

## Attachment 5: Update on Implementation of Auditor General Recommendations

### Previous Recommendations Not Yet Fully Implemented

| Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Status Update                                                                                                                                                                                                                                                    |
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| <p><b>Rec. 1 (Oct. 2020)</b><br/>City Council request the General Manager, Transportation Services Division, to fully utilize the GPS technology available, which includes real-time exception reports, notifications, and route completion and performance reports, to better monitor contractor performance.</p>                                                                                                                                                                                                                         | <p>Progress has been made with the GPS service provider to resolve outstanding issues with the GPS dashboard. Enhancements to the dashboard, which will support implementation of this recommendation, are expected to be fully functional by December 2025.</p> |
| <p><b>Rec. 5 (Oct. 2020)</b><br/>City Council request the General Manager, Transportation Services Division, to ensure staff use GPS information and reporting to monitor route completion, departure and return times, late starts, excessive stop times, and vehicle locations for operational as well as standby purposes, and assess liquidated damages where applicable.</p>                                                                                                                                                          |                                                                                                                                                                                                                                                                  |
| <p><b>Rec. 21 (Oct. 2020)</b><br/>City Council request the General Manager, Transportation Services Division, to work with the GPS vendor to configure the:</p> <ul style="list-style-type: none"><li>a. route completion report to provide accurate information, and develop other GPS reports for measuring contractor performance and service levels; and</li><li>b. GPS system's geofencing feature to monitor contractors' adherence to their designated routes.</li></ul>                                                            |                                                                                                                                                                                                                                                                  |
| <p><b>Rec. 7 (Oct. 2020)</b><br/>City Council request the General Manager, Transportation Services Division, to improve how it documents and tracks vehicle breakdowns and the deployment of spare vehicles.</p>                                                                                                                                                                                                                                                                                                                           | <p>In addition to updating training and standard operating procedures, automated exception alerts will be phased in to flag when vehicles are stopped for an excessive amount of time.</p>                                                                       |
| <p><b>Rec. 9 (Oct. 2020)</b><br/>City Council request the General Manager, Transportation Services Division, to:</p> <ul style="list-style-type: none"><li>a. improve documentation of assigned routes (and kilometers) and completed routes by contractor, as well as ensure explanations are documented for when routes are not fully completed, and</li><li>b. examine the cases where routes do not appear to be completed for potential valid operational reasons and evaluate whether related issues need to be addressed.</li></ul> | <p>The Contract Administration Manual has been updated with revised standard operating procedures that more clearly establish the process for documentation and review. Additional training is also being provided to support compliance.</p>                    |

## Recommendation

## Status Update

### Rec. 14 (Oct. 2020)

City Council request the General Manager, Transportation Services Division, to:

- a. develop a policy and procedure manual for winter operations, including best practices for contract management, and best practices for assessing and charging liquidated damages
- b. standardize processes and forms for monitoring contractor performance and for assessing and charging liquidated damages; and c. ensure staff verify and review contractors' operating and standby logs, using GPS data, for accuracy of timing and services provided before approving payment.

The Contract Administration Manual has been updated with revised standard operating procedures that more clearly establish the process for documentation and review. Additional training is also being provided to support compliance.

### Rec. 2 (Oct. 2023)

City Council request the General Manager, Transportation Services Division to make the necessary updates to the Winter Maintenance Contract Administration Manual, provide continuing training, and ensure consistent and ongoing compliance over the duration of the contracts to ensure:

- a. Staff verify that equipment is at the designated City Depot in accordance with the contracted specified delivery mobilization and demobilization dates for every winter season and retain sufficient and appropriate records of such verification;
  - b. Staff appropriately determine instances where liquidated damages should apply and to retain sufficient and appropriate records to support the Division's application of liquidated damages; and
- Staff perform the required field audits and retain sufficient and appropriate documentation of their observations to support the Division's application of price adjustments.

### Rec. 20 (Oct. 2020)

City Council request the General Manager, Transportation Services Division, to:

- a. develop meaningful Key Performance Indicators (KPIs) to measure the achievement of Council-approved service levels;
- b. develop performance metrics for the next contract cycle to measure and monitor contractor performance;
- c. improve processes and documentation to have relevant and readily available information to measure the KPIs; and
- d. publicly report on the KPIs on at least an annual basis.

Performance metrics have been developed and will be reported publicly through the annual budget process and the annual winter maintenance report.

## Recommendation

## Status Update

### Rec. 22 (Oct. 2020)

City Council request the General Manager, Transportation Services Division, to analyze legal claims information and 311 service requests on a regular basis to provide additional indicators of where contractor performance needs closer monitoring.

A modified dashboard will be phased in to identify areas with high concentrations of service requests to evaluate whether there are performance issues.

## New Recommendations (June 2025)

## Recommendation

## Status Update

### Rec. 1

City Council request the General Manager, Transportation Services Division to implement a structured process for managing route map updates to improve accountability and enable effective real-time monitoring throughout the season by:

- a. providing updated GIS data and infrastructure changes to contractors in advance of the winter season;
- b. requiring contractors to submit finalized route maps incorporating these updates before the start of the season; and
- c. ensuring the finalized route maps are uploaded to the GPS dashboard before winter operations begin.

A structured process and standard operating procedure is being developed to manage route map updates.

### Rec. 2

City Council request the General Manager, Transportation Services Division to incorporate longer street segments and additional risk-based samples into field audit reports to improve coverage, enhance quality assurance, and identify contractor deficiencies.

Beginning the 2025–2026 season, longer street segments will be used for field audits. Risk-based location assessments will be supported by new tools to identify high-concentration areas of service requests.

### Rec. 3

City Council request the General Manager, Transportation Services Division to:

- a. review whether there is a systemic issue with contractor performance due to contractors using single-axle vehicles on local roads; and
- b. ensure contractors achieve the required pavement outcomes within the time specified in the contract when single-axle vehicles are used on local roads and apply performance-based price adjustments when contractors do not meet performance requirements.

A review will take place over the course of the 2025 – 2026 season to assess performance.