Administration Response - Project Management of Transportation Infrastructure Audit

RECOMMENDATION

That the March 18, 2022, Integrated Infrastructure Services report IIS01105, be received for information.

Report Purpose

Information only

Administration's management response to the recommendation outlined in the Project Management Transportation Infrastructure Audit.

Executive Summary

- The Office of the City Auditor completed an audit of the transportation infrastructure program relating to cost, schedule, and quality.
- The audit findings concluded that transportation infrastructure projects were being effectively evaluated, and an effective system for managing projects was being used.
- The Office of the City Auditor recommended that quality measures be developed and reported for transportation projects.
- Administration accepts the auditor's findings and recommendation.

REPORT

The Office of the City Auditor completed an audit of transportation infrastructure projects. The objectives of the audit were to determine if Administration is:

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

The audit focus was limited to transportation projects such as arterial roads, interchanges, bridges and bike lanes. Infrastructure such as LRT, facilities, and open spaces were not in the audit's scope.

The transportation infrastructure program applies the Project Development and Delivery Model (PDDM) as outlined by Capital Governance Policy (C591) to deliver its projects. The model includes a structured process that involves iterative reviews of projects at key points throughout the

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infrastructure project life cycle. The model operates within a gated approach wherein project investments advance through various checkpoints to monitor and track performance. The Project Develop and Delivery Model is intended to enhance reliability, accuracy, and transparency in project outcomes (scope, budget, and schedule).

The audit concluded that projects are being effectively evaluated as it relates to cost and schedule management. A recommendation was made to include reporting on measures related to quality management.

Recommendation: That the Infrastructure Delivery Branch develop and report on measures for quality of transportation infrastructure projects.

Administration holds quality paramount in executing transportation infrastructure projects. The City has extensive design details and construction specifications that outline the minimum requirements for quality on our transportation projects. These quality requirements are defined during the design phase and then actively monitored through a robust quality assurance program during the build phase. The City's quality assurance program for transportation infrastructure projects generally consists of;

1. Field monitoring - daily on-site reviews of various critical construction activities
2. Performance reporting - daily reporting on contractor progress and other activities
3. Material testing - concrete, asphalt, and base materials are tested regularly
4. Warranty - transportation projects include a 2-year warranty

These activities are conducted on every transportation project to both proactively prevent quality issues, and also to track, monitor, and repair any quality deficiencies.

Administration will evaluate possible options for both sustaining quality performance as well as enhancing public confidence through public disclosure and reporting. Administration has outlined a two-step approach to integrate the audit recommendation into Administration's Enterprise Performance Management program. The first step includes research and development into the establishment of a quality measure by June 30, 2022, and the second step includes the integration and reporting of quality via the Enterprise Performance Management program by December 31, 2022.

COMMUNITY INSIGHT

Due to the nature of the audit, Administration has not conducted any public engagement activities related to this report or its recommendations. Broader sentiments from the public related to the performance of infrastructure projects typically prioritize schedule and budget, but it is fair to consider that quality is an expected assumption in terms of project performance.

Project performance data related to schedule and budget is posted to the Building Edmonton webpage (https://building.edmonton.ca/) and is updated quarterly to support accountability and transparency with the public and Council for capital projects. All projects are posted on this site, including those in planning and design and delivery and construction.

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GBA+

The scope of this audit focused on the transportation infrastructure projects such as roads, bridges and bike lanes. Throughout the process of planning, designing, and delivering capital projects, there are increasing efforts to integrate GBA+ into the engagement, communications, design and construction processes of all renewed and new infrastructure. The Corporate Accessibility Plan and corresponding policy, Accessibility for People with Disabilities Policy C602, is just one way in which Administration is ensuring infrastructure meets the needs of all Edmontonians.

GBA+ analysis is an important consideration in the development of engagement and communication materials throughout the development and delivery of transportation projects. The analysis supports the identification of individuals and groups who may be interested or impacted by a project, including those who may not be reached through traditional means. These insights support Administration in tailoring approaches that reach a wide range of stakeholders when conducting projects. GBA+ analysis also helps to shape written communication materials (i.e. bulletins, website, etc).