

AUDITOR GENERAL

Halifax Regional Municipality



Road & Sidewalk Asset Management Audit

June 26, 2019

Overview of Audit



- Overall, TPW has short-term plans for road and sidewalk assets but needs detailed long-term plans
- Some evidence staff review design and construction projects
- Better monitoring and support for project reviews and inspections
- Annual capital planning considers allocation around HRM in addition to asset condition
- P&D: needs better monitoring of construction of new subdivision roads and sidewalks before HRM takes over assets
 - Deficiencies not always documented
 - Not clear if issues were addressed

Detailed Results – Transportation & Public Works



- Has short-term plans
- Needs to develop long-term capital program and funding strategies
 - Began development for sidewalk renewals and street recapitalization
 - No detailed plan with deadlines
- TPW share plans with partners
 - Positive – helps identify opportunities to do work together
 - Long-term capital plan would help with this

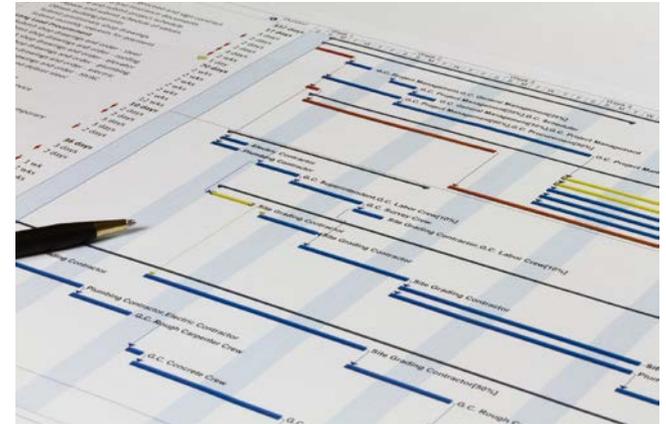
Detailed Results – Transportation & Public Works

- No formal long-term goals
 - To support Regional Council priority of well-maintained transportation network
- New pavement management system
 - 2014 consultant report
 - System not fully operational
 - Management expects 2020-21
 - But no detailed plans for completion
 - Long-term project without detailed plans = risk will not be completed



Detailed Results – Transportation & Public Works

- No long-term funding strategy
 - No support for 10-year capital projections in annual budget book
 - We expected details of planned projects
 - TPW selected a proposed funding level
 - But have not followed it
 - No detailed analysis to support change
- Need to update annual capital planning for current practices
- Allocation across HRM vs condition



Detailed Results – Transportation & Public Works



- No performance targets
 - Should compare actual results to targets
 - Help management measure success
- Significant number planned projects not completed each year
 - Management – work with partners and staff vacancies
- Goal to tender 90% capital projects by fall – generally met

Detailed Results – Transportation & Public Works

- Review of design and construction – street recapitalization or sidewalk renewal
 - Pre-tender checklist not completed
 - No tracking of suggested changes from partners
 - Where changes were noted, evidence they were considered
- Improved monitoring needed
 - Almost 70% construction deficiency forms not completed
 - Lack of support to confirm deficiencies addressed
- Positive
 - Evidence of regular site inspections
 - Bonuses and penalties applied



Detailed Results – Planning and Development

- Taking over new subdivision road and sidewalk assets
 - Improvements needed
- Not maintaining important documentation in files
- Limited evidence of site visits
- No support that deficiencies were addressed
- Positive
 - Engineer and surveyor certifications obtained



Detailed Results – TPW & P&D

- Poor monitoring of warranty inspection process
- Planning and Development
 - No support warranty inspections completed for 15 of 16 samples
- Transportation and Public Works
 - Limited documentation in more than half of 15 files tested
 - Construction deficiencies: not always communicated or no evidence of follow-up to confirm corrected



Wrap-up



AUDITOR GENERAL

Halifax Regional Municipality



Questions?