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| To / Destinataire | Mayor & Members of Council | File/N° de fichier: |
| From / Expéditeur | Kent Kirkpatrick  City Manager |  |
| Subject / Objet | Infrastructure Services Response to the *Independent Review of the Airport Parkway Pedestrian/Cycling Bridge* | Date: June 4, 2014 |

Mayor and Members of Council,

On March 4, 2014, an *Independent Review of the Airport Parkway Pedestrian/Cycling Bridge, including Recommendations for Future Projects* (the DeVries report) was tabled at the City’s Finance and Economic Development Committee.  The purpose of this memorandum is to report on the action plan to implement the review’s recommendations.

Shortly after the March 4th Finance and Economic Development Committee meeting, I had discussions with Nancy Schepers and Wayne Newell to set direction on the development of the action plan. What came out of those discussions was a clear understanding of the integrated nature of the change needed in Infrastructure Services. Specifically, I directed that an integrated departmental management plan be developed that effectively addressed the DeVries’ report recommendations while ensuring that the momentum and ongoing actions underway to address previous departmental reviews and the Audit of Construction Supervision were strengthened.

The plan was presented to me on April 15, 2014 for review and consideration. Since that time I have provided additional feedback to strengthen the oversight and process review.

The plan is comprehensive, measurable and aggressive. It analyzes each of the review’s nine recommendations and follows-up with over 50 actions categorized into four key focus areas: Policies; Practices and Processes; Resources and Development; and Business Tools and Technology. The action plan includes:

* Departmental Risk Management Policy and Framework
* Accountability and Escalation Protocol
* Communications Protocol and Procedures
* Inquiry Management Protocol, System and Guide
* Records Management Protocol and Guide
* Project Management Training
* Compliance Monitoring
* Project Delivery Manual Update (with emphasis on Monitoring and Control; Risk; Communications; and Contract Management)
* Project Management System
* Resourcing Plan
* Leadership Development
* Vendor Performance System

The plan includes a number of short-term actions that have already been introduced. To date meetings have been held with the staff of all three Design and Construction branches regarding the plan to implement the DeVries’ report recommendations. Departmental directives have been issued regarding risk escalation protocols and compliance expectations and training has been completed on Construction Contract Management. Additionally, Infrastructure Services is working with the Supply branch to strengthen the process to link consultant payments to key deliverables and project milestones.

The outcome of the plan’s initiatives will reflect change around all the key themes identified in the DeVries’ report recommendations: strengthened project management, enhanced communications, defined escalation, and improved compliance and monitoring.

I have discussed the approach and contents of the plan with the Auditor General. The Auditor General will be conducting an audit of management’s implementation of the Devries’ report recommendations as part of the Office of the Auditor General’s 2014 work plan.

I am confident that the plan, the majority of which will be implemented over the next eight months, will ensure all of the recommendations contained in the DeVries’ report are effectively addressed.

Kent Kirkpatrick