

Review of Johnson Street Bridge Replacement Project

Review of Johnson Street Bridge Project

- Review commenced in April.
- Numerous meetings were held with City staff, PCL, MMM Group, and Hardesty and Hanover.
- Written documentation was also reviewed.
- As a result, the report provides eight recommendations.

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Recommendation:

- 1) That the City appoints and delegates authority to one individual as Project Director

Action taken:

- The City Manager has retained Jonathan Huggett on an interim basis (until Sept 2014) to provide leadership on behalf of the City in resolving the issues identified.
- The City Manager will be reviewing longer-term issues around leadership beyond September.

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Recommendation:

- 2) Issues arising on the project are to be dealt with in a timely manner through constructive dialogue and teamwork.

Action taken:

- The interim Project Director has asked both MMM and PCL to prepare a detailed scope of work for MMM and its sub consultants from now until the end of the project. MMM will be invited to submit a proposal as to how these services can be provided.

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Recommendation:

- 3) The roles and responsibilities of MMM Group and their performance needs to be reviewed

Action taken:

- MMM have assigned an additional office engineer to review contractor submittals.
- MMM have been asked to review all of the engineering services required to complete the project.

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Recommendation:

- 4) Revise the risk monitoring process to identify and focus on a smaller number of risks that are specific to the project and develop proper mitigation strategies to deal with them.

Action taken:

- Through regular weekly meetings the Project Team are now coming to grips with all of the key project risks and these are being tracked on a weekly basis.

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Recommendation:

- 5) The City, in consultation with MMM Group and PCL, to devise an appropriate owner's quality assurance plan for work in China.

Action taken:

- The City has now issued a fully detailed quality assurance change order to MMM and its sub consultant to ensure third party checks on the steel fabrication in China are being undertaken.

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Recommendation:

- 6) Formalize a project schedule for the project in an agreement involving PCL, MMM, and the City, and include the schedule in both contracts.

Action taken:

- City staff and MMM are endeavouring to ensure formal adoption of the project schedule by the end of July.

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Recommendation:

- 7) Undertake a thorough and realistic assessment of potential costs and work with partners to develop strategies to contain costs.

Action taken:

- The City is reviewing PCL's request for a change order for schedule delays. The City has also asked MMM to review the scope of work required to complete engineering design services for the project.
- The City is taking actions to improve communication of the project team, to resolve outstanding issues and to foster a more collaborative approach.

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Recommendation:

- 8) Put in place the recommended Project Governance Strategy outlined in the review.

Action taken:

- The City Manager has appointed Jonathan Huggett as Interim Project Director with instructions to implement the recommendations in this report as quickly as possible. The Interim Project Director will report to the Director of Engineering and Public Works and both will report to the City Manager on a regular basis.

Thank you