

HRM is not effectively overseeing facility management activities, Auditor General, Andrew Atherton, said in his report released today, October 21, 2026.

Property Fleet & Environment management does not have a facility management plan or documented processes, relying instead on informal practices. This underscores many of the issues found during the audit, involving facility condition assessment, capital budgeting, project management, and facility data management practices.

The audit found that management does not know the condition of most HRM-owned buildings and related equipment or the extent of deferred maintenance, and these aspects are not adequately considered in capital planning. “There are many issues adversely impacting the effectiveness of facility management at HRM; better management processes, appropriate monitoring, along with adequate facility data are all needed” the auditor general said.

In addition, the audit found issues with operational facility maintenance. Twenty-five percent of building equipment tested had missed preventative maintenance. And while most reactive maintenance activities were completed to standards, it was not always evident that needed repairs were made. Day-to-day maintenance activity was also impacted by incomplete data, with equipment detail and warranty information missing from the maintenance work order management system.

The auditor general’s report includes 12 recommendations which HRM management agreed to implement. “Improved facility management processes are necessary and management monitoring over these processes will also be important”, said Atherton.

The report is available on the auditor general’s website at <https://hrmauditorgeneral.ca/published-reports>.

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In his report released today, Auditor General Andrew Atherton said HRM is not effectively overseeing facility management activities.

Property Fleet & Environment management does not have a facility management plan or documented processes, relying instead on informal practices across all aspects of facility management, from capital planning to operational maintenance.

The audit found that management does not know the condition of most HRM-owned buildings and related equipment or the extent of deferred maintenance, and these aspects are not considered in capital planning.

In addition, the audit found issues with ongoing operational maintenance activities. Preventative maintenance was not always done as required, and while most reactive maintenance activities were completed to standards, the completion of required maintenance repairs was not always evident.

The auditor general's report includes 12 recommendations which HRM management agreed to implement.

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