

COUNCIL REPORT – OFFICE OF THE CITY AUDITOR

Edmonton

BLATCHFORD DEVELOPMENT PERFORMANCE MANAGEMENT AUDIT

Recommendation

That the April 15, 2024, Office of the City Auditor report OCA02434, be received for information.

Report Purpose

Information only.

Executive Summary

This report presents the results of the Blatchford Development Performance Management audit.

REPORT

In 2010, Council set the vision to develop the City Centre Airport land into the Blatchford development. The Blatchford Redevelopment Office, within the Integrated Infrastructure Services Department, is responsible for developing the land and selling it to builders. The Blatchford business case defines the goals City Council would like the Office to achieve. The *Blatchford Master Plan Principles* speak to the need for the Office to develop an effective performance management process to assess the progress of the redevelopment.

The objective of the audit was to determine if the Blatchford Redevelopment Office has an effective performance management process for the development of Blatchford, that supports achieving City Council's goals. The scope of this audit was limited to the Office's performance management process. Office of the City Auditor (OCA) did not assess its actual performance.

Overall, OCA found that the Blatchford Redevelopment Office does not have an effective process to track whether it is achieving all of its goals. However, OCA found that they have begun to implement some of the elements of a performance management process.

The Blatchford Redevelopment Office is at a different level of maturity for each goal in terms of how many of the performance management steps it regularly performs. For some goals, like the energy and greenhouse gas reduction goals, it is performing all of the steps of the performance management process. For others, like the density and affordable housing goals, it performs

BLATCHFORD DEVELOPMENT PERFORMANCE MANAGEMENT AUDIT

some, but not all of the steps. For six of the eleven goals, the Blatchford Redevelopment Office does not have formal measures in place.

OCA made the following recommendations:

1. For goals where no formal measures exist, it is recommended that the Blatchford Redevelopment Office develop sufficient measures and targets to assess progress in achieving each goal.
2. For all goals, it is recommended that the Blatchford Redevelopment Office define and document its measures to guide efforts in measuring progress. This includes:
 - Clearly defining the measures.
 - Clearly and consistently defining the target.
 - Documenting how and when the measure will be calculated, including the source of the information.
3. It is recommended that the Blatchford Redevelopment Office regularly collect and analyze data related to performance measures to determine whether progress aligns with expectations.
4. It is recommended that the Blatchford Redevelopment Office regularly report on its progress in achieving all goals, including explaining variances from expected results, to demonstrate accountability and transparency.
5. It is recommended that the Blatchford Redevelopment Office develop action plans to align efforts to address areas where performance does not meet expectations.

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. Blatchford Development Performance Management Audit Report