

# Snow and Ice Control Audit

## Recommendation

That the February 11, 2021, Office of the City Auditor report OCA00338, be received for information.

## Executive Summary

This report presents the results of the Snow and Ice Control audit.

## Report

On February 13, 2020, City Council received an anonymous letter which included a number of allegations of mismanagement of the City's Snow and Ice Control program. In response to the concerns raised in this letter, the Office of the City Auditor decided to take a broad approach and conduct a value-for-money audit of the City's Snow and Ice Control program.

The objectives of this audit were to determine if the Parks and Roads Services Branch:

1. Has an effective governance structure in place to deliver the Snow and Ice Control program.
2. Measures and monitors the effectiveness, efficiency and economy of the Snow and Ice Control program.
3. Is planning, allocating, managing and monitoring program resources to ensure effective, efficient and economical delivery of the Snow and Ice Control program.
4. Has effective and efficient program processes and operations in place to meet the Snow and Ice Control program objectives and service levels.
5. Has effective processes in place to manage public expectations on program quality.

As the Parks and Roads Services Branch continues to strengthen the Snow and Ice Control program to provide quality service to Edmontonians and meet service level expectations, this review identified obstacles and opportunities for management to consider as they strengthen their governance structure, improve program delivery, and manage public expectations.

Opportunities for improvements identified relate to:

- Clarity of Snow and Ice Control policy and consistency between policy and other Snow and Ice Control guiding documents.
- Actively engaging employees in operational decision-making processes, and assessing the effectiveness of internal communication tools to improve decision-making processes.
- Strengthening current change management processes to include more people-focused processes.
- Performance measurement and benchmarking.
- Implementation of a service level agreement or partnership agreement between Parks and Roads Services Branch and Fleet and Facility Services Branch.
- Assessment of the cost of in-house versus contracted services for key Snow and Ice Control activities.
- Cost reduction and potential revenue opportunities (Community Sandbox Program, snow storage tipping fees, and staffing analysis).
- Expanding Standard Operating Procedures for identified gaps.
- Improving efficiency and effectiveness of staff oversight.
- The Snow and Ice Control communication plan, website and process to update interactive maps to improve public communications.
- Revising and updating 311 and Council inquiry processes to strengthen complaint handling processes.

The Office of the City Auditor has provided 12 recommendations that can support Parks and Roads Services Branch to leverage these opportunities to improve the City's Snow and Ice Control program.

### **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."

### **Public Engagement**

Public engagement was not required for this report.

**Attachment**

1. Snow and Ice Control Audit Report