



## Why we did this audit

The City of Ottawa (City) has the largest geographical area of Canada's major cities with over 6,000 km of roadways at an estimated replacement cost of over \$16 billion as of 2022.

Road renewal is the strategic rehabilitation of road assets. With such critical infrastructure and limited funds, the City must demonstrate that resources are managed with due regard for efficiency and effectiveness.



## What we found

Although the City's overall transportation strategy is evolving, roads renewal is a mature program that has embedded many best practices into its processes. The City continues to successfully deliver an increasing renewal program that includes road enhancements.

The audit identified opportunities to improve the integrity of data used in decision-making, as there are deficiencies in the road network data used in the prioritization of renewal projects. Oversight activities related to asphalt samples should be improved to reduce the risk of sub-standard materials/construction work. Additionally, in some cases, project design could consider less expensive materials to increase value for money to the City. Finally, cross-departmental expectations for design inputs, as well as key performance indicators should be clearly defined.



## We made thirteen recommendations to ensure that:

- A cost-effective and risk-based standard for data collection and adequate documentation is established for more reliable and transparent information that support decisions related to pavement management;
- Road design considers less expensive asphalt mixes while still aligned with the City's specifications;
- Oversight activities over asphalt samples are improved, ensuring the City can confirm that it is consistently receiving value-for-money and a quality product;
- Risk-based programs are implemented to test for undesirable substituted materials and the quality of restoring roads following utility or other work;
- Cross-departmental roles and expectations for renewal project inputs are defined to minimize delays and impact on costs;
- Key road renewal program indicators and measures are regularly measure and reported on; and
- Alternative treatments and technologies are explored with the potential for future cost savings and more environmentally sustainable treatments.

For more details on this report please visit our [website](#).

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