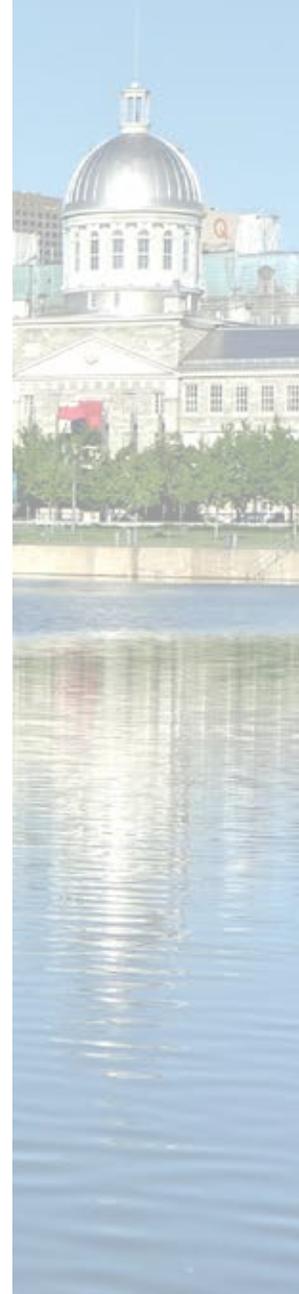


**Report of the Auditor General  
of the Ville de Montréal**  
to the City Council and to the  
Urban Agglomeration Council

For the Year Ended December 31, 2013

5.11

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





## 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 .....  | 494 |
| 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)<br>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 34 Companies that were Awarded Contracts by at<br>Least One Borough on a Regular Basis from 2005 to 2013 ..... | 536 |
| 6.6. Contracts Covering All Snow Clearing Operations in Force from 2005 to<br>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)<br>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<br>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.

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>6</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 ensure that the awarding of these contracts complied with existing laws, regulations, frameworks and processes in force at the city.

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<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> 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.

While the audit dealt primarily with the years 2005 to 2013 inclusively, we also took into account information provided up to January 2014. In some cases, data from earlier years was also taken into consideration.

### 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 163 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>7</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 \$315.8 million, i.e., 64% (\$315.8 million/\$490.0 million) of the total amount of the contracts in force during the period audited within all of the boroughs. Of these companies, 25 were awarded contracts on a regular basis over the course of the nine<sup>8</sup> years of the audit period, whereas they obtained 83.6% (\$264.0 million/\$315.8 million) of the total amount of the snow clearing contracts awarded by the boroughs. Nine of these 25 companies individually obtained, over the course of our reference period, contracts representing a cumulative amount of more than \$11 million, for an overall amount of \$169.4 million (out of \$315.8 million), i.e., 53.6% 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,

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<sup>7</sup> More specifically, two 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.

<sup>8</sup> Out of the 25 companies, 15 were awarded contracts during the nine years of the period audited, whereas the 10 others were awarded contracts during eight of the nine years.

- of these nine companies, eight 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);
  - Three companies were awarded between 50% and 79% of contracts by a single borough during eight of the 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 Ahuntsic-Cartierville 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 \$64.1 million, i.e., 13% (\$64.1 million/\$490.0 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 \$43.1 million, i.e., 67% (\$43.1 million/\$64.1 million) of the total amount of the 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);
  - For this activity sector, no company was awarded 100% of the contracts by a single borough;
  - One company was awarded between 80% and 99% of the contracts by a single borough between 2005 and 2013, i.e.:
    - Les Entrepreneurs Chomedey inc. in the Rivière-des-Prairies–Pointe-aux-Trembles (RDP–PAT) borough (2005–2013);
  - No company was awarded between 50% and 79% of the contracts by a single borough during the last eight or nine years of the audit period for this sector of activity.

- Snow loading:
  - A total of 27 companies were awarded contracts to load snow and transport it to the snow elimination sites. We reviewed contracts totalling \$86.8 million, i.e., 18% (\$86.8 million/\$490.0 million) of the total amount of the contracts awarded by the boroughs for all snow clearing operations. Of this group, six companies individually obtained contracts in force from 2005 to 2013 representing a cumulative amount of more than \$3 million for a total of \$52.8 million, i.e., 61% (\$52.8 million/\$86.8 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 \$32.1 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>9</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>10</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;
  - 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:
  - Twelve companies were awarded snow disposal contracts totalling \$23.2 million, i.e., 5% (\$23.2 million/\$490.0 million) of the total amount of the contracts awarded by the boroughs for all snow clearing operations. Four companies stand out in this group: they obtained 88% (\$20.4 million/\$23.2 million) of the total amount of the contracts awarded to the 12 companies that share this sector of activity. More specifically, one of these four companies (Gaston Contant inc.)—which dominates this sector of activity with contracts totalling \$14.2 million during the audit period—is present in four boroughs (refer to Tables 1, 13, 14 and 15 as well as Appendix 6.4);

<sup>9</sup> RSQ, chapter C-19.

<sup>10</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 of the companies engaged in this sector of activity obtained 100% of the contracts awarded by a single borough between 2005 and 2013, i.e.:
    - Gaston Contant inc. in the Anjou borough,
    - Construction DJL inc. in the Le Sud-Ouest borough;
  - One company obtained between 80% and 99% of the snow disposal contracts awarded by a single borough between 2006 and 2013, i.e.:
    - Gaston Contant inc. in the Saint-Léonard borough;
  - 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 34 companies among the 163 identified during our audit were awarded contracts by at least one borough on a regular basis from 2005 to 2013 (refer to Appendix 6.5). More specifically, we note the following:
    - With respect to snow clearing contracts:
      - In nine<sup>11</sup> boroughs, the same 10 companies were awarded contracts from 2005 to 2013;
      - Three of these 10 companies were awarded 100% of the contracts from 2005 to 2013 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>12</sup> boroughs, the same 18 contracts were awarded contracts from 2005 to 2013;
      - 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 from 2005 to 2013;
      - The Anjou and Verdun boroughs respectively awarded contracts to the same two companies from 2005 to 2013. However, it should be noted that the companies varied from one borough to the other.
    - With respect to snow loading contracts:
      - In four<sup>13</sup> boroughs, the same five companies were awarded contracts from 2005 to 2013. However, it should be noted this group of five 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

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

<sup>12</sup> The five boroughs are: Anjou, LaSalle, RDP-PAT, Saint-Laurent and Verdun.

<sup>13</sup> The four boroughs are: LaSalle, MHM, RDP-PAT and Le Sud-Ouest.

was awarded 100% of the contracts from 2005 to 2013, another company obtained 87% of the contracts during the same reference period.

- Finally, with respect to snow disposal contracts:
  - In two<sup>14</sup> boroughs, the same two companies were awarded 100% of the contracts from 2005 to 2013. Furthermore, one of these two companies was also awarded contracts by one<sup>15</sup> other borough from 2006 to 2013.

### 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:

- 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>17</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>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 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>19</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.

<sup>14</sup> The two boroughs are: Anjou and Le Sud-Ouest.

<sup>15</sup> The Saint-Léonard borough.

<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> 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.

<sup>18</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>19</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.

- In the case of 2<sup>20</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>21</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>22</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>23</sup> of the 19 boroughs, we noted that related companies submitted simultaneous bids.
- In the case of one<sup>24</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).
- 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, 518 contracts were awarded to 163 specialized companies and in force in the city’s 19 boroughs for all snow clearing

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<sup>20</sup> The two boroughs are: Saint-Léonard and Ville-Marie.

<sup>21</sup> The three boroughs are: Ahuntsic-Cartierville, Anjou and Le Sud-Ouest.

<sup>22</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>23</sup> The four boroughs are: Ahuntsic-Cartierville, MHM, Saint-Léonard and Le Sud-Ouest.

<sup>24</sup> The Lachine borough.

operations<sup>25</sup> on their respective territory. The awarding of these contracts followed the issuing of 320 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>26</sup> was mandated for a period of two years<sup>27</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 bodies*",<sup>28</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>29</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

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<sup>25</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>26</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>27</sup> On December 16, 2013, city council approved a five-year extension of this operating procedure beginning on January 1, 2014.

<sup>28</sup> LQ, 2010, chapter 1.

<sup>29</sup> RSQ, chapter T-11.011.

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>30</sup> in particular the Criminal Code and the *Income Tax Act*.<sup>31</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>32</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.

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

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<sup>30</sup> RSQ, chapter C-65.1.

<sup>31</sup> RSC (1985), chapter 1 (5th suppl.).

<sup>32</sup> LQ, 2012, chapter 25.

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.

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, there remains a risk, however slight in our opinion, that the body of contracts<sup>33</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.

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.

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<sup>33</sup> This refers to contracts for snow clearing, snow clearing equipment rentals (with or without operators), snow loading and snow disposal operations.

## 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 \$490 million shared by 163 private companies that were awarded a total of 518 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                  | 140                 | \$315,843        | 64%         |
| Snow clearing equipment rentals (with or without operators) <sup>[b]</sup>          | 92                  | 266                 | \$64,150         | 13%         |
| Snow loading <sup>[c]</sup>   | 27                  | 87                  | \$86,787         | 18%         |
| Snow disposal operations <sup>[d]</sup>   | 12                  | 25                  | \$23,241         | 5%          |
| Adjustment for companies engaged in more than one sector of activity <sup>[e]</sup> | (22)                |                     |                  |             |
| <b>Total</b>  | <b>163</b>          | <b>518</b>          | <b>\$490,021</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 two 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.                                  | \$31,939         | 10.11%          | 3  |
| 2    | Transport Rosemont inc.   | \$25,681         | 8.13%           | 3  |
| 3    | <b>Déneigement Moderne inc.</b> <sup>[a]</sup>                      | \$19,958         | 6.32%           | 1  |
| 4    | Environnement Routier NRJ inc.                                      | \$18,985         | 6.01%           | 2  |
| 5    | A & O Gendron inc.  | \$17,893         | 5.67%           | 3  |
| 6    | Les Entreprises Michaudville inc.                                   | \$17,829         | 5.64%           | 1  |
| 7    | Les Entreprises Canbec Construction inc.                            | \$13,058         | 4.13%           | 2  |
| 8    | Les Excavations Payette Itée  | \$12,619         | 4.00%           | 2  |
| 9    | Lagacé Transport inc.   | \$11,419         | 3.62%           | 2  |
| 10   | J.L. Michon Transports inc.   | \$8,821          | 2.79%           | 2  |
| 11   | Jean-Paul Trahan (1980) Itée  | \$8,695          | 2.75%           | 2  |
| 12   | Les Entrepreneurs Bucaro inc.                                       | \$8,667          | 2.74%           | 2  |
| 13   | NMP Golf Construction inc.  | \$7,780          | 2.46%           | 1  |
| 14   | Pépinière Michel Tanguay inc.                                       | \$7,700          | 2.44%           | 3  |
| 15   | Concorbec inc.  | \$7,689          | 2.43%           | 1  |
| 16   | Déneigement Nordic (2000) inc.                                      | \$6,681          | 2.12%           | 1  |
| 17   | Construction Bricon Itée  | \$6,599          | 2.09%           | 1  |
| 18   | 9166-6222 Québec inc.   | \$6,270          | 1.99%           | 1  |
| 19   | Ramcor Construction inc.  | \$6,181          | 1.96%           | 1  |
| 20   | Consortium Transport Rosemont - Gravières de Beauce                 | \$5,903          | 1.87%           | 1  |
| 21   | Roxboro Excavation inc.   | \$5,602          | 1.77%           | 1  |
| 22   | J.M. Gagné inc.   | \$5,549          | 1.76%           | 1  |
| 23   | Transport Gilbert Hamelin inc.                                      | \$5,181          | 1.64%           | 1  |
| 24   | P.E.D. Rainville Équipement inc.                                    | \$4,718          | 1.49%           | 1  |
| 25   | Déneigement Fontaine Gadbois inc.                                   | \$4,672          | 1.48%           | 2  |
| 26   | Catalogna et Frères Itée  | \$4,607          | 1.46%           | 1  |
| 27   | <b>Les Entreprises T.G.R. inc.</b> <sup>[b]</sup>                   | \$4,393          | 1.39%           | 2  |
| 28   | Entreprises Ste-Croix inc.  | \$3,670          | 1.16%           | 1  |
| 29   | Les Entreprises PM Pavages inc.                                     | \$3,624          | 1.15%           | 1  |
| 30   | <b>Les Transports Marco D'Intino inc.</b> <sup>[c]</sup>            | \$3,220          | 1.03%           | 1  |
| 31   | S.E.R. 9197-4220 Québec inc.  | \$3,008          | 0.95%           | 1  |
| 32   | Les Pavages D'Amour inc.  | \$2,506          | 0.79%           | 1  |
| 33   | Pépinière et Paysagiste Marina inc.                                 | \$2,272          | 0.72%           | 1  |
| 34   | Gaston Contant inc.   | \$1,650          | 0.52%           | 1  |
| 35   | Les Entrepreneurs Chomedey inc.                                     | \$1,609          | 0.51%           | 2  |
| 36   | Entreprises Réjean Desgranges inc.                                  | \$1,606          | 0.51%           | 1  |
| 37   | <b>Groupe TMD inc.</b> <sup>[c]</sup>                               | \$1,306          | 0.41%           | 1  |
| 38   | <b>Transport H. Cordeau inc.</b> <sup>[a]</sup>                     | \$1,271          | 0.40%           | 2  |
| 39   | <b>Transport DM Choquette inc.</b> <sup>[b]</sup>                   | \$706            | 0.22%           | 1  |
| 40   | R. Racicot Itée   | \$667            | 0.21%           | 1  |
| 41   | Marobi inc.   | \$624            | 0.20%           | 1  |
| 42   | Les entreprises G-L   | \$595            | 0.19%           | 1  |
| 43   | <b>Équipements Kanda Itée</b> <sup>[d]</sup>                        | \$449            | 0.14%           | 1  |
| 44   | Simard-Beaudry inc.   | \$411            | 0.13%           | 1  |
| 45   | <b>Ventes d'équipements et encanteurs Kanda Itée</b> <sup>[d]</sup> | \$396            | 0.13%           | 1  |
| 46   | 9078-5940 Québec inc.   | \$385            | 0.12%           | 1  |
| 47   | Paysagiste Saro inc.  | \$219            | 0.07%           | 1  |
| 48   | Entreprises Vannicola 97 inc.                                       | \$173            | 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.  | \$50             | 0.02%           | 1  |
| 53   | Les Excavations K. McElligott inc.                                  | \$38             | 0.01%           | 1  |
| 54   | Paradis Vert  | \$36             | 0.01%           | 1  |
|      | <b>Total</b>  | <b>\$315,843</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 25 companies obtained contracts on a regular basis<sup>34</sup> during the audit period, as illustrated in Table 3.

**Table 3 – List of the 25 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.       | \$31,939         | 3  |
| 2    | Transport Rosemont inc.                  | \$25,681         | 3  |
| 3    | Déneigement Moderne inc.                 | \$19,958         | 1  |
| 4    | Environnement Routier NRJ inc.           | \$18,985         | 2  |
| 5    | A & O Gendron inc.                       | \$17,893         | 3  |
| 6    | Les Entreprises Michaudville inc.        | \$17,829         | 1  |
| 7    | Les Entreprises Canbec Construction inc. | \$13,058         | 2  |
| 8    | Les Excavations Payette ltée             | \$12,619         | 2  |
| 9    | Lagacé Transport inc.                    | \$11,419         | 2  |
| 10   | J.L. Michon Transports inc.              | \$8,821          | 2  |
| 11   | Jean-Paul Trahan (1980) ltée             | \$8,695          | 2  |
| 12   | Les Entrepreneurs Bucaro inc.            | \$8,667          | 2  |
| 13   | NMP Golf Construction inc.               | \$7,780          | 1  |
| 14   | Pépinière Michel Tanguay inc.            | \$7,700          | 3  |
| 15   | Concorbec inc.                           | \$7,689          | 1  |
| 16   | Déneigement Nordic (2000) inc.           | \$6,681          | 1  |
| 17   | 9166-6222 Québec inc.                    | \$6,270          | 1  |
| 18   | Ramcor Construction inc.                 | \$6,181          | 1  |
| 19   | Roxboro Excavation inc.                  | \$5,602          | 1  |
| 20   | Transport Gilbert Hamelin inc.           | \$5,181          | 1  |
| 21   | Catalogna et Frères ltée                 | \$4,607          | 1  |
| 22   | Les Entreprises T.G.R. inc.              | \$4,393          | 2  |
| 23   | Les Entreprises PM Pavages inc.          | \$3,624          | 1  |
| 24   | Les Pavages D'Amour inc.                 | \$2,506          | 1  |
| 25   | Paysagiste Saro inc.                     | \$219            | 1  |
|      | <b>Total</b>                             | <b>\$263,997</b> |  |

These companies were allocated 83.6% (\$264.0 million/\$315.8 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>34</sup> More specifically, 15 of the 25 companies were awarded contracts during the nine years of the audit period, whereas the other 10 obtained contracts eight years out of nine.

\$11 million for an overall total of \$169.4 million (out of \$315.8 million), namely 53.6% 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)

| C.M.S. Entrepreneurs Généraux inc. |                 |             |
|------------------------------------|-----------------|-------------|
| Borough                            | Amount          | Percentage  |
| CDN-NDG <sup>[a]</sup>             | \$19,643        | 61%         |
| Le Sud-Ouest                       | \$7,920         | 25%         |
| Rosemont-La Petite-Patrie          | \$4,376         | 14%         |
| <b>Total</b>                       | <b>\$31,939</b> | <b>100%</b> |

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

| Transport Rosemont inc.   |                 |             |
|---------------------------|-----------------|-------------|
| Borough                   | Amount          | Percentage  |
| Ahuntsic-Cartierville     | \$17,038        | 66%         |
| Rosemont-La Petite-Patrie | \$8,259         | 32%         |
| Ville-Marie               | \$384           | 2%          |
| <b>Total</b>              | <b>\$25,681</b> | <b>100%</b> |

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

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

| Environnement Routier NRJ inc. |                 |             |
|--------------------------------|-----------------|-------------|
| Borough                        | Amount          | Percentage  |
| Outremont                      | \$17,186        | 91%         |
| CDN-NDG                        | \$1,799         | 9%          |
| <b>Total</b>                   | <b>\$18,985</b> | <b>100%</b> |

| A & O Gendron inc.                   |                 |             |
|--------------------------------------|-----------------|-------------|
| Borough                              | Amount          | Percentage  |
| Villeray-Saint-Michel-Parc-Extension | \$11,690        | 65%         |
| Ahuntsic-Cartierville                | \$5,052         | 28%         |
| Rosemont-La Petite-Patrie            | \$1,151         | 7%          |
| <b>Total</b>                         | <b>\$17,893</b> | <b>100%</b> |

| Les Entreprises Michaudville inc.    |                 |             |
|--------------------------------------|-----------------|-------------|
| Borough                              | Amount          | Percentage  |
| Le Plateau-Mont-Royal <sup>(c)</sup> | \$17,829        | 100%        |
| <b>Total</b>                         | <b>\$17,829</b> | <b>100%</b> |

<sup>(c)</sup> This company is the only one that is engaged in this sector of activity on this borough's territory.

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

| Les Excavations Payette Itée         |                 |             |
|--------------------------------------|-----------------|-------------|
| Borough                              | Amount          | Percentage  |
| Saint-Léonard                        | \$8,454         | 67%         |
| Villeray–Saint-Michel–Parc-Extension | \$4,165         | 33%         |
| <b>Total</b>                         | <b>\$12,619</b> | <b>100%</b> |

| Lagacé Transport inc.                |                 |             |
|--------------------------------------|-----------------|-------------|
| Borough                              | Amount          | Percentage  |
| Ville-Marie                          | \$9,424         | 83%         |
| Villeray–Saint-Michel–Parc-Extension | \$1,995         | 17%         |
| <b>Total</b>                         | <b>\$11,419</b> | <b>100%</b> |

| Total for these nine companies |  |  |
|--------------------------------|--|--|
| <b>\$169,381</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 91%.

As for the 29 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 29 companies obtained 16.4% (\$51.8 million/\$315.8 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 29 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    | Construction Bricon Itée                            | \$6,599         | 1  |
| 2    | Consortium Transport Rosemont - Gravières de Beauce | \$5,903         | 1  |
| 3    | J.M. Gagné inc.                                     | \$5,549         | 1  |
| 4    | P.E.D. Rainville Équipement inc.                    | \$4,718         | 1  |
| 5    | Déneigement Fontaine Gadbois inc.                   | \$4,672         | 2  |
| 6    | Entreprises Ste-Croix inc.                          | \$3,670         | 1  |
| 7    | Les Transports Marco D'Intino inc.                  | \$3,220         | 1  |
| 8    | S.E.R. 9197-4220 Québec inc.                        | \$3,008         | 1  |
| 9    | Pépinière et Paysagiste Marina inc.                 | \$2,272         | 1  |
| 10   | Gaston Contant inc.                                 | \$1,650         | 1  |
| 11   | Les Entrepreneurs Chomedey inc.                     | \$1,609         | 2  |
| 12   | Entreprises Réjean Desgranges inc.                  | \$1,606         | 1  |
| 13   | Groupe TMD inc.                                     | \$1,306         | 1  |
| 14   | Transport H. Cordeau inc.                           | \$1,271         | 2  |
| 15   | Transport DM Choquette inc.                         | \$706           | 1  |
| 16   | R. Racicot Itée                                     | \$667           | 1  |
| 17   | Marobi inc.   | \$624           | 1  |
| 18   | Les entreprises G-L                                 | \$595           | 1  |
| 19   | Équipements Kanda Itée                              | \$449           | 1  |
| 20   | Simard-Beaudry inc.                                 | \$411           | 1  |
| 21   | Ventes d'équipements et encanteurs Kanda Itée       | \$396           | 1  |
| 22   | 9078-5940 Québec inc.                               | \$385           | 1  |
| 23   | Entreprises Vannicola 97 inc.                       | \$173           | 1  |
| 24   | Paysagiste ML (1999) inc.                           | \$148           | 1  |
| 25   | Carlo Caccavelli Paysagement                        | \$63            | 1  |
| 26   | J.R.G. Déneigement et Excavation enr.               | \$52            | 1  |
| 27   | Les Contracteurs P.G. inc.                          | \$50            | 1  |
| 28   | Les Excavations K. McElligott inc.                  | \$38            | 1  |
| 29   | Paradis Vert  | \$36            | 1  |
|      | <b>Total</b>  | <b>\$51,846</b> |  |

The information collected on these 29 companies also lead us to conclude that with the exception of three companies—namely Déneigement Fontaine Gadbois inc., Les Entrepreneurs Chomedey inc. and Transport H. Cordeau inc.—which are present in two boroughs,<sup>35</sup> the 26 other companies are each present in only one borough. They share the borough market with one or several other companies, as shown in Table 6.

<sup>35</sup> Déneigement Fontaine Gadbois inc.: RDP-PAT and Saint-Léonard boroughs.  
Les Entrepreneurs Chomedey inc.: RDP-PAT and Ville-Marie boroughs.  
Transport H. Cordeau inc.: MHM and Ville-Marie boroughs.

**Table 6 – Distribution of the 26 Companies that Obtained Snow Clearing Contracts on an Irregular Basis from 2005 to 2013 from a Single Borough (amounts indicated in thousands of dollars)**

|                                      | Borough/<br>Company                                 | Amount  |
|--------------------------------------|---|---------|
| <b>Ahuntsic-Cartierville</b>         |   |         |
| 1                                    | Entreprises Ste-Croix inc.                          | \$3,670 |
| <b>CDN-NDG</b>                       |   |         |
| 2                                    | Transport DM Choquette inc.                         | \$706   |
| 3                                    | Marobi inc.   | \$624   |
| <b>L'île-Bizard-Sainte-Geneviève</b> |   |         |
| 4                                    | Paysagiste ML (1999) inc.                           | \$148   |
| 5                                    | Paradis Vert  | \$36    |
| <b>Lachine</b>                       |   |         |
| 6                                    | Pépinière et Paysagiste Marina inc.                 | \$2,272 |
| 7                                    | Entreprises Vannicola 97 inc.                       | \$173   |
| 8                                    | Carlo Caccavelli Paysagement                        | \$63    |
| 9                                    | J.R.G. Déneigement et Excavation enr.               | \$52    |
| 10                                   | Les Contracteurs P.G. inc.                          | \$50    |
| 11                                   | Les Excavations K. McElligott inc.                  | \$38    |
| <b>Montréal-Nord</b>                 |   |         |
| 12                                   | Consortium Transport Rosemont - Gravières de Beauce | \$5,903 |
| 13                                   | P.E.D. Rainville Équipement inc.                    | \$4,718 |
| <b>RDP-PAT</b>                       |   |         |
| 14                                   | Construction Bricon Itée                            | \$6,599 |
| 15                                   | J.M. Gagné inc.                                     | \$5,549 |
| 16                                   | Gaston Contant inc.                                 | \$1,650 |
| <b>Saint-Léonard</b>                 |   |         |
| 17                                   | Les Transports Marco D'Intino inc.                  | \$3,220 |
| 18                                   | Groupe TMD inc.                                     | \$1,306 |
| 19                                   | R. Racicot Itée                                     | \$667   |
| 20                                   | Équipements Kanda Itée                              | \$449   |
| <b>Le Sud-Ouest</b>                  |   |         |
| 21                                   | S.E.R. 9197-4220 Québec inc.                        | \$3,008 |
| <b>Ville-Marie</b>                   |   |         |
| 22                                   | Entreprises Réjean Desgranges inc.                  | \$1,606 |
| 23                                   | Les entreprises G-L                                 | \$595   |
| 24                                   | Simard-Beaudry inc.                                 | \$411   |
| 25                                   | Ventes d'équipements et encanteurs Kanda Itée       | \$396   |
| 26                                   | 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 \$64.1 million, i.e., 13% (\$64.1 million/\$490.0 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 totalling more than \$1.5 million during the audit period, whereas these companies account for \$43.1 million, i.e., 67% (\$43.1 million/\$64.1 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 (\$64.1 million) | Number of boroughs in which the company is present |
|------|--|-----------------|--|---|--|
| 1    | Nortrax Québec inc.                      | \$8,536         | 19.8%  | 13.3%   | 7  |
| 2    | Strongco Équipement inc.                 | \$8,128         | 18.9%  | 12.7%   | 8  |
| 3    | Les Entrepreneurs Chomedey inc.          | \$3,850         | 8.9%   | 6.0%  | 1  |
| 4    | Environnement Routier NRJ inc.           | \$3,777         | 8.8%   | 5.9%  | 2  |
| 5    | Entreprise Vaillant (1994) inc.          | \$3,065         | 7.1%   | 4.8%  | 4  |
| 6    | Longus Équipements inc.                  | \$2,914         | 6.8%   | 4.5%  | 5  |
| 7    | Les Entreprises Canbec Construction inc. | \$2,686         | 6.2%   | 4.2%  | 2  |
| 8    | Équipements Ontrac Québec inc.           | \$2,449         | 5.7%   | 3.8%  | 6  |
| 9    | Les pavages Dorval inc.                  | \$2,295         | 5.3%   | 3.6%  | 1  |
| 10   | Excavation Mario Itée                    | \$2,061         | 4.8%   | 3.2%  | 1  |
| 11   | Nepcon inc.                              | \$1,777         | 4.1%   | 2.8%  | 1  |
| 12   | Excavation Anjou inc.                    | \$1,556         | 3.6%   | 2.4%  | 2  |
|      | <b>Total</b>                             | <b>\$43,094</b> | <b>100.0%</b>  | <b>67.2%</b>  |  |

We note that these 12 companies are present in 17 boroughs and that the Outremont<sup>36</sup> and Montréal-Nord<sup>37</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)

| Nortrax Québec inc.                    |                |             |
|--|----------------|-------------|
| Borough                                | Amount         | Percentage  |
| 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          | 11%         |
| MHM                                    | \$396          | 5%          |
| <b>Total</b>                           | <b>\$8,536</b> | <b>100%</b> |

<sup>36</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>37</sup> As for the Montréal-Nord borough, it simply does not award contracts to these 12 main companies in this sector of activity.

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

| <b>Strongco Équipement inc.</b>      |                |             |
|--------------------------------------|----------------|-------------|
| Borough                              | Amount         | Percentage  |
| MHM                                  | \$1,967        | 24%         |
| Ahuntsic-Cartierville                | \$1,472        | 18%         |
| Villeray–Saint-Michel–Parc-Extension | \$1,082        | 13%         |
| Le Plateau-Mont-Royal                | \$833          | 10%         |
| Ville-Marie                          | \$725          | 9%          |
| Le Sud-Ouest                         | \$685          | 9%          |
| Pierrefonds-Roxboro                  | \$684          | 9%          |
| CDN–NDG                              | \$680          | 8%          |
| <b>Total</b>                         | <b>\$8,128</b> | <b>100%</b> |

| <b>Les Entrepreneurs Chomedey inc.</b> |                |             |
|--|----------------|-------------|
| Borough                                | Amount         | Percentage  |
| RDP–PAT <sup>[a]</sup>                 | \$3,850        | 100%        |
| <b>Total</b>                           | <b>\$3,850</b> | <b>100%</b> |

<sup>[a]</sup> Note that another company is also engaged in this sector of activity on this borough's territory.

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

| <b>Entreprise Vaillant (1994) inc.</b> |                |             |
|--|----------------|-------------|
| Borough                                | Amount         | Percentage  |
| Verdun                                 | \$1,430        | 47%         |
| Saint-Laurent                          | \$1,033        | 34%         |
| Lachine                                | \$401          | 13%         |
| Anjou                                  | \$201          | 6%          |
| <b>Total</b>                           | <b>\$3,065</b> | <b>100%</b> |

| <b>Longus Équipements inc.</b> |                |             |
|--------------------------------|----------------|-------------|
| Borough                        | Amount         | Percentage  |
| 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> |                |             |
|---|----------------|-------------|
| Borough   | Amount         | Percentage  |
| Saint-Laurent                                   | \$2,367        | 88%         |
| Lachine   | \$319          | 12%         |
| <b>Total</b>                                    | <b>\$2,686</b> | <b>100%</b> |

| Équipements Ontrac Québec inc. |                |             |
|--------------------------------|----------------|-------------|
| Borough                        | Amount         | Percentage  |
| MHM                            | \$745          | 30%         |
| RDP-PAT                        | \$653          | 27%         |
| Rosemont-La Petite-Patrie      | \$559          | 23%         |
| Anjou                          | \$262          | 11%         |
| Saint-Léonard                  | \$196          | 8%          |
| LaSalle                        | \$34           | 1%          |
| <b>Total</b>                   | <b>\$2,449</b> | <b>100%</b> |

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

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

| Nepcon inc.   |                |             |
|---------------|----------------|-------------|
| Borough       | Amount         | Percentage  |
| 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-Genève | \$56           | 4%          |
| <b>Total</b>               | <b>\$1,556</b> | <b>100%</b> |

| Total for these 12 companies |  |  |
|------------------------------|--|--|
| <b>\$43,094</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 25 different companies and two 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 25 Companies and Two 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.                  | \$32,094        | 37.0%           | 10   |
| 2    | <b>Various transport operators<sup>[a]</sup></b> | \$7,030         | 8.1%            | 1  |
| 3    | Gestion Yvan Pion inc.                           | \$4,735         | 5.5%            | 1  |
| 4    | Transporteur en vrac St-Hyacinthe inc.           | \$4,337         | 5.0%            | 3  |
| 5    | Les Entreprises T.G.R. inc.                      | \$3,971         | 4.6%            | 1  |
| 6    | Transport Mont-Blanc inc.                        | \$3,865         | 4.4%            | 2  |
| 7    | DF Transport en vrac SNC                         | \$3,832         | 4.4%            | 1  |
| 8    | <b>Various transport operators<sup>[b]</sup></b> | \$2,769         | 3.2%            | 1  |
| 9    | Gestion Gérard Boutin inc.                       | \$2,588         | 3.0%            | 3  |
| 10   | Terrapro Construction inc.                       | \$2,391         | 2.8%            | 1  |
| 11   | J.L. Michon Transports inc.                      | \$2,218         | 2.6%            | 2  |
| 12   | Noël & Fils 9124-4277 Québec inc.                | \$2,081         | 2.4%            | 2  |
| 13   | BDMP Transport en vrac SENC.                     | \$1,873         | 2.2%            | 1  |
| 14   | Maçonnerie Martin Santerre                       | \$1,859         | 2.1%            | 1  |
| 15   | Les Entreprises de transport Charco ltée         | \$1,589         | 1.8%            | 1  |
| 16   | Service de location Ste-Croix inc.               | \$1,526         | 1.8%            | 1  |
| 17   | Transport 1941 Québec inc.                       | \$1,202         | 1.4%            | 1  |
| 18   | Michel Trussart                                  | \$1,096         | 1.2%            | 2  |
| 19   | Patrick Archambault Transport inc.               | \$939           | 1.1%            | 1  |
| 20   | Excavation Constant inc.                         | \$893           | 1.0%            | 1  |
| 21   | Martin Lefebvre Transport inc.                   | \$880           | 1.0%            | 1  |
| 22   | 9149-9418 Québec inc.                            | \$755           | 0.9%            | 1  |
| 23   | Transport Reynald Boulay et fils inc.            | \$747           | 0.9%            | 1  |
| 24   | 4370-503 Canada inc.                             | \$699           | 0.8%            | 1  |
| 25   | 9182-9960 Québec inc.                            | \$567           | 0.6%            | 1  |
| 26   | Entreprises Michel Lampron                       | \$126           | 0.1%            | 1  |
| 27   | NMP Golf Construction inc.                       | \$125           | 0.1%            | 1  |
|      | <b>Total</b>                                     | <b>\$86,787</b> | <b>100.0%</b>   |  |

<sup>[a]</sup> These are several private contracts awarded by the Verdun borough to various snow loading companies.

<sup>[b]</sup> These are several private contracts awarded by the Montréal-Nord borough to various snow loading companies.

The companies engaged in the snow loading sector were awarded 18% (\$86.8 million/\$490.0 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 six 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 \$52.8 million, namely 61% (\$52.8 million/\$86.8 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 Six 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.        | \$32,094        | 10   |
| 2    | Gestion Yvan Pion inc.                 | \$4,735         | 1  |
| 3    | Transporteur en vrac St-Hyacinthe inc. | \$4,337         | 3  |
| 4    | Les Entreprises T.G.R. inc.            | \$3,971         | 1  |
| 5    | Transport Mont-Blanc inc.              | \$3,865         | 2  |
| 6    | DF Transport en vrac SNC               | \$3,832         | 1  |
|      | <b>Total</b>                           | <b>\$52,834</b> |  |

Within this group, we note that Transvrac Montréal - Laval inc. dominates this sector of activity, having been awarded 37% (\$32.1 million/\$86.8 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>38</sup> This company therefore manages the trucks assigned to clients, including certain city boroughs that use its services.

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

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

| Transvrac Montréal - Laval inc. |                 |             |
|---------------------------------|-----------------|-------------|
| Borough                         | Amount          | Percentage  |
| LaSalle                         | \$15,111        | 47%         |
| Saint-Laurent                   | \$6,475         | 20%         |
| Lachine                         | \$2,749         | 9%          |
| Verdun                          | \$2,363         | 7%          |
| CDN-NDG                         | \$1,662         | 5%          |
| Le Plateau-Mont-Royal           | \$1,236         | 4%          |
| Saint-Léonard                   | \$1,145         | 4%          |
| Anjou                           | \$933           | 3%          |
| Pierrefonds-Roxboro             | \$311           | 1%          |
| Montréal-Nord                   | \$109           | 0%          |
| <b>Total</b>                    | <b>\$32,094</b> | <b>100%</b> |

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

| Transporteur en vrac St-Hyacinthe inc. |                |             |
|--|----------------|-------------|
| Borough                                | Amount         | Percentage  |
| Villeray-Saint-Michel-Parc-Extension   | \$3,275        | 76%         |
| Ville-Marie                            | \$566          | 13%         |
| MHM                                    | \$496          | 11%         |
| <b>Total</b>                           | <b>\$4,337</b> | <b>100%</b> |

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

<sup>38</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."

| Transport Mont-Blanc inc. |                |             |
|---------------------------|----------------|-------------|
| Borough                   | Amount         | Percentage  |
| MHM                       | \$2,957        | 77%         |
| RDP-PAT                   | \$908          | 23%         |
| <b>Total</b>              | <b>\$3,865</b> | <b>100%</b> |

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

| Total for these six companies |  |
|-------------------------------|--|
| <b>\$52,834</b>               |  |

- The second group is comprised of 19 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 \$2,588,250. 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:
  - Gestion Gérard Boutin inc.;
  - J.L. Michon Transports 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 19 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    | Gestion Gérard Boutin inc.               | \$2,588         | 3  |
| 2    | Terrapro Construction inc.               | \$2,391         | 1  |
| 3    | J.L. Michon Transports inc.              | \$2,218         | 2  |
| 4    | Noël & Fils 9124-4277 Québec inc.        | \$2,081         | 2  |
| 5    | BDMP Transport en vrac SENC.             | \$1,873         | 1  |
| 6    | Maçonnerie Martin Santerre               | \$1,859         | 1  |
| 7    | Les Entreprises de transport Charco ltée | \$1,589         | 1  |
| 8    | Service de location Ste-Croix inc.       | \$1,526         | 1  |
| 9    | Transport 1941 Québec inc.               | \$1,202         | 1  |
| 10   | Michel Trussart                          | \$1,096         | 2  |
| 11   | Patrick Archambault Transport inc.       | \$939           | 1  |
| 12   | Excavation Constant inc.                 | \$893           | 1  |
| 13   | Martin Lefebvre Transport inc.           | \$880           | 1  |
| 14   | 9149-9418 Québec inc.                    | \$755           | 1  |
| 15   | Transport Reynald Boulay et fils inc.    | \$747           | 1  |
| 16   | 4370-503 Canada inc.                     | \$699           | 1  |
| 17   | 9182-9960 Québec inc.                    | \$567           | 1  |
| 18   | Entreprises Michel Lampron               | \$126           | 1  |
| 19   | NMP Golf Construction inc.               | \$125           | 1  |
|      | <b>Total</b>                             | <b>\$24,154</b> |  |

- Finally, the third group is comprised of various transportation companies with which the Verdun and Montréal-Nord boroughs transacted during the audit period to have their snow loaded and transported to elimination sites. Based on the information we received, these contracts—representing a total amount of \$7.0 million (Verdun borough) and \$2.8 million (Montréal-Nord 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 two boroughs began awarding contracts to Transvrac Montréal - Laval inc. in 2013 (Verdun borough) and 2012 (Montréal-Nord borough).

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

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

These 12 companies obtained 5% (\$23.2 million/\$490.0 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 12 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.                        | \$14,244        | 61.3%           | 4  |
| 2    | Construction DJL inc.                      | \$2,451         | 10.5%           | 1  |
| 3    | Environnement Routier NRJ inc.             | \$2,163         | 9.3%            | 1  |
| 4    | Construction J. Richard Gauthier inc.      | \$1,547         | 6.7%            | 1  |
| 5    | Y & R Paquette inc.                        | \$992           | 4.3%            | 1  |
| 6    | John Meunier inc.                          | \$430           | 1.8%            | 1  |
| 7    | Aquatech, Société de gestion de l'eau inc. | \$409           | 1.8%            | 1  |
| 8    | Simo Management inc.                       | \$402           | 1.7%            | 1  |
| 9    | Entreprise Vaillant (1994) inc.            | \$192           | 0.8%            | 1  |
| 10   | Les Pavages Chenails inc.                  | \$185           | 0.8%            | 1  |
| 11   | Transport Camille Dionne (1991) inc.       | \$181           | 0.8%            | 1  |
| 12   | Catalogna et Frères Itée                   | \$45            | 0.2%            | 1  |
|      | <b>Total</b>                               | <b>\$23,241</b> | <b>100.0%</b>   |  |

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

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

These four companies alone received contracts totalling \$20.4 million, i.e., 88% (\$20.4 million/\$23.2 million) of the total amount of the contracts identified in this sector of activity during the reference period.

Of these four 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 \$14.2 million, i.e., 61% (\$14.2 million/\$23.2 million) of the total amount of the contracts awarded in this sector of activity. The three other companies of these four are present in a single borough each.

Table 14 indicates these four 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 Four Main Companies that were Awarded Snow Disposal Contracts from 2005 to 2013**  
(amounts indicated in thousands of dollars)

| Gaston Contant inc. |                 |             |
|---------------------|-----------------|-------------|
| Borough             | Amount          | Percentage  |
| Anjou               | \$7,265         | 51%         |
| Saint-Léonard       | \$3,691         | 26%         |
| RDP-PAT             | \$2,906         | 20%         |
| Lachine             | \$382           | 3%          |
| <b>Total</b>        | <b>\$14,244</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> |

| Environnement Routier NRJ inc. |                |             |
|--------------------------------|----------------|-------------|
| Borough                        | Amount         | Percentage  |
| LaSalle                        | \$2,163        | 100%        |
| <b>Total</b>                   | <b>\$2,163</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 four companies |                 |  |
|--------------------------------|-----------------|--|
|                                | <b>\$20,405</b> |  |

In light of the information presented in Table 14, we note that these four 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 12 companies that handle snow disposal operations. Table 15

indicates these 12 companies' presence in the boroughs as well as the total amount of related contracts.

**Table 15 – Presence in the Boroughs of the 12 Companies that were Awarded Snow Disposal Contracts from 2005 to 2013**  
*(amounts indicated in thousands of dollars)*

| Gaston Contant inc. |                 |             |
|---------------------|-----------------|-------------|
| Borough             | Amount          | Percentage  |
| Anjou               | \$7,265         | 51%         |
| Saint-Léonard       | \$3,691         | 26%         |
| RDP-PAT             | \$2,906         | 20%         |
| Lachine             | \$382           | 3%          |
| <b>Total</b>        | <b>\$14,244</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> |

| Environnement Routier NRJ inc. |                |             |
|--------------------------------|----------------|-------------|
| Borough                        | Amount         | Percentage  |
| LaSalle                        | \$2,163        | 100%        |
| <b>Total</b>                   | <b>\$2,163</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> |

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

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

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

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

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

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

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

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

| Total for these 12 companies |                 |  |
|------------------------------|-----------------|--|
|                              | <b>\$23,241</b> |  |

## Conclusion

Taking into account all of the sectors of activity covered by our audit, we note that 20 companies are engaged in more than one sector of activity. More specifically, two companies are engaged in three sectors of activity and 19 companies are engaged in two sectors of activity. Overall, these companies were awarded contracts, in force during the audit period, of an amount totalling \$154.1 million, namely 31% (\$154.1 million/\$490.0 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 20 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.       | \$31,939           | \$755   | \$–            | \$–                      | \$32,694         |
| 2    | Environnement Routier NRJ inc.           | \$18,985           | \$3,777   | \$–            | \$2,163                  | \$24,925         |
| 3    | Gaston Contant inc.                      | \$1,650            | \$–   | \$–            | \$14,244                 | \$15,894         |
| 4    | Les Entreprises Canbec Construction inc. | \$13,058           | \$2,686   | \$–            | \$–                      | \$15,744         |
| 5    | J.L. Michon Transports inc.              | \$8,821            | \$171   | \$2,218        | \$–                      | \$11,210         |
| 6    | Les Entreprises T.G.R. inc.              | \$4,393            | \$–   | \$3,971        | \$–                      | \$8,364          |
| 7    | NMP Golf Construction inc.               | \$7,780            | \$–   | \$125          | \$–                      | \$7,905          |
| 8    | Ramcor Construction inc.                 | \$6,181            | \$508   | \$–            | \$–                      | \$6,689          |
| 9    | Déneigement Fontaine Gadbois inc.        | \$4,672            | \$817   | \$–            | \$–                      | \$5,489          |
| 10   | Les Entrepreneurs Chomedey inc.          | \$1,609            | \$3,850   | \$–            | \$–                      | \$5,459          |
| 11   | Catalogna et Frères Itée                 | \$4,607            | \$–   | \$–            | \$45                     | \$4,652          |
| 12   | Entreprise Vaillant (1994) inc.          | \$–                | \$3,065   | \$–            | \$192                    | \$3,257          |
| 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.       | \$1,606            | \$167   | \$–            | \$–                      | \$1,773          |
| 17   | Transport DM Choquette inc.              | \$706              | \$614   | \$–            | \$–                      | \$1,320          |
| 18   | Transport Camille Dionne (1991) inc.     | \$–                | \$450   | \$–            | \$181                    | \$631            |
| 19   | Les Excavations K. McElligott inc.       | \$38               | \$43  | \$–            | \$–                      | \$81             |
| 20   | Les Contracteurs P.G. inc.               | \$50               | \$17  | \$–            | \$–                      | \$67             |
|      | <b>Total</b>                             | <b>\$108,367</b>   | <b>\$18,459</b>   | <b>\$8,902</b> | <b>\$18,372</b>          | <b>\$154,100</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:
  - Transvac Montréal - Laval inc.<sup>39</sup> in the LaSalle borough.

<sup>39</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.

- Snow disposal operations:
  - Gaston Contant inc. in the Anjou borough;
  - Construction DJL inc. in the Le Sud-Ouest 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):
  - Les Entrepreneurs Chomedey inc. in the RDP–PAT borough (2005–2013);
- 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).

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);
  - Transport Rosemont inc. in the Ahuntsic-Cartierville borough (2005–2013).
- Snow clearing equipment rentals (with or without operators):
  - No company was awarded between 50% and 79% of all contracts by a single borough.
- 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 34 companies among the 163 identified during our audit were awarded contracts by at least one borough on a regular basis from 2005 to 2013 (refer to Appendix 6.5). More specifically, we note the following:

- With respect to snow clearing contracts:
  - In nine<sup>40</sup> boroughs, the same 10 companies were awarded contracts from 2005 to 2013;
  - Three of these 10 companies were awarded 100% of the contracts from 2005 to 2013 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>41</sup> boroughs, the same 18 contracts were awarded contracts from 2005 to 2013;
  - 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 from 2005 to 2013;
  - The Anjou and Verdun boroughs respectively awarded contracts to the same two companies from 2005 to 2013. However, it should be noted that the companies varied from one borough to the other.
- With respect to snow loading contracts:
  - In four<sup>42</sup> boroughs, the same five companies were awarded contracts from 2005 to 2013. However, it should be noted this group of five 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 from 2005 to 2013, another company obtained 87% of the contracts during the same reference period.
- Finally, with respect to snow disposal contracts:
  - In two<sup>43</sup> boroughs, the same two companies were awarded 100% of the contracts from 2005 to 2013. Furthermore, one of these two companies was also awarded contracts by one<sup>44</sup> other borough from 2006 to 2013.

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.

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<sup>40</sup> The nine boroughs are: Ahuntsic-Cartierville, Anjou, Lachine, Outremont, Pierrefonds-Roxboro, Le Plateau-Mont-Royal, RDP-PAT, Rosemont-La Petite-Patrie and Saint-Laurent.

<sup>41</sup> The five boroughs are: Anjou, LaSalle, RDP-PAT, Saint-Laurent and Verdun.

<sup>42</sup> The four boroughs are: LaSalle, MHM, RDP-PAT and Le Sud-Ouest.

<sup>43</sup> The two boroughs are: Anjou and Le Sud-Ouest.

<sup>44</sup> The Saint-Léonard borough.

## 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 \$490.0 million on snow clearing operations (refer to Appendix 6.6), i.e., \$315.8 million (64%) on snow clearing (refer to Appendix 6.7), \$64.1 million (13%) on snow clearing equipment rentals (with or without operators) (refer to Appendix 6.8), \$86.8 million (18%) on snow loading (refer to Appendix 6.9) and \$23.2 million (5%) 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                              | \$38,783          | 12.3%         | \$4,503   | 7.0%          | \$6,678          | 7.7%          | \$3,898                      | 16.8%         | \$53,862         | 10.99%         | 73%        | 8%         | 12%        | 7%        | 100%        |
| Ahuntsic-Cartierville                | \$30,941          | 9.8%          | \$3,972   | 6.2%          | \$7,199          | 8.3%          | \$-                          | 0.0%          | \$42,112         | 8.59%          | 74%        | 9%         | 17%        | 0%        | 100%        |
| Ville-Marie                          | \$31,010          | 9.8%          | \$2,718   | 4.2%          | \$7,154          | 8.2%          | \$-                          | 0.0%          | \$40,882         | 8.34%          | 76%        | 7%         | 17%        | 0%        | 100%        |
| MHM                                  | \$23,784          | 7.5%          | \$4,966   | 7.7%          | \$7,622          | 8.8%          | \$-                          | 0.0%          | \$36,372         | 7.42%          | 65%        | 14%        | 21%        | 0%        | 100%        |
| Villeray-Saint-Michel-Parc-Extension | \$26,549          | 8.4%          | \$3,211   | 5.0%          | \$3,755          | 4.3%          | \$-                          | 0.0%          | \$33,515         | 6.84%          | 79%        | 10%        | 11%        | 0%        | 100%        |
| Saint-Laurent                        | \$12,469          | 3.9%          | \$13,284  | 20.7%         | \$6,475          | 7.5%          | \$1,241                      | 5.3%          | \$33,469         | 6.83%          | 37%        | 40%        | 19%        | 4%        | 100%        |
| Rosemont-La Petite-Patrie            | \$19,853          | 6.3%          | \$7,511   | 11.7%         | \$5,031          | 5.8%          | \$-                          | 0.0%          | \$32,395         | 6.61%          | 61%        | 23%        | 16%        | 0%        | 100%        |
| Saint-Léonard                        | \$25,580          | 8.1%          | \$1,496   | 2.3%          | \$1,144          | 1.3%          | \$3,872                      | 16.7%         | \$32,092         | 6.55%          | 79%        | 5%         | 4%         | 12%       | 100%        |
| CDN-NDG                              | \$23,003          | 7.3%          | \$3,346   | 5.2%          | \$3,535          | 4.1%          | \$-                          | 0.0%          | \$29,884         | 6.10%          | 77%        | 11%        | 12%        | 0%        | 100%        |
| Le Sud-Ouest                         | \$17,119          | 5.4%          | \$1,630   | 2.5%          | \$3,955          | 4.6%          | \$2,451                      | 10.5%         | \$25,155         | 5.13%          | 68%        | 6%         | 16%        | 10%       | 100%        |
| Le Plateau-Mont-Royal                | \$17,829          | 5.6%          | \$2,305   | 3.6%          | \$2,864          | 3.3%          | \$-                          | 0.0%          | \$22,998         | 4.69%          | 78%        | 10%        | 12%        | 0%        | 100%        |
| LaSalle                              | \$-               | 0.0%          | \$3,778   | 5.9%          | \$15,111         | 17.4%         | \$2,163                      | 9.3%          | \$21,052         | 4.30%          | 0%         | 18%        | 72%        | 10%       | 100%        |
| Montréal-Nord                        | \$15,350          | 4.9%          | \$537   | 0.8%          | \$2,878          | 3.3%          | \$-                          | 0.0%          | \$18,765         | 3.83%          | 82%        | 3%         | 15%        | 0%        | 100%        |
| Anjou                                | \$6,224           | 2.0%          | \$3,166   | 4.9%          | \$933            | 1.1%          | \$7,265                      | 31.3%         | \$17,588         | 3.59%          | 36%        | 18%        | 5%         | 41%       | 100%        |
| Outremont                            | \$17,185          | 5.4%          | \$-   | 0.0%          | \$-              | 0.0%          | \$-                          | 0.0%          | \$17,185         | 3.51%          | 100%       | 0%         | 0%         | 0%        | 100%        |
| Lachine                              | \$7,474           | 2.4%          | \$1,617   | 2.6%          | \$2,749          | 3.2%          | \$2,351                      | 10.1%         | \$14,191         | 2.90%          | 53%        | 11%        | 19%        | 17%       | 100%        |
| Verdun                               | \$-               | 0.0%          | \$3,140   | 4.9%          | \$9,393          | 10.8%         | \$-                          | 0.0%          | \$12,533         | 2.56%          | 0%         | 25%        | 75%        | 0%        | 100%        |
| Pierrefonds-Roxboro                  | \$2,506           | 0.8%          | \$2,914   | 4.5%          | \$311            | 0.4%          | \$-                          | 0.0%          | \$5,731          | 1.17%          | 44%        | 51%        | 5%         | 0%        | 100%        |
| L'Île-Bizard-Sainte-Genève           | \$184             | 0.1%          | \$56  | 0.1%          | \$-              | 0.0%          | \$-                          | 0.0%          | \$240            | 0.05%          | 77%        | 23%        | 0%         | 0%        | 100%        |
| <b>Total or percentage</b>           | <b>\$315,843</b>  | <b>100.0%</b> | <b>\$64,150</b>   | <b>100.0%</b> | <b>\$86,787</b>  | <b>100.0%</b> | <b>\$23,241</b>              | <b>100.0%</b> | <b>\$490,021</b> | <b>100.00%</b> | <b>64%</b> | <b>13%</b> | <b>18%</b> | <b>5%</b> | <b>100%</b> |

Although the average percentages of the amounts spent by the 19 boroughs sit at 64% for snow clearing, 13% for snow clearing equipment rentals (with or without operators), 18% for snow loading and 5% 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 36% to 82%. 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 additional contract covering this sector of activity. As for snow loading contracts awarded, the percentage varied from 4% to 75%, excluding the L'Île-Bizard–Sainte-Geneviève and Outremont boroughs for which we were unable to find any additional contract covering this sector of activity. For snow disposal contracts, the percentages varied from 4% to 41% 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);
- Le Sud-Ouest (one snow dump, three sewer chutes);
- LaSalle (one snow dump);
- 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:

- 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>45</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>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 a limited number of companies (three or fewer) had obtained the call for tenders documents.
- In the case of 17<sup>47</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.

<sup>45</sup> The eight boroughs are: Ahuntsic-Cartierville, Anjou, CDN-NDG, Lachine, LaSalle, Le Plateau-Mont-Royal, Saint-Laurent and Ville-Marie.

<sup>46</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>47</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.

- In the case of 2<sup>48</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>49</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>50</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>51</sup> of the 19 boroughs, we noted that related companies submitted simultaneous bids.
- In the case of one<sup>52</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.

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

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<sup>48</sup> The two boroughs are: Saint-Léonard and Ville-Marie.

<sup>49</sup> The three boroughs are: Ahuntsic-Cartierville, Anjou and Le Sud-Ouest.

<sup>50</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>51</sup> The four boroughs are: Ahuntsic-Cartierville, MHM, Saint-Léonard and Le Sud-Ouest.

<sup>52</sup> The Lachine borough.

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.                           | \$750,949           | \$1,421,597       | \$2,381,908         | \$5,099,388         | \$5,215,727         | \$4,738,946         | \$4,334,628         | \$3,983,048         | \$4,013,049         | \$31,939,239         | 10.11%         |
| 2    | Transport Rosemont inc.                                      | \$1,107,241         | \$2,390,967       | \$2,851,759         | \$2,933,490         | \$3,018,581         | \$3,066,620         | \$2,947,363         | \$3,293,099         | \$4,071,732         | \$25,680,852         | 8.13%          |
| 3    | 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         | 6.32%          |
| 4    | Environnement Routier NRJ inc.                               | \$1,605,612         | \$2,310,048       | \$3,092,469         | \$1,997,564         | \$1,997,564         | \$1,997,564         | \$1,997,564         | \$1,993,218         | \$1,993,218         | \$18,984,821         | 6.01%          |
| 5    | A & O Gendron inc.   | \$535,503           | \$1,117,988       | \$2,370,721         | \$2,487,282         | \$2,540,338         | \$2,594,987         | \$2,888,511         | \$1,598,650         | \$1,759,036         | \$17,893,015         | 5.67%          |
| 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         | 5.64%          |
| 7    | Les Entreprises Canbec Construction inc.                     | \$567,982           | \$798,487         | \$1,247,487         | \$1,279,944         | \$2,080,157         | \$1,452,566         | \$1,627,366         | \$1,989,903         | \$2,014,296         | \$13,058,190         | 4.13%          |
| 8    | Les Excavations Payette Itée                                 | \$-                 | \$695,581         | \$1,504,906         | \$1,284,396         | \$2,072,570         | \$2,097,795         | \$1,823,548         | \$1,231,748         | \$1,908,835         | \$12,619,380         | 4.00%          |
| 9    | Lagacé Transport inc.  | \$-                 | \$571,677         | \$1,790,499         | \$1,853,256         | \$1,899,581         | \$1,956,569         | \$2,017,409         | \$664,873           | \$664,873           | \$11,418,737         | 3.62%          |
| 10   | J.L. Michon Transports inc.                                  | \$581,808           | \$363,903         | \$245,764           | \$752,114           | \$774,677           | \$1,408,800         | \$1,161,134         | \$1,750,382         | \$1,782,332         | \$8,820,913          | 2.79%          |
| 11   | Jean-Paul Trahan (1980) Itée                                 | \$230,185           | \$313,015         | \$978,759           | \$1,008,122         | \$1,038,365         | \$1,069,516         | \$1,208,612         | \$1,424,009         | \$1,424,009         | \$8,694,592          | 2.75%          |
| 12   | Les Entrepreneurs Bucaro inc.                                | \$320,319           | \$891,700         | \$854,009           | \$1,149,925         | \$768,438           | \$952,757           | \$1,068,678         | \$1,201,904         | \$1,458,856         | \$8,666,584          | 2.74%          |
| 13   | NMP Golf Construction inc.                                   | \$-                 | \$286,000         | \$895,869           | \$922,745           | \$950,427           | \$978,940           | \$1,111,467         | \$1,317,307         | \$1,317,307         | \$7,780,062          | 2.46%          |
| 14   | Pépinère Michel Tanguay inc.                                 | \$-                 | \$206,511         | \$336,939           | \$788,146           | \$788,146           | \$788,146           | \$1,597,386         | \$1,597,386         | \$1,597,386         | \$7,700,048          | 2.44%          |
| 15   | Concorbec inc.   | \$257,979           | \$726,953         | \$748,761           | \$771,224           | \$794,361           | \$1,486,673         | \$967,549           | \$967,549           | \$967,549           | \$7,688,598          | 2.43%          |
| 16   | Déneigement Nordic (2000) inc.                               | \$218,709           | \$616,295         | \$634,783           | \$653,827           | \$673,442           | \$1,301,182         | \$861,081           | \$861,081           | \$861,081           | \$6,681,479          | 2.12%          |
| 17   | Construction Bricon Itée                                     | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$1,821,987         | \$1,821,987         | \$1,477,679         | \$1,477,679         | \$6,599,333          | 2.09%          |
| 18   | 9166-6222 Québec inc.  | \$-                 | \$241,331         | \$738,546           | \$760,703           | \$783,524           | \$807,030           | \$1,347,408         | \$795,937           | \$795,937           | \$6,270,416          | 1.99%          |
| 19   | Ramcor Construction inc.                                     | \$-                 | \$218,321         | \$356,208           | \$426,030           | \$1,121,131         | \$1,121,131         | \$1,121,131         | \$1,121,766         | \$695,101           | \$6,180,819          | 1.96%          |
| 20   | Consortium Transport Rosemont - Gravières de Beauce          | \$1,511,183         | \$1,556,519       | \$1,603,214         | \$1,231,898         | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$5,902,814          | 1.87%          |
| 21   | Roxboro Excavation inc.                                      | \$455,499           | \$464,126         | \$471,142           | \$476,204           | \$1,131,565         | \$650,991           | \$650,991           | \$650,991           | \$650,991           | \$5,602,499          | 1.77%          |
| 22   | J.M. Gagné inc.  | \$1,313,018         | \$1,352,409       | \$1,097,316         | \$653,380           | \$672,982           | \$459,872           | \$-                 | \$-                 | \$-                 | \$5,548,976          | 1.76%          |
| 23   | Transport Gilbert Hamelin inc.                               | \$563,592           | \$886,130         | \$677,063           | \$729,170           | \$729,170           | \$729,170           | \$729,170           | \$437,502           | \$-                 | \$5,180,966          | 1.64%          |
| 24   | P.E.D. Rainville Équipement inc.                             | \$-                 | \$-               | \$-                 | \$786,325           | \$786,325           | \$786,325           | \$786,325           | \$786,325           | \$786,325           | \$4,717,952          | 1.49%          |
| 25   | Déneigement Fontaine Gadbois inc.                            | \$263,579           | \$742,733         | \$765,015           | \$787,966           | \$811,605           | \$530,393           | \$-                 | \$-                 | \$770,792           | \$4,672,083          | 1.48%          |
| 26   | Catalogna et Frères Itée                                     | \$756,563           | \$696,768         | \$379,498           | \$464,745           | \$318,899           | \$650,491           | \$773,236           | \$566,817           | \$-                 | \$4,607,017          | 1.46%          |
| 27   | Les Entreprises T.G.R. inc. <sup>[b]</sup>                   | \$403,800           | \$226,593         | \$369,705           | \$257,891           | \$678,661           | \$678,661           | \$678,661           | \$678,661           | \$420,770           | \$4,393,403          | 1.39%          |
| 28   | Entreprises Ste-Croix inc.                                   | \$-                 | \$-               | \$293,590           | \$733,974           | \$733,974           | \$733,974           | \$733,974           | \$440,384           | \$-                 | \$3,669,870          | 1.16%          |
| 29   | Les Entreprises PM Pavages inc.                              | \$-                 | \$167,348         | \$324,381           | \$1,127,563         | \$665,671           | \$582,829           | \$109,835           | \$326,600           | \$319,915           | \$3,624,141          | 1.15%          |
| 30   | Les Transports Marco D'Intino inc. <sup>[c]</sup>            | \$-                 | \$-               | \$-                 | \$244,755           | \$644,093           | \$644,093           | \$644,093           | \$644,093           | \$399,338           | \$3,220,465          | 1.03%          |
| 31   | S.E.R. 9197-4220 Québec inc.                                 | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$416,234           | \$1,295,815         | \$1,295,815         | \$3,007,864          | 0.95%          |
| 32   | Les Pavages D'Amour inc.                                     | \$276,776           | \$276,776         | \$214,561           | \$218,852           | \$303,856           | \$303,856           | \$303,856           | \$303,856           | \$303,856           | \$2,506,248          | 0.79%          |
| 33   | Pépinère et Paysagiste Marina inc.                           | \$-                 | \$160,414         | \$308,352           | \$258,882           | \$231,173           | \$464,416           | \$503,579           | \$345,109           | \$-                 | \$2,271,925          | 0.72%          |
| 34   | Gaston Contant inc.  | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$158,307           | \$487,377           | \$497,124           | \$507,067           | \$1,649,875          | 0.52%          |
| 35   | Les Entrepreneurs Chomedey inc.                              | \$872,480           | \$445,221         | \$290,957           | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$1,608,657          | 0.51%          |
| 36   | Entreprises Réjean Desgranges inc.                           | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$227,406           | \$689,110           | \$689,110           | \$1,605,627          | 0.51%          |
| 37   | Groupe TMD inc. <sup>[c]</sup>                               | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$1,306,116         | \$1,306,116          | 0.41%          |
| 38   | Transport H. Cordeau inc. <sup>[a]</sup>                     | \$742,948           | \$528,526         | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$1,271,474          | 0.40%          |
| 39   | Transport DM Choquette inc. <sup>[b]</sup>                   | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$705,743           | \$-                 | \$-                 | \$705,743            | 0.22%          |
| 40   | R. Racicot Itée  | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$666,855           | \$666,855            | 0.21%          |
| 41   | Marobi inc.  | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$624,427           | \$-                 | \$-                 | \$-                 | \$624,427            | 0.20%          |
| 42   | Les entreprises G-L  | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$69,057            | \$66,725            | \$272,942           | \$186,080           | \$594,804            | 0.19%          |
| 43   | Équipements Kanda Itée <sup>[d]</sup>                        | \$-                 | \$170,717         | \$278,539           | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$449,256            | 0.14%          |
| 44   | Simard-Beaudry inc.  | \$410,539           | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$410,539            | 0.13%          |
| 45   | Ventes d'équipements et encanteurs Kanda Itée <sup>[d]</sup> | \$395,511           | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$395,511            | 0.13%          |
| 46   | 9078-5940 Québec inc.  | \$384,853           | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$384,853            | 0.12%          |
| 47   | Paysagiste Saro inc.   | \$9,609             | \$22,420          | \$8,994             | \$20,986            | \$11,252            | \$39,136            | \$43,237            | \$23,604            | \$39,340            | \$218,577            | 0.07%          |
| 48   | Entreprises Vannicola 97 inc.                                | \$-                 | \$-               | \$-                 | \$-                 | \$-                 | \$-                 | \$25,814            | \$80,865            | \$66,713            | \$173,391            | 0.05%          |
| 49   | Paysagiste ML (1999) inc.                                    | \$-                 | \$-               | \$-                 | \$22,174            | \$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             | 0.01%          |
|      | <b>Total</b>   | <b>\$15,444,058</b> | <b>22,743,496</b> | <b>\$32,822,524</b> | <b>\$37,022,392</b> | <b>\$39,266,146</b> | <b>\$42,977,708</b> | <b>\$42,026,908</b> | <b>\$40,711,474</b> | <b>\$42,828,509</b> | <b>\$315,843,214</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    | Nortrax Québec inc.                      | \$-                | \$-                | \$-                | \$-                | \$548,936          | \$1,801,693        | \$2,008,030        | \$2,065,393        | \$2,111,889        | \$8,535,941         | 13.31% |
| 2    | Strongco Équipement inc.                 | \$1,167,618        | \$1,167,618        | \$1,365,454        | \$1,662,209        | \$1,192,361        | \$494,591          | \$494,591          | \$416,823          | \$166,599          | \$8,127,863         | 12.67% |
| 3    | Les Entrepreneurs Chomedey inc.          | \$33,380           | \$167,902          | \$306,555          | \$517,281          | \$532,799          | \$549,078          | \$569,549          | \$580,939          | \$592,558          | \$3,850,042         | 6.00%  |
| 4    | Environnement Routier NRJ inc.           | \$-                | \$511,294          | \$452,514          | \$653,161          | \$653,161          | \$653,161          | \$653,161          | \$200,647          | \$-                | \$3,777,101         | 5.89%  |
| 5    | Entreprise Vaillant (1994) inc.          | \$263,581          | \$276,581          | \$319,831          | \$398,294          | \$335,776          | \$336,684          | \$418,789          | \$368,847          | \$346,240          | \$3,064,623         | 4.78%  |
| 6    | Longus Equipements inc.                  | \$18,000           | \$42,343           | \$200,833          | \$265,845          | \$383,219          | \$628,583          | \$600,086          | \$378,824          | \$396,384          | \$2,914,119         | 4.54%  |
| 7    | Les Entreprises Canbec Construction inc. | \$225,092          | \$225,092          | \$225,092          | \$302,020          | \$342,357          | \$344,107          | \$346,697          | \$348,957          | \$326,686          | \$2,686,101         | 4.19%  |
| 8    | Équipements Ontrac Québec inc.           | \$832,622          | \$852,213          | \$593,726          | \$170,540          | \$-                | \$-                | \$-                | \$-                | \$-                | \$2,449,101         | 3.82%  |
| 9    | Les pavages Dorval inc.                  | \$215,603          | \$215,603          | \$215,603          | \$245,817          | \$280,382          | \$280,382          | \$280,382          | \$280,382          | \$280,382          | \$2,294,533         | 3.58%  |
| 10   | Excavation Mario Itée                    | \$198,484          | \$186,532          | \$150,677          | \$192,923          | \$266,385          | \$266,385          | \$266,385          | \$266,385          | \$266,385          | \$2,060,542         | 3.21%  |
| 11   | Nepcon inc.                              | \$165,118          | \$165,118          | \$165,118          | \$189,363          | \$218,413          | \$218,413          | \$218,413          | \$218,413          | \$218,413          | \$1,776,784         | 2.77%  |
| 12   | 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%  |
| 13   | Location S. Carrier inc.                 | \$66,675           | \$66,675           | \$66,675           | \$65,787           | \$65,787           | \$74,128           | \$74,128           | \$118,925          | \$378,696          | \$977,475           | 1.52%  |
| 14   | R.Benoit Construction inc.               | \$66,571           | \$66,571           | \$66,571           | \$83,418           | \$111,633          | \$111,633          | \$111,633          | \$111,633          | \$111,633          | \$841,297           | 1.31%  |
| 15   | Déneigement Fontaine Gadbois inc.        | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$23,924           | \$242,846          | \$550,077          | \$816,847           | 1.27%  |
| 16   | C.M.S. Entrepreneurs Généraux inc.       | \$10,944           | \$-                | \$-                | \$-                | \$26,118           | \$78,355           | \$59,255           | \$292,270          | \$288,551          | \$755,493           | 1.18%  |
| 17   | J.A. Larue inc.                          | \$-                | \$20,222           | \$53,974           | \$39,806           | \$65,203           | \$91,147           | \$191,413          | \$193,150          | \$65,363           | \$720,278           | 1.12%  |
| 18   | Hewitt Équipement Itée                   | \$22,852           | \$38,865           | \$-                | \$28,937           | \$86,810           | \$86,810           | \$106,563          | \$163,782          | \$167,078          | \$701,697           | 1.09%  |
| 19   | 9042-0845 Québec inc.                    | \$66,715           | \$66,715           | \$66,715           | \$75,263           | \$84,092           | \$84,092           | \$84,092           | \$84,092           | \$84,092           | \$695,866           | 1.08%  |
| 20   | J.M. Bussières & Fils Itée               | \$28,153           | \$61,581           | \$121,009          | \$189,073          | \$67,200           | \$28,950           | \$57,900           | \$18,696           | \$96,038           | \$668,600           | 1.04%  |
| 21   | Magasin Jasmin inc.                      | \$25,881           | \$25,881           | \$25,881           | \$50,479           | \$103,563          | \$103,563          | \$103,563          | \$103,563          | \$103,563          | \$645,935           | 1.01%  |
| 22   | Construction Beaudin et Courville inc.   | \$54,292           | \$80,842           | \$80,842           | \$89,309           | \$62,759           | \$62,759           | \$66,145           | \$66,145           | \$66,145           | \$629,237           | 0.98%  |
| 23   | Transport DM Choquette inc.              | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$67,639           | \$273,051          | \$273,051          | \$613,741           | 0.96%  |
| 24   | 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%  |
| 25   | Lavaltrac Équipement inc.                | \$-                | \$-                | \$3,695            | \$63,764           | \$125,227          | \$146,741          | \$116,363          | \$71,232           | \$71,232           | \$598,252           | 0.93%  |
| 26   | Construction J. Richard Gauthier inc.    | \$70,844           | \$102,545          | \$47,068           | \$50,285           | \$49,947           | \$49,947           | \$49,947           | \$49,947           | \$81,508           | \$552,039           | 0.86%  |
| 27   | R.P.M. Tech inc.                         | \$-                | \$-                | \$-                | \$-                | \$49,846           | \$124,614          | \$124,614          | \$124,614          | \$124,614          | \$548,302           | 0.85%  |
| 28   | Construction Garnier Itée                | \$95,445           | \$83,493           | \$47,638           | \$50,543           | \$49,383           | \$49,383           | \$49,383           | \$49,383           | \$49,383           | \$524,033           | 0.82%  |
| 29   | Ramcor Construction inc.                 | \$-                | \$-                | \$-                | \$-                | \$-                | \$95,718           | \$228,989          | \$125,353          | \$58,467           | \$508,527           | 0.79%  |
| 30   | Les Équipements Benco Itée               | \$-                | \$-                | \$-                | \$17,744           | \$26,616           | \$-                | \$-                | \$117,619          | \$333,163          | \$495,142           | 0.77%  |
| 31   | 9150-2732 Québec inc.                    | \$-                | \$-                | \$33,948           | \$135,168          | \$106,677          | \$96,749           | \$79,981           | \$-                | \$-                | \$452,523           | 0.71%  |
| 32   | Transport Camille Dionne (1991) inc.     | \$17,409           | \$-                | \$-                | \$-                | \$32,057           | \$32,057           | \$60,765           | \$114,604          | \$193,228          | \$450,119           | 0.70%  |
| 33   | Pépière et Paysagiste Marina inc.        | \$33,950           | \$33,950           | \$33,950           | \$25,455           | \$25,455           | \$28,683           | \$28,683           | \$32,285           | \$141,000          | \$383,412           | 0.60%  |
| 34   | GE-BER Transport inc.                    | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$13,659           | \$364,357          | \$378,016           | 0.59%  |
| 35   | Les Entreprises Simac (2007) inc.        | \$-                | \$-                | \$-                | \$-                | \$-                | \$36,120           | \$112,650          | \$140,513          | \$82,340           | \$371,623           | 0.58%  |
| 36   | Marina Matériaux et Équipements          | \$-                | \$-                | \$-                | \$81,973           | \$54,932           | \$56,682           | \$67,054           | \$61,532           | \$39,261           | \$361,434           | 0.56%  |
| 37   | Équipements G. Gagnon inc.               | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$165,997          | \$165,997          | \$331,993           | 0.52%  |
| 38   | Transport D2000 inc.                     | \$-                | \$-                | \$37,604           | \$37,604           | \$37,604           | \$17,609           | \$53,317           | \$80,712           | \$62,776           | \$327,225           | 0.51%  |
| 39   | Les Excavations Gilbert Théoret inc.     | \$-                | \$-                | \$7,999            | \$61,225           | \$67,225           | \$20,317           | \$62,216           | \$54,038           | \$-                | \$273,520           | 0.43%  |
| 40   | Lange Patenaude Équipement Itée          | \$-                | \$-                | \$-                | \$627              | \$7,522            | \$30,379           | \$83,712           | \$83,086           | \$53,333           | \$258,659           | 0.40%  |
| 41   | Daniel Marcoux enr.                      | \$50,225           | \$50,225           | \$50,225           | \$25,137           | \$25,137           | \$28,325           | \$28,325           | \$-                | \$-                | \$257,599           | 0.40%  |
| 42   | S. Boudrias inc.                         | \$-                | \$-                | \$-                | \$-                | \$-                | \$29,939           | \$70,502           | \$33,575           | \$122,781          | \$256,798           | 0.40%  |
| 43   | Les Pavages J.M. Beaulieu inc.           | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$66,805           | \$182,901          | \$249,706           | 0.39%  |
|      | <b>Subtotal (continued on next page)</b> | <b>\$3,827,798</b> | <b>\$4,635,219</b> | <b>\$4,870,942</b> | <b>\$6,010,755</b> | <b>\$6,391,700</b> | <b>\$7,381,531</b> | <b>\$8,546,737</b> | <b>\$8,555,418</b> | <b>\$9,121,623</b> | <b>\$59,341,723</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   | Pierre L. Transport enr.                            | \$8,050            | \$8,050            | \$8,050            | \$50,753           | \$50,753           | \$57,188           | \$57,188           | \$-                | \$-                 | \$240,031           | 0.37%          |
| 45   | Niveuse A.M.F.                                      | \$-                | \$-                | \$-                | \$25,217           | \$25,217           | \$28,415           | \$28,415           | \$31,457           | \$88,899            | \$227,620           | 0.35%          |
| 46   | Francis Vanier                                      | \$8,050            | \$8,050            | \$8,050            | \$29,433           | \$29,433           | \$33,165           | \$33,165           | \$16,349           | \$47,572            | \$213,268           | 0.33%          |
| 47   | Entreprises Joey Storto inc.                        | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$34,937           | \$106,378          | \$71,720            | \$213,035           | 0.33%          |
| 48   | 9102-2731 Québec inc. (Groupe TMG)                  | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$34,026           | \$103,600          | \$69,843            | \$207,469           | 0.32%          |
| 49   | Excavation A.V. inc.                                | \$-                | \$-                | \$-                | \$-                | \$-                | \$9,233            | \$46,365           | \$139,649          | \$-                 | \$195,246           | 0.30%          |
| 50   | Doncar Construction inc.                            | \$-                | \$16,200           | \$16,200           | \$45,879           | \$29,679           | \$38,308           | \$38,308           | \$-                | \$-                 | \$184,573           | 0.29%          |
| 51   | Transport Gino Palladino (Les Toitures Italia inc.) | \$-                | \$-                | \$35,325           | \$35,325           | \$35,325           | \$-                | \$24,804           | \$24,804           | \$24,804            | \$180,387           | 0.28%          |
| 52   | J.L. Michon Transports inc.                         | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$28,026           | \$85,332           | \$57,529            | \$170,887           | 0.27%          |
| 53   | Entreprises Réjean Desgranges inc.                  | \$-                | \$27,348           | \$27,348           | \$27,348           | \$28,219           | \$28,219           | \$28,219           | \$-                | \$-                 | \$166,700           | 0.26%          |
| 54   | Excavation Bouchard Itée                            | \$-                | \$-                | \$2,730            | \$20,896           | \$33,863           | \$20,520           | \$55,433           | \$27,560           | \$-                 | \$161,002           | 0.25%          |
| 55   | Les Entreprises Johnny enr.                         | \$-                | \$-                | \$-                | \$-                | \$-                | \$81,623           | \$69,065           | \$-                | \$-                 | \$150,688           | 0.23%          |
| 56   | Sylvain Bouchard inc.                               | \$-                | \$-                | \$-                | \$-                | \$33,863           | \$10,158           | \$39,179           | \$56,470           | \$-                 | \$139,670           | 0.22%          |
| 57   | Transport Patrick Brisebois inc.                    | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$33,154           | \$104,356           | \$137,510           | 0.21%          |
| 58   | Les Entreprises Pierre Ladouceur inc.               | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$33,610           | \$103,279           | \$136,889           | 0.21%          |
| 59   | Niveuse DRB inc.                                    | \$8,050            | \$8,050            | \$8,050            | \$25,217           | \$25,217           | \$28,415           | \$28,415           | \$-                | \$-                 | \$131,414           | 0.20%          |
| 60   | Autocam 2000 (9096-1681 Québec inc.)                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$34,312           | \$78,000            | \$112,312           | 0.18%          |
| 61   | 2734-6584 Québec inc.                               | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$44,384           | \$66,577           | \$-                 | \$110,961           | 0.17%          |
| 62   | Entreprise D.J. inc.                                | \$-                | \$-                | \$-                | \$12,774           | \$12,774           | \$12,402           | \$12,402           | \$13,411           | \$39,301            | \$103,062           | 0.16%          |
| 63   | Joceexpress inc.                                    | \$-                | \$-                | \$-                | \$12,774           | \$12,774           | \$12,402           | \$12,402           | \$13,245           | \$30,813            | \$94,409            | 0.15%          |
| 64   | Cubex inc.  | \$-                | \$45,295           | \$23,641           | \$20,317           | \$-                | \$-                | \$-                | \$-                | \$-                 | \$89,253            | 0.14%          |
| 65   | Benco MFG Industries                                | \$-                | \$-                | \$23,641           | \$65,242           | \$-                | \$-                | \$-                | \$-                | \$-                 | \$88,883            | 0.14%          |
| 66   | Transport DC Barbeau inc.                           | \$-                | \$-                | \$-                | \$12,774           | \$12,774           | \$12,402           | \$12,402           | \$13,638           | \$24,246            | \$88,235            | 0.14%          |
| 67   | Entreprises Daniel Robert inc.                      | \$-                | \$-                | \$-                | \$-                | \$6,953            | \$26,368           | \$26,452           | \$19,673           | \$-                 | \$79,445            | 0.12%          |
| 68   | CEGER   | \$-                | \$31,587           | \$47,380           | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 | \$78,967            | 0.12%          |
| 69   | E2R inc.  | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$25,828           | \$52,438            | \$78,265            | 0.12%          |
| 70   | Les Excavations DDC inc.                            | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$77,278           | \$-                | \$-                 | \$77,278            | 0.12%          |
| 71   | Neigexpert  | \$-                | \$-                | \$-                | \$-                | \$-                | \$25,585           | \$51,646           | \$-                | \$-                 | \$77,231            | 0.12%          |
| 72   | Déneigement Métropolitain inc.                      | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$11,666           | \$61,811           | \$-                 | \$73,476            | 0.11%          |
| 73   | Antonio De Luca                                     | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$23,998           | \$48,723            | \$72,720            | 0.11%          |
| 74   | Les entreprises DF Ouimet inc.                      | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$24,516           | \$36,774           | \$-                 | \$61,290            | 0.10%          |
| 75   | Équipements JKL inc.                                | \$-                | \$35,028           | \$23,668           | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 | \$58,696            | 0.09%          |
| 76   | 3087-8730 Québec inc.                               | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$4,883            | \$52,084            | \$56,967            | 0.09%          |
| 77   | Transport S. Bernard inc.                           | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$4,553            | \$48,565            | \$53,118            | 0.08%          |
| 78   | Paysagiste Roche inc.                               | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$25,295           | \$25,295            | \$50,589            | 0.08%          |
| 79   | Équipements Charbonneau (9019-1461 Québec inc.)     | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$4,229            | \$45,106            | \$49,334            | 0.08%          |
| 80   | Excavation J. Bourassa enr.                         | \$22,890           | \$24,613           | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 | \$47,503            | 0.07%          |
| 81   | Meloche inc.  | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$47,464           | \$-                | \$-                 | \$47,464            | 0.07%          |
| 82   | Excavations Bergevin & Laberge inc.                 | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$12,417           | \$33,372            | \$45,789            | 0.07%          |
| 83   | Les Excavations K. McElligott inc.                  | \$-                | \$-                | \$-                | \$42,906           | \$-                | \$-                | \$-                | \$-                | \$-                 | \$42,906            | 0.07%          |
| 84   | Les Entreprises Forget Pilon inc.                   | \$-                | \$-                | \$-                | \$-                | \$33,829           | \$-                | \$-                | \$-                | \$-                 | \$33,829            | 0.05%          |
| 85   | Excavation R. Lécuyer et Fils inc.                  | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$3,336            | \$13,467           | \$13,467            | \$30,270            | 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           | \$13,533           | \$-                | \$-                | \$-                | \$-                | \$-                 | \$27,065            | 0.04%          |
| 89   | Les Entreprises S. Loiseau inc.                     | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$6,970            | \$17,426            | \$24,396            | 0.04%          |
| 90   | Les Contracteurs P.G. inc.                          | \$-                | \$-                | \$-                | \$16,742           | \$-                | \$-                | \$-                | \$-                | \$-                 | \$16,742            | 0.03%          |
| 91   | Équipement Fédéral                                  | \$13,000           | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 | \$13,000            | 0.02%          |
| 92   | L.R.J. Ranger inc.                                  | \$-                | \$-                | \$-                | \$12,765           | \$-                | \$-                | \$-                | \$-                | \$-                 | \$12,765            | 0.02%          |
|      | <b>Subtotal</b>                                     | <b>\$60,040</b>    | <b>\$204,222</b>   | <b>\$237,616</b>   | <b>\$469,894</b>   | <b>\$370,672</b>   | <b>\$424,399</b>   | <b>\$891,725</b>   | <b>\$1,072,798</b> | <b>\$1,076,836</b>  | <b>\$4,808,202</b>  |                |
|      | <b>Total</b>  | <b>\$3,887,838</b> | <b>\$4,839,441</b> | <b>\$5,108,556</b> | <b>\$6,480,649</b> | <b>\$6,762,372</b> | <b>\$7,805,930</b> | <b>\$9,438,462</b> | <b>\$9,628,217</b> | <b>\$10,198,460</b> | <b>\$64,149,925</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    | Transvac 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         | \$6,872,442         | \$32,094,171        | 37.0%         |
| 2    | <b>Groupe de transporteurs<sup>[a]</sup></b> | \$737,535          | \$141,812          | \$1,212,184        | \$1,767,608         | \$1,014,266         | \$441,764           | \$1,001,700         | \$713,040           | \$–                 | \$7,029,909         | 8.1%          |
| 3    | Gestion Yvan Pion inc.                       | \$123,150          | \$742,500          | \$634,200          | \$189,781           | \$592,346           | \$610,116           | \$614,811           | \$604,798           | \$622,942           | \$4,734,643         | 5.5%          |
| 4    | Transporteur en vrac St-Hyacinthe inc.       | \$73,999           | \$450,531          | \$485,678          | \$500,248           | \$500,340           | \$440,779           | \$522,206           | \$675,846           | \$687,229           | \$4,336,856         | 5.0%          |
| 5    | Les Entreprises T.G.R. inc.                  | \$165,463          | \$992,778          | \$992,778          | \$992,778           | \$827,315           | \$–                 | \$–                 | \$–                 | \$–                 | \$3,971,111         | 4.6%          |
| 6    | Transport Mont-Blanc inc.                    | \$281,629          | \$565,124          | \$487,662          | \$448,765           | \$115,377           | \$341,186           | \$525,844           | \$542,905           | \$556,478           | \$3,864,970         | 4.4%          |
| 7    | DF Transport en vrac SNC                     | \$243,577          | \$270,461          | \$294,788          | \$303,632           | \$605,299           | \$913,091           | \$621,395           | \$289,879           | \$289,879           | \$3,832,000         | 4.4%          |
| 8    | <b>Groupe de transporteurs<sup>[b]</sup></b> | \$–                | \$–                | \$298,537          | \$1,618,682         | \$102,128           | \$383,583           | \$366,000           | \$–                 | \$–                 | \$2,768,930         | 3.2%          |
| 9    | Gestion Gérard Boutin inc.                   | \$–                | \$75,408           | \$190,781          | \$236,504           | \$80,000            | \$230,351           | \$270,896           | \$370,176           | \$1,134,134         | \$2,588,250         | 3.0%          |
| 10   | Terraplo Construction inc.                   | \$–                | \$37,958           | \$228,890          | \$235,756           | \$535,387           | \$841,079           | \$512,022           | \$–                 | \$–                 | \$2,391,093         | 2.8%          |
| 11   | J.L. Michon Transports inc.                  | \$–                | \$83,019           | \$210,038          | \$371,853           | \$608,030           | \$631,911           | \$312,833           | \$–                 | \$–                 | \$2,217,685         | 2.6%          |
| 12   | Noël & Fils 9124-4277 Québec inc.            | \$36,811           | \$270,126          | \$217,768          | \$224,301           | \$136,974           | \$230,351           | \$336,546           | \$310,135           | \$317,889           | \$2,080,903         | 2.4%          |
| 13   | BDMP Transport en vrac SENC                  | \$229,645          | \$330,073          | \$337,524          | \$335,392           | \$345,453           | \$295,038           | \$–                 | \$–                 | \$–                 | \$1,873,125         | 2.2%          |
| 14   | Maçonnerie Martin Santerre                   | \$–                | \$–                | \$–                | \$–                 | \$72,824            | \$440,219           | \$459,442           | \$476,621           | \$409,512           | \$1,858,618         | 2.1%          |
| 15   | Les Entreprises de transport Charco Itée     | \$58,132           | \$327,619          | \$184,821          | \$–                 | \$–                 | \$97,710            | \$300,817           | \$306,833           | \$312,970           | \$1,588,902         | 1.8%          |
| 16   | Service de location Ste-Croix inc.           | \$41,050           | \$247,500          | \$268,427          | \$341,951           | \$341,951           | \$284,977           | \$–                 | \$–                 | \$–                 | \$1,525,856         | 1.8%          |
| 17   | Transport 1941 Québec inc.                   | \$–                | \$–                | \$–                | \$–                 | \$–                 | \$115,341           | \$355,097           | \$362,199           | \$369,443           | \$1,202,081         | 1.4%          |
| 18   | Michel Trussart                              | \$181,360          | \$230,484          | \$235,996          | \$241,646           | \$207,042           | \$–                 | \$–                 | \$–                 | \$–                 | \$1,096,528         | 1.2%          |
| 19   | Patrick Archambault Transport inc.           | \$–                | \$–                | \$52,173           | \$312,849           | \$312,849           | \$260,723           | \$–                 | \$–                 | \$–                 | \$938,594           | 1.1%          |
| 20   | Excavation Constant inc.                     | \$34,378           | \$217,299          | \$222,299          | \$227,606           | \$191,100           | \$–                 | \$–                 | \$–                 | \$–                 | \$892,682           | 1.0%          |
| 21   | Martin Lefebvre Transport inc.               | \$–                | \$–                | \$–                | \$–                 | \$–                 | \$44,399            | \$270,216           | \$278,323           | \$286,673           | \$879,611           | 1.0%          |
| 22   | 9149-9418 Québec inc.                        | \$40,700           | \$245,419          | \$252,782          | \$215,891           | \$–                 | \$–                 | \$–                 | \$–                 | \$–                 | \$754,792           | 0.9%          |
| 23   | Transport Reynald Boulay et fils inc.        | \$–                | \$–                | \$–                | \$–                 | \$–                 | \$–                 | \$–                 | \$106,312           | \$640,985           | \$747,297           | 0.9%          |
| 24   | 4370-503 Canada inc.                         | \$–                | \$–                | \$–                | \$–                 | \$–                 | \$67,087            | \$206,540           | \$210,671           | \$214,885           | \$699,184           | 0.8%          |
| 25   | 9182-9960 Québec inc.                        | \$–                | \$–                | \$31,207           | \$184,510           | \$190,045           | \$161,645           | \$–                 | \$–                 | \$–                 | \$567,407           | 0.6%          |
| 26   | Entreprises Michel Lampron                   | \$126,387          | \$–                | \$–                | \$–                 | \$–                 | \$–                 | \$–                 | \$–                 | \$–                 | \$126,387           | 0.1%          |
| 27   | NMP Golf Construction inc.                   | \$125,580          | \$–                | \$–                | \$–                 | \$–                 | \$–                 | \$–                 | \$–                 | \$–                 | \$125,580           | 0.1%          |
|      | <b>Total</b>                                 | <b>\$3,388,392</b> | <b>\$6,590,031</b> | <b>\$8,253,763</b> | <b>\$11,141,915</b> | <b>\$10,404,683</b> | <b>\$10,428,543</b> | <b>\$12,516,227</b> | <b>\$11,222,569</b> | <b>\$12,715,461</b> | <b>\$86,787,164</b> | <b>100.0%</b> |

<sup>[a]</sup> 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.

<sup>[b]</sup> 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.

## 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          | \$1,077,778        | \$1,337,950        | \$1,661,592        | \$1,188,140        | \$1,382,447        | \$1,240,150        | \$2,037,516        | \$3,371,342        | \$14,244,032        | 61.3%         |
| 2    | Construction DJL inc.                      | \$46,227           | \$278,511          | \$285,473          | \$292,610          | \$301,041          | \$314,148          | \$322,001          | \$330,051          | \$280,749          | \$2,450,811         | 10.5%         |
| 3    | Environnement Routier NRJ inc.             | \$220,618          | \$220,618          | \$220,618          | \$220,618          | \$203,968          | \$269,207          | \$269,207          | \$269,207          | \$269,207          | \$2,163,268         | 9.3%          |
| 4    | Construction J. Richard Gauthier inc.      | \$-                | \$-                | \$149,671          | \$640,460          | \$320,069          | \$71,382           | \$74,051           | \$164,043          | \$127,264          | \$1,546,940         | 6.7%          |
| 5    | Y & R Paquette inc.                        | \$-                | \$-                | \$53,510           | \$322,660          | \$332,339          | \$283,837          | \$-                | \$-                | \$-                | \$992,346           | 4.3%          |
| 6    | John Meunier inc.                          | \$201,306          | \$114,187          | \$114,187          | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$429,680           | 1.8%          |
| 7    | Aquatech, Société de gestion de l'eau inc. | \$98,691           | \$101,093          | \$103,550          | \$106,117          | \$-                | \$-                | \$-                | \$-                | \$-                | \$409,452           | 1.8%          |
| 8    | Simo Management inc.                       | \$-                | \$-                | \$-                | \$-                | \$32,237           | \$89,330           | \$91,207           | \$93,255           | \$95,589           | \$401,618           | 1.7%          |
| 9    | Entreprise Vaillant (1994) inc.            | \$-                | \$-                | \$-                | \$-                | \$49,852           | \$99,707           | \$41,929           | \$-                | \$-                | \$191,488           | 0.8%          |
| 10   | Les Pavages Chenails inc.                  | \$-                | \$-                | \$-                | \$185,013          | \$-                | \$-                | \$-                | \$-                | \$-                | \$185,013           | 0.8%          |
| 11   | Transport Camille Dionne (1991) inc.       | \$19,073           | \$-                | \$-                | \$10,380           | \$32,437           | \$32,437           | \$32,437           | \$32,437           | \$22,057           | \$181,260           | 0.8%          |
| 12   | Catalogna et Frères ltée                   | \$-                | \$-                | \$-                | \$45,240           | \$-                | \$-                | \$-                | \$-                | \$-                | \$45,240            | 0.2%          |
|      | <b>Total</b>                               | <b>\$1,533,032</b> | <b>\$1,792,187</b> | <b>\$2,264,959</b> | <b>\$3,484,692</b> | <b>\$2,460,084</b> | <b>\$2,542,496</b> | <b>\$2,070,982</b> | <b>\$2,926,510</b> | <b>\$4,166,208</b> | <b>\$23,241,149</b> | <b>100.0%</b> |

## 6.5. Distribution of the 34 Companies that were Awarded Contracts by at Least One Borough on a Regular Basis from 2005 to 2013

**Table E – Distribution of the 34 Companies in the Boroughs by Sector of Activity**

| Borough  |           | Company   |
|--|-----------|---|
| <b>Snow clearing</b>   |           |   |
| Ahuntsic-Cartierville  | 1         | Transport Rosemont inc. <sup>[a]</sup>                  |
| Anjou  | 2         | Les Entrepreneurs Bucaro inc. <sup>[b]</sup>            |
| Lachine  | 3         | Paysagiste Saro inc.                                    |
| Outremont  | 4         | Environnement Routier NRJ inc.                          |
| Pierrefonds-Roxboro  | 5         | Les Pavages D'Amour inc.                                |
| Le Plateau-Mont-Royal  | 6         | Les Entreprises Michaudville inc.                       |
| RDP-PAT  | 7         | Concorbec inc.  |
|  | 8         | Déneigement Nordic (2000) inc.                          |
| Rosemont-La Petite-Patrie  |           | Les Entrepreneurs Bucaro inc. <sup>[b]</sup>            |
|  |           | Transport Rosemont inc. <sup>[a]</sup>                  |
| Saint-Laurent  | 9         | Les Entreprises Canbec Construction inc. <sup>[c]</sup> |
|  | 10        | Roxboro Excavation inc.                                 |
| <b>Snow clearing equipment rentals (with or without operators)</b> |           |   |
| Anjou  | 11        | Excavation Anjou inc.                                   |
|  | 12        | J.M. Bussièrès & Fils Itée                              |
| LaSalle  | 13        | Francis Vanier  |
|  | 14        | Location S. Carrier inc.                                |
|  | 15        | Pépinière et Paysagiste Marina inc.                     |
| RDP-PAT  | 16        | Les Entrepreneurs Chomedey inc.                         |
| Saint-Laurent  | 17        | 9042-0845 Québec inc.                                   |
|  | 18        | Construction Garnier Itée                               |
|  | 19        | Construction J. Richard Gauthier inc.                   |
|  | 20        | Entreprise Vaillant (1994) inc. <sup>[d]</sup>          |
|  | 21        | Excavation Mario Itée                                   |
|  | 22        | Gestion Gérard Boutin inc.                              |
|  |           | Les Entreprises Canbec Construction inc. <sup>[c]</sup> |
|  | 23        | Les pavages Dorval inc.                                 |
|  | 24        | Magasin Jasmin inc.                                     |
|  | 25        | Nepcon inc.   |
| Verdun   | 26        | R. Benoit Construction inc.                             |
|  | 27        | Construction Beaudin et Courville inc.                  |
|  |           | Entreprise Vaillant (1994) inc. <sup>[d]</sup>          |
| <b>Snow loading</b>  |           |   |
| LaSalle  | 28        | Transvrac Montréal - Laval inc.                         |
| MHM  | 29        | Gestion Yvan Pion inc.                                  |
|  | 30        | DF Transport en vrac SNC                                |
| RDP-PAT  | 31        | Transporteur en vrac St-Hyacinthe inc.                  |
| Le Sud-Ouest   | 32        | Transport Mont-Blanc inc.                               |
| <b>Snow disposal operations</b>                                    |           |   |
| Anjou  | 33        | Gaston Contant inc. <sup>[e]</sup>                      |
| Saint-Léonard  |           | Gaston Contant inc. <sup>[e]</sup>                      |
| Le Sud-Ouest   | 34        | Construction DJL inc.                                   |
| <b>Company total</b>   | <b>34</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 2103, by Borough All Snow Clearing Operations**

| Borough                              | Contract amounts    |                     |                     |                     |                     |                     |                     |                     |                     | Total                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                                      | 2005                | 2006                | 2007                | 2008                | 2009                | 2010                | 2011                | 2012                | 2013                |                      |
| Ahuntsic-Cartierville                | \$2,013,863         | \$4,068,888         | \$4,996,718         | \$5,502,708         | \$6,015,457         | \$6,070,676         | \$5,501,551         | \$4,684,895         | \$3,257,210         | \$42,111,967         |
| Anjou                                | \$704,467           | \$1,055,300         | \$1,227,534         | \$2,731,291         | \$1,792,111         | \$1,800,539         | \$1,284,758         | \$2,521,040         | \$4,471,527         | \$17,588,567         |
| CDN-NDG                              | \$607,695           | \$1,361,607         | \$2,066,989         | \$3,646,386         | \$3,630,188         | \$4,141,224         | \$4,468,399         | \$4,855,691         | \$5,104,996         | \$29,883,176         |
| L'Île-Bizard-Sainte-Geneviève        | \$11,382            | \$11,831            | \$12,296            | \$22,174            | \$24,392            | \$54,767            | \$51,033            | \$24,927            | \$27,424            | \$240,226            |
| Lachine                              | \$789,948           | \$935,079           | \$846,514           | \$1,863,660         | \$1,316,885         | \$2,172,588         | \$2,424,902         | \$2,122,474         | \$1,718,787         | \$14,190,838         |
| LaSalle                              | \$1,451,546         | \$1,790,831         | \$1,857,673         | \$2,044,625         | \$2,432,103         | \$2,185,747         | \$3,133,942         | \$2,437,923         | \$3,718,041         | \$21,052,430         |
| MHM                                  | \$1,396,615         | \$2,638,121         | \$3,969,589         | \$4,070,320         | \$3,753,028         | \$4,678,063         | \$4,739,537         | \$5,745,277         | \$5,381,327         | \$36,371,875         |
| Montréal-Nord                        | \$1,511,183         | \$1,556,519         | \$1,901,751         | \$4,425,052         | \$1,676,599         | \$1,958,055         | \$1,940,472         | \$1,601,795         | \$2,193,810         | \$18,765,236         |
| 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                  | \$276,776           | \$276,776           | \$265,746           | \$439,283           | \$720,309           | \$726,464           | \$906,116           | \$1,065,178         | \$1,053,801         | \$5,730,450          |
| Le Plateau-Mont-Royal                | \$1,053,886         | \$1,429,383         | \$2,127,038         | \$2,186,126         | \$2,268,540         | \$2,498,808         | \$3,123,078         | \$4,453,595         | \$3,857,425         | \$22,997,879         |
| RDP-PAT                              | \$3,096,418         | \$5,646,504         | \$5,393,754         | \$5,274,197         | \$5,258,168         | \$8,925,430         | \$6,936,809         | \$6,640,637         | \$6,689,734         | \$53,861,651         |
| Rosemont-La Petite-Patrie            | \$1,151,572         | \$3,769,618         | \$3,830,024         | \$4,061,086         | \$4,006,818         | \$3,373,179         | \$3,373,263         | \$3,456,720         | \$5,372,873         | \$32,395,152         |
| Saint-Laurent                        | \$2,592,103         | \$2,509,148         | \$2,464,461         | \$3,489,107         | \$5,731,124         | \$4,280,553         | \$4,876,432         | \$4,364,784         | \$3,161,811         | \$33,469,522         |
| Saint-Léonard                        | \$84,783            | \$1,442,921         | \$2,738,071         | \$2,683,631         | \$4,324,698         | \$4,484,082         | \$4,627,530         | \$4,640,500         | \$7,066,549         | \$32,092,764         |
| Le Sud-Ouest                         | \$1,045,343         | \$1,885,646         | \$2,902,774         | \$2,967,262         | \$3,035,943         | \$3,097,006         | \$3,238,905         | \$3,537,094         | \$3,445,076         | \$25,155,047         |
| Verdun                               | \$953,644           | \$413,543           | \$1,532,229         | \$2,118,107         | \$1,371,142         | \$743,321           | \$1,448,160         | \$1,435,522         | \$2,517,284         | \$12,532,952         |
| Ville-Marie                          | \$3,722,759         | \$1,820,609         | \$4,349,946         | \$4,525,923         | \$5,270,923         | \$6,126,971         | \$5,501,626         | \$4,828,156         | \$4,734,399         | \$40,881,310         |
| Villeray-Saint-Michel-Parc-Extension | \$309,306           | \$1,747,218         | \$3,969,131         | \$4,081,145         | \$4,267,292         | \$4,439,640         | \$6,478,505         | \$4,079,345         | \$4,143,348         | \$33,514,930         |
| <b>Total</b>                         | <b>\$24,378,900</b> | <b>\$35,965,154</b> | <b>\$48,449,803</b> | <b>\$58,129,647</b> | <b>\$58,893,285</b> | <b>\$63,754,677</b> | <b>\$66,052,579</b> | <b>\$64,488,769</b> | <b>\$69,908,638</b> | <b>\$490,021,452</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                    | \$1,529,594         | \$2,716,908         | \$3,658,982         | \$4,298,253         | \$4,383,344         | \$4,431,383         | \$4,312,126         | \$3,459,913         | \$2,150,791         | \$30,941,294         |
| Anjou                                    | \$66,719            | \$352,051           | \$471,393           | \$1,570,491         | \$727,111           | \$828,589           | \$471,516           | \$804,300           | \$932,055           | \$6,224,225          |
| CDN-NDG                                  | \$230,185           | \$704,436           | \$1,487,008         | \$3,077,571         | \$3,169,898         | \$3,292,806         | \$3,446,015         | \$3,582,109         | \$4,013,049         | \$23,003,078         |
| L'Île-Bizard-<br>Sainte-Geneviève        | \$11,382            | \$11,831            | \$12,296            | \$22,174            | \$24,392            | \$26,830            | \$22,665            | \$24,927            | \$27,424            | \$183,922            |
| Lachine                                  | \$766,172           | \$879,602           | \$696,844           | \$744,613           | \$582,168           | \$1,223,521         | \$1,406,500         | \$1,033,917         | \$140,315           | \$7,473,653          |
| 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         | \$2,806,370         | \$1,574,472         | \$1,574,472         | \$1,574,472         | \$1,574,472         | \$1,574,472         | \$15,349,644         |
| 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                      | \$276,776           | \$276,776           | \$214,561           | \$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                                  | \$2,211,283         | \$3,883,610         | \$3,782,597         | \$3,618,511         | \$3,727,066         | \$7,167,213         | \$5,017,429         | \$4,682,869         | \$4,692,812         | \$38,783,389         |
| Rosemont-La Petite-Patrie                | \$770,954           | \$2,149,301         | \$2,149,301         | \$2,149,301         | \$2,149,301         | \$2,149,301         | \$2,149,301         | \$2,547,195         | \$3,639,023         | \$19,852,980         |
| Saint-Laurent                            | \$1,023,481         | \$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                            | \$-                 | \$1,258,744         | \$2,053,741         | \$1,396,741         | \$3,675,633         | \$3,675,633         | \$3,675,633         | \$3,676,268         | \$6,167,807         | \$25,580,201         |
| 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         | \$3,966,747         | \$3,703,369         | \$3,616,506         | \$31,009,179         |
| Villeray-Saint-Michel-<br>Parc-Extension | \$-                 | \$1,061,380         | \$3,248,146         | \$3,345,590         | \$3,445,958         | \$3,549,337         | \$5,583,106         | \$3,157,720         | \$3,157,720         | \$26,548,957         |
| <b>Total</b>                             | <b>\$15,444,058</b> | <b>\$22,743,496</b> | <b>\$32,822,524</b> | <b>\$37,022,392</b> | <b>\$39,266,145</b> | <b>\$42,977,708</b> | <b>\$42,026,908</b> | <b>\$40,711,474</b> | <b>\$42,828,509</b> | <b>\$315,843,214</b> |

## 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                | \$320,069          | \$361,981          | \$382,937          | \$359,874          | \$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          | \$242,456          | \$233,424          | \$114,837          | \$373,984          | \$479,847          | \$714,770          | \$711,051           | \$3,345,331         |
| L'Île-Bizard-Sainte-Geneviève        | \$-                | \$-                | \$-                | \$-                | \$-                | \$27,937           | \$28,367           | \$-                | \$-                 | \$56,304            |
| Lachine                              | \$23,776           | \$55,477           | \$-                | \$248,332          | \$164,796          | \$199,143          | \$282,479          | \$221,540          | \$421,850           | \$1,617,392         |
| LaSalle                              | \$216,353          | \$208,293          | \$221,825          | \$344,732          | \$315,000          | \$371,890          | \$410,155          | \$468,716          | \$1,220,817         | \$3,777,780         |
| MHM                                  | \$286,545          | \$338,785          | \$438,648          | \$393,451          | \$393,451          | \$587,508          | \$1,055,672        | \$998,805          | \$473,169           | \$4,966,034         |
| Montréal-Nord                        | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$27,323           | \$510,112           | \$537,435           |
| Outremont                            | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 | \$-                 |
| Pierrefonds-Roxboro                  | \$-                | \$-                | \$51,185           | \$220,431          | \$416,453          | \$422,608          | \$602,259          | \$698,772          | \$501,868           | \$2,913,576         |
| Le Plateau-Mont-Royal                | \$157,446          | \$157,446          | \$157,446          | \$157,446          | \$178,999          | \$302,182          | \$422,992          | \$482,438          | \$288,878           | \$2,305,274         |
| RDP-PAT                              | \$284,394          | \$418,916          | \$457,163          | \$517,281          | \$532,799          | \$549,078          | \$569,549          | \$580,939          | \$592,558           | \$4,502,676         |
| Rosemont-La Petite-Patrie            | \$215,154          | \$627,539          | \$687,945          | \$919,007          | \$1,030,202        | \$1,223,877        | \$1,223,961        | \$758,046          | \$824,973           | \$7,510,705         |
| Saint-Laurent                        | \$1,268,624        | \$1,244,720        | \$1,173,009        | \$1,373,249        | \$1,644,973        | \$1,644,973        | \$1,644,973        | \$1,644,973        | \$1,644,973         | \$13,284,466        |
| Saint-Léonard                        | \$65,710           | \$41,625           | \$129,963          | \$352,918          | \$193,487          | \$183,559          | \$190,715          | \$183,389          | \$154,453           | \$1,495,819         |
| Le Sud-Ouest                         | \$149,485          | \$149,485          | \$149,485          | \$149,485          | \$172,676          | \$214,963          | \$214,963          | \$214,963          | \$214,963           | \$1,630,466         |
| Verdun                               | \$216,109          | \$271,731          | \$320,045          | \$350,499          | \$356,876          | \$301,557          | \$446,460          | \$472,482          | \$404,359           | \$3,140,119         |
| Ville-Marie                          | \$157,446          | \$157,446          | \$161,141          | \$202,412          | \$241,863          | \$298,719          | \$358,323          | \$573,686          | \$566,791           | \$2,717,827         |
| Villeray-Saint-Michel-Parc-Extension | \$235,307          | \$235,307          | \$235,307          | \$235,307          | \$320,994          | \$449,525          | \$449,525          | \$499,350          | \$550,685           | \$3,211,305         |
| <b>Total</b>                         | <b>\$3,887,838</b> | <b>\$4,839,441</b> | <b>\$5,108,556</b> | <b>\$6,480,649</b> | <b>\$6,762,372</b> | <b>\$7,805,930</b> | <b>\$9,438,462</b> | <b>\$9,628,217</b> | <b>\$10,198,461</b> | <b>\$64,149,925</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**

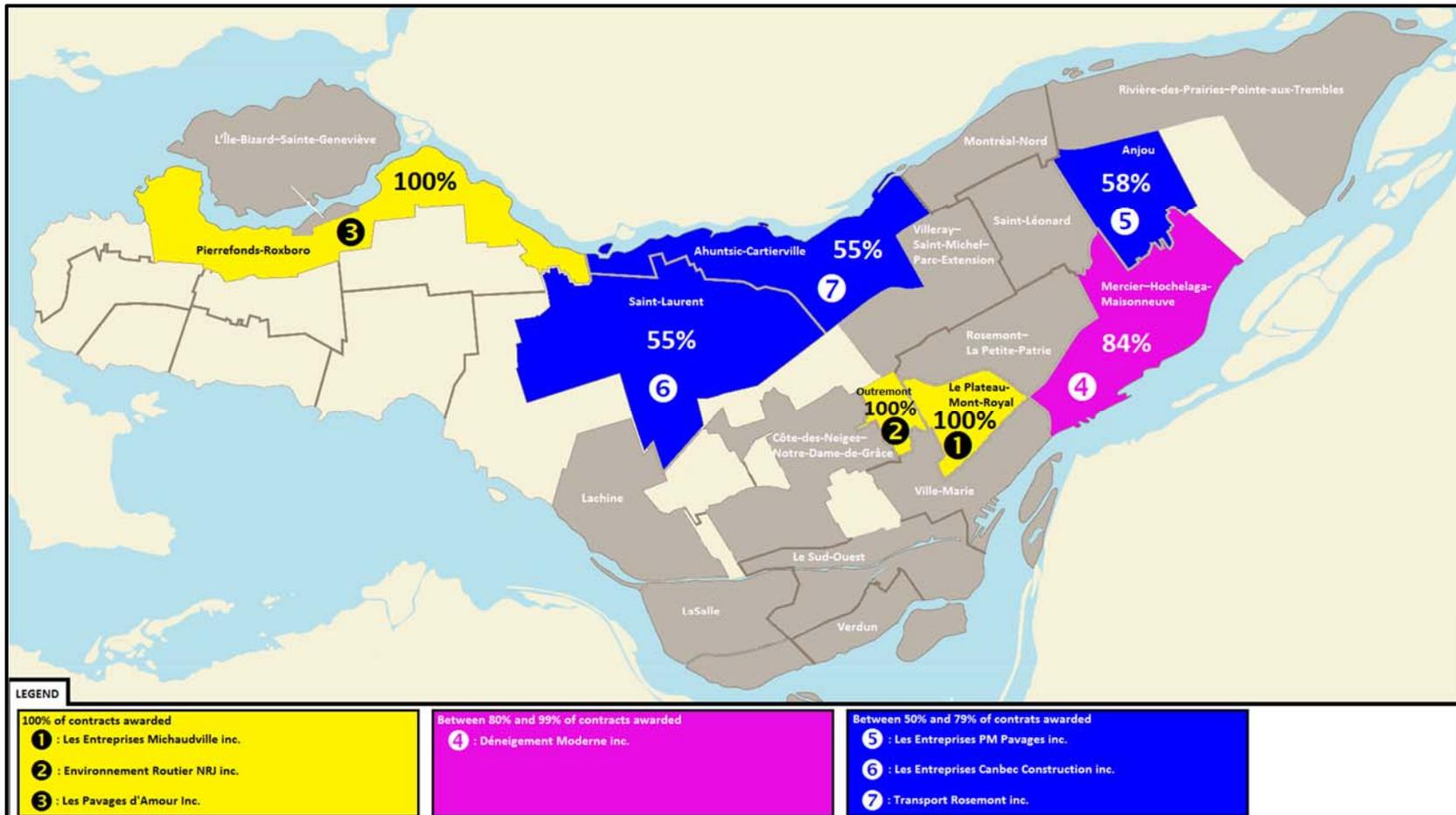
| Borough                                  | Contract amounts   |                    |                    |                     |                     |                     |                     |                     |                     | Total               |
|--|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | 2005               | 2006               | 2007               | 2008                | 2009                | 2010                | 2011                | 2012                | 2013                |                     |
| Ahuntsic-Cartierville                    | \$164,200          | \$990,000          | \$954,800          | \$844,581           | \$1,247,146         | \$1,155,816         | \$614,811           | \$604,798           | \$622,942           | \$7,199,093         |
| 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-<br>Sainte-Genève           | \$-                | \$-                | \$-                | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 |
| Lachine                                  | \$-                | \$-                | \$-                | \$-                 | \$200,000           | \$578,835           | \$619,943           | \$601,221           | \$749,288           | \$2,749,288         |
| 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          | \$514,255          | \$802,018          | \$866,079           | \$464,463           | \$1,108,587         | \$1,479,312         | \$1,064,085         | \$1,090,688         | \$7,622,132         |
| Montréal-Nord                            | \$-                | \$-                | \$298,537          | \$1,618,682         | \$102,128           | \$383,583           | \$366,000           | \$-                 | \$109,226           | \$2,878,157         |
| Outremont                                | \$-                | \$-                | \$-                | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 | \$-                 |
| Pierrefonds-Roxboro                      | \$-                | \$-                | \$-                | \$-                 | \$-                 | \$-                 | \$-                 | \$62,550            | \$248,076           | \$310,626           |
| Le Plateau-Mont-Royal                    | \$-                | \$-                | \$-                | \$-                 | \$-                 | \$44,399            | \$468,409           | \$1,422,911         | \$927,658           | \$2,863,377         |
| RDP-PAT                                  | \$147,817          | \$868,407          | \$773,041          | \$815,746           | \$665,964           | \$766,995           | \$862,455           | \$879,704           | \$897,298           | \$6,677,425         |
| Rosemont-La Petite-Patrie                | \$165,463          | \$992,778          | \$992,778          | \$992,778           | \$827,315           | \$-                 | \$-                 | \$151,480           | \$908,877           | \$5,031,468         |
| Saint-Laurent                            | \$-                | \$-                | \$-                | \$912,887           | \$1,512,822         | \$1,125,000         | \$1,719,003         | \$1,205,306         | \$-                 | \$6,475,018         |
| Saint-Léonard                            | \$-                | \$-                | \$-                | \$-                 | \$-                 | \$169,313           | \$305,605           | \$325,265           | \$344,014           | \$1,144,196         |
| 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           | \$2,112,925         | \$9,392,833         |
| Ville-Marie                              | \$425,152          | \$492,471          | \$523,678          | \$539,388           | \$1,140,687         | \$1,754,170         | \$1,176,556         | \$551,101           | \$551,101           | \$7,154,303         |
| Villeray-Saint-Michel-<br>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>\$3,513,972</b> | <b>\$6,590,031</b> | <b>\$8,253,763</b> | <b>\$11,141,914</b> | <b>\$10,404,684</b> | <b>\$10,428,543</b> | <b>\$12,516,227</b> | <b>\$11,222,569</b> | <b>\$12,715,461</b> | <b>\$86,787,164</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        | \$2,205,987        | \$7,265,106         |
| CDN-NDG                                  | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 |
| L'Île-Bizard-<br>Sainte-Geneviève        | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 |
| Lachine                                  | \$-                | \$-                | \$149,671          | \$870,714          | \$369,921          | \$171,089          | \$115,980          | \$265,796          | \$407,334          | \$2,350,505         |
| LaSalle                                  | \$220,618          | \$220,618          | \$220,618          | \$220,618          | \$203,968          | \$269,207          | \$269,207          | \$269,207          | \$269,207          | \$2,163,268         |
| 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                            | \$299,998          | \$215,280          | \$217,737          | \$106,117          | \$32,237           | \$89,330           | \$91,207           | \$93,255           | \$95,589           | \$1,240,751         |
| Saint-Léonard                            | \$19,073           | \$142,551          | \$554,367          | \$933,972          | \$455,578          | \$455,578          | \$455,578          | \$455,578          | \$400,275          | \$3,872,548         |
| Le Sud-Ouest                             | \$46,227           | \$278,511          | \$285,473          | \$292,610          | \$301,041          | \$314,148          | \$322,001          | \$330,051          | \$280,749          | \$2,450,811         |
| Verdun                                   | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 |
| Ville-Marie                              | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 |
| Villeray-Saint-Michel-<br>Parc-Extension | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                 |
| <b>Total</b>                             | <b>\$1,533,032</b> | <b>\$1,792,187</b> | <b>\$2,264,959</b> | <b>\$3,484,691</b> | <b>\$2,460,084</b> | <b>\$2,542,496</b> | <b>\$2,070,982</b> | <b>\$2,926,509</b> | <b>\$4,166,208</b> | <b>\$23,241,149</b> |

### 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**

