\$475,571	\$380,953	\$322,660	\$332,339	\$442,144	\$487,377	\$497,124	\$507,067	\$3,898,160
Rosemont-La Petite-Patrie	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Saint-Laurent	\$299,997	\$215,280	\$217,737	\$106,117	\$32,237	\$89,330	\$91,207	\$93,255	\$95,589	\$1,240,749
Saint-Léonard	\$19,075	\$142,551	\$554,367	\$1,105,435	\$909,758	\$919,317	\$928,592	\$938,052	\$703,091	\$6,220,238
Le Sud-Ouest	\$46,227	\$278,511	\$285,473	\$292,610	\$301,041	\$314,148	\$322,001	\$330,051	\$308,719	\$2,478,781
Verdun	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Ville-Marie	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Villeray-Saint-Michel- Parc-Extension	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$2,415,506</b>	<b>\$2,674,658</b>	<b>\$3,147,432</b>	<b>\$4,538,625</b>	<b>\$3,920,723</b>	<b>\$4,108,459</b>	<b>\$3,646,221</b>	<b>\$4,511,207</b>	<b>\$5,183,240</b>	<b>\$34,146,071</b>

<sup>[a]</sup> There is some ambiguity as to the interpretation of the amounts of the contracts in the decision-making summaries and those validated by the borough. For the purposes of our audit, we have elected to use the amounts validated by the borough.

### 6.11. Map Showing the Concentration of Contracts by Borough from 2005 to 2013 – Snow Clearing Operations



### 6.12. Map Showing the Concentration of Contracts by Borough from 2005 to 2013 – Snow Clearing Equipment Rentals (With or Without Operators), Snow Loading and Snow Disposal Operations

