
Administration Response and Timelines – PwC -Roads Maintenance Program Value for Money Report

Recommendation

That the information be received

Topic and Purpose

To provide an update to the PwC Roads Maintenance Program Value for Money report.

Report Highlights

An update is provided on the current status, next steps and timelines to the recommendations in the PwC Roads Maintenance Program Value for Money report.

Strategic Goal

This report supports the Strategic Goals of A Culture of Continuous Improvement, Moving Around, and Asset and Financial Sustainability. Process improvements focus on identification of root cause issues and innovative and creative solutions that will provide optimal service improvements. Increasing efficiency and effectiveness in roadways design, construction, and maintenance ensures people and goods can move around the city quickly and easily.

Background

A value for money review was conducted by PwC to determine whether those divisions which act as the custodians of the roadways and are entrusted with executing on spending (being Roadways Maintenance within Public Works, Major Projects, and Construction & Design) are achieving economy, efficiency and effectiveness in the manner in which they are operating.

Report

Attachment 1 provides an update on the current status, next steps and timelines for each of the eight recommendations in the PwC Roads Maintenance Program Value for Money report.

Other Considerations/Implications

There are no public and/or stakeholder involvement, communications, policy, financial, environmental, privacy, or CPTED implications or considerations

Due Date for Follow-up and/or Project Completion

In addition to the various specific reports that will be brought forward on each item, a specific follow-up report on the status of all Audit recommendations will be brought forward in September of 2018.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Attachment

1. Administration Response – Current Status, Next Steps and Timelines

Report Approval

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Celene Anger, Director of Construction and Design

Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

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Administration Response – Current Status, Next Steps, and Timelines

6	<p>We recommend that prioritized, proactive full life cycle planning begin to be implemented (i.e. the Condition Rating Index that is used to prioritize work within MP) on a go-forward basis for new roadways infrastructure in the City which clarifies the scope of PW and MP's responsibilities for maintenance, preservation and rehabilitation.</p>	<p>Administration agrees with the recommendation.</p>	<p>MP, C&D and PW are working together to create an Asset Management Plan to document and identify the groups responsible for each component of the life cycle of the asset right from planning to salvage of the asset. L&P is currently meeting weekly with MP for Sidewalk Condition Assessment and development of the 2016 Sidewalk Maintenance Plan.</p> <p>The next step will be to develop a life cycle plan for our roadway assets (Roads, Sidewalks, Back Lanes, Rural Roads, Pathways and Bike Lanes) and implement a proactive asset management plan by utilizing the appropriate treatments to extend the life cycle of the infrastructure in a cost effective manner.</p> <p>Although interim reports will be brought forward, this is a significant undertaking and is expected to be fully complete by September, 2018.</p>
7	<p>We recommend that PW maintain sufficient engineering technologists to allow them to ensure all projects are being looked at from a quality perspective. The existence of an annual maintenance plan will assist in determining the correct level of planned (proactive) activity that will occur during the year and will allow for a determination of how many technologists are necessary to properly monitor quality. Process procedures should be created for all roadway maintenance activities within the scope of PW (in addition to pothole maintenance) to measure quality throughout their projects (such as controls and sampling to verify grading of asphalt material, specifications delivered etc.).</p>	<p>Administration agrees with the recommendation. Engineering technologists have been hired as temporary inspectors in recent years to achieve this objective. Going forward, these positions will be expanded to ensure that quality control (QC) and quality assurance (QA) continue to be a primary focus. Through the Logistics & Procurement section of C&D that is assigned to PW a project scope has been developed to define both QC and QA between design, operations and administration of such. The inclusion of QA and QC into the tender process is currently in development and will be included in the 2016 spring tenders.</p>	<p>Two Engineering Technologist 12-month temporary postings are currently in place with an additional two 6-month temporary postings to be hired in May, 2016. This is the second year where technologists have been used in this capacity. The summer 2016 positions will be focused on QA and QC, as well as project management and coordination, of the Utility Cut Management Program.</p> <p>T&U will be evaluating the impact of these temporary positions and expects to bring forward a staffing request in the 2017 budget.</p>

Administration Response – Current Status, Next Steps, and Timelines

8	<p>We recommend that vendor pre-qualification criterion be drafted in a collaborative workspace, allowing all relevant professionals, engineers, management and any other relevant stakeholders to provide feedback to the process. This will ensure that only vendors of the desired quality level and caliber could be awarded the respective tender. It is understandable that on certain projects, there may be a limited number of vendor applications, which restricts the City's ability to be extremely stringent in their pre-qualification criteria. To combat this risk, we suggest that the City hold information sessions (in addition to the annual Contractors' Breakfast) with vendors which allow the City and their vendors to work together and learn about quality control, quality assurance and what the City expects from the workmanship of applicants.</p>	<p>Administration agrees with the recommendation. An information report will be submitted to the appropriate Committee in the first quarter of 2016 providing an update on the changes being made for 2016, which build upon the improvements implemented in 2015. Best practices will be followed, including implementation of a system that measures and pre-qualifies contractors based on financial, quality, safety, and delivery performance metrics.</p>	<p>The fall 2015 contractor engagement session was modified to address the spirit of this recommendation. Further, two separate meetings were held with Water & Sewer and Roadway contractor groups in the fall of 2015. Significant two-way discussion occurred. Specific follow-up items were identified and these meetings will be ongoing at least annually. Both the Administration and contractors noted great benefit of such meetings.</p> <p>A subsequent contractor engagement session focused on safety is scheduled for April 5, 2016. The target audience is contractor safety professionals, site foreman and field personnel.</p> <p>In both the 2015 and 2016 construction seasons, more extensive use of RFP's and prequalification processes was used. For example, water main lining was procured using prequalification 2015, which led to a more successful program than prior years. Also, the Broadway construction work in 2016 was procured using a prequalification process, which required proponents to demonstrate an ability to complete the work in the context of an extremely sensitive business and traffic environment.</p> <p>A report to Committee will be brought forward by June 2016, which will provide information on a broader prequalification process, and will provide an update on an RFP to be issued seeking a formal prequalification system and process. This system is expected to be in place for the 2017 construction year for priority contracts.</p>
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