

## PROJECT MANAGEMENT OF TRANSPORTATION INFRASTRUCTURE AUDIT

### RECOMMENDATION

That the March 18, 2022, Office of the City Auditor report OCA01117, be received for information.

**Report Purpose**  
**Information only**

### Executive Summary

This report presents the results of the Project Management of Transportation Infrastructure audit.

### REPORT

In 2017, the Integrated Infrastructure Services (IIS) department implemented the Project Development and Delivery Model to improve the project delivery of infrastructure projects. The City's approved 2019-2022 total capital investment in transportation infrastructure assets is \$761 million on assets such as roads, interchanges, bridges and bike lanes.

The objectives of the audit were to determine if IIS is:

1. Evaluating transportation infrastructure delivery programs.
2. Managing transportation infrastructure projects within budget, schedule, and desired quality.

The scope of this is limited to transportation infrastructure projects such as roads, interchanges, bridges and bike lanes. Infrastructure such as LRT, facilities, and neighborhoods are not in scope of this project.

IIS has effectively evaluated the transportation infrastructure delivery program through development of a branch business plan that identified outcomes aligned to the city's strategic plan. IIS also developed business cases with defined outcomes for major capital projects which

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are updated annually to ensure the project outcomes are aligned with corporate outcomes. IIS conducts ongoing inspections to assess the condition of the city's infrastructure inventory which is regularly reported.

A standardized project management methodology is used to manage project budgets, schedules and quality. Project managers consistently monitor, communicate, and report on project budgets, schedules and quality.

Unlike the project budget and schedule, IIS has not established measures for quality of projects and, therefore, cannot report externally on project quality. Without established measures for quality, the branch cannot set targets, measure and report on project quality performance similarly to the project budgets and schedules. Measuring, setting targets, and reporting on quality performance is important to ensure the City is receiving good value and holding Integrated Infrastructure Services, consultants, and contractors accountable.

We therefore have recommended that the Infrastructure Delivery Branch develop and report on measures for quality of transportation infrastructure delivery projects.

### **POLICY**

Bylaw 16097, Audit Committee Bylaw, Section 14(d) states that, "Committee will review all reports from the City Auditor dealing with completed audit projects."

### **ATTACHMENT**

1. Project Management of Transportation Infrastructure Audit Report