Winnipeg

2004
Report on Performance

Audit Department

Leaders in building public trust in civic government

Reflections of the City Auditor



By the end of 2004, Winnipeg's citizens were enjoying a renewed optimism about the future of their City. Over the past several years, they witnessed a revitalization of their downtown and watched some exciting new capital projects take form. While contributions were made by all levels of government as well as the private sector, there is no doubt that City Council and the Administration played a strong leadership role in making things happen. City Council approved bold initiatives intended to create a better quality of life for citizens, and the Administration responded by launching projects that would build the models and processes that would enable Council's vision to be realized.

Over the years, the City of Winnipeg Audit Department has been involved in several initiatives designed to improve government processes. The Department introduced new concepts to the Administration as well as helped to build the models and frameworks to operationalize them. Projects such as *Focus on Winnipeg Services*, *Alternative Service Delivery* and *Integrated Risk Management* are but a few of these. These initiatives were undertaken through our business line, Advisory Services, in our role as internal auditors for the City. As the City adopted a new model of administration and worked to develop new accountability processes and ways of delivering services, our investment of time in the development phase was appropriate. But the CAO model has been in existence for several years now, and many of these processes have now matured. We believe that it is time for the Department to shift more of its resources to its primary role of providing independent assurance to City Council and citizens on the performance of the Administration.

In September 2004, I provided Audit Committee with an updated Audit Planning Process which built on the traditional consultation and risk assessment process by incorporating risk profiles developed through the Integrated Risk Management initiative. I was able to provide Audit Committee and Council with a Corporate Risk Profile from the Department's perspective that captured the key strategic risks and opportunities facing the City at that time. The Department then developed a multi-year Audit Plan that focused on projects that related to these areas of risk. We declared our intention to spend a greater percentage of our resources on assurance activities. The pressure on our own budget also requires us to ensure that our primary role as legislative auditors is not compromised by a diversion of resources to our discretionary role as internal auditors.

For the next couple of years, we have a particular interest in assessing how well the City has made the shift to a business-oriented culture. We will focus on results – the extent to which services have achieved their business objectives and delivered value for money; the reliability, relevance and transparency of information; and the effectiveness of processes used to determine resource allocation, manage risks, and measure and report on results. We also want to evaluate how well our investment in alternative service delivery models has paid off and what lessons were learned that could be applied to tax-supported City services. Our Audit Planning Process and Audit Plan October 2004 – October 2006 are described further in our report and are on our website in their entirety.

In this report, however, we are providing information on our own performance. While we survey our audit clients at the end of each project (and publish our results), this year, we also interviewed each of our City Councillors for feed back on our services. We were very pleased with the support and advice that was provided. We are also piloting a new method for describing our performance: the 'Balanced Scorecard'. As we explain later in the report, the Balanced Scorecard provides performance results from the perspective of customers and stakeholders, managers and process owners, and employees. It also provides a useful format for linking our services and objectives to City of Winnipeg policy goals and the Department's vision and mission. As usual, we benchmarked our performance to other comparable organizations. We were very satisfied with the results. In most cases, we met or exceeded standards and found that our practices were consistent with the 'best in class'.

We have summarized the results of our work in these areas as well as the outcomes of specific projects in the remainder of the report. We are pleased with the work we have accomplished this year. And we are pleased with the feedback we have received. As a final endorsement of our work, I am proud to advise that the National Association of Local Government Auditors (NALGA), which represents over 300 government audit organizations across the United States and Canada, presented the City of Winnipeg Audit Department its 2004 *Special Project Award* for the Integrated Risk Management model. This is the second time that the Department has been so honoured by its peers, the only city in Canada to be able to make this claim.

But, in the end, the only opinion that really matters is that of our citizens. I encourage you to read our *Report on Performance* and make your own assessment.

Sincerely,



Shannon Hunt, CGA, CFE
City Auditor

City of Winnipeg Audit Department
2004 Report on Performance

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Our Mission and Vision

Our Mission

To support City Council and the Civic Administration in the achievement of organizational objectives by providing objective and independent information, advice and assurance with respect to governance, accountability, risk management and performance

Our Vision

To be recognized as leaders in building public trust in civic government in support of our shared vision of a vibrant and healthy city

Our Key Goals

To realize our vision of being *leaders in building public trust in civic government,* we join Council and the Administration in placing an emphasis on good governance, accountability, risk management, controllership and effective financial management. In 1999, we established three strategic objectives to ensure that our resources would be focused on these priority areas. Over the next several years, in our annual *Report on Performance*, we summarized how we realized our strategic objectives through the variety of projects we undertook for Audit Committee and the Administration.

In 2003, we revisited our strategic objectives to review whether or not they still represented what we wanted to achieve over the next several years. We established four *Key Goals* to guide our work. They are described below:

Key Goal 1 – To provide assurance on the effectiveness of the City's risk management practices and the efficiency and effectiveness of City operations

Our fundamental role as auditors is to provide our governing body, City Council, with assurance on the state of risk and control in the organization. Through our audit work, we are able to provide assurance on the effectiveness of risk management plans and controls introduced to mitigate risks. We also are able to review the extent to which City operations are achieving their business objectives and whether value for money is being realized for City services. This year we tabled a new Audit Planning Process and Audit Plan for the period October 2004 to October 2006, being the period remaining in the current Council session.

Key Goal 2 – To influence the achievement of organizational objectives by fostering improvements in governance, risk management, controllership and performance

It is our belief that effective governance, risk management and controllership result in better performance. The keen interest in, and focus on, developing new models and enhancing existing practices is one we share with the Audit Committee and the Administration. To this end, we participate in advisory activities that deal with these concepts, and we evaluate the effectiveness of current practices through our audits and investigations. This year, we tabled a report with Audit Committee on an *Integrated Risk Management* model that was developed in partnership with the Administration.

Our Key Goals

Key Goal 3 – To improve the adequacy and quality of information used and reported by City Administrators and Council

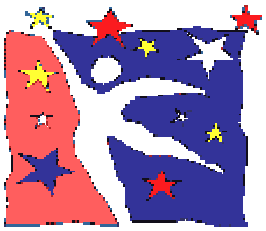
As auditors, we see ourselves in the information business. A primary role is to provide assurance that the information presented to Council is fair and reliable. It is our belief that good information leads to better decisions which, in turn, leads to quality results. In this regard, we are focusing our resources, over the next couple of years, on performance and performance information. We want to assess the effectiveness of the Administration's transition to a more business-like culture as well as the reliability, relevance and transparency of performance reports to City Council.

Key Goal 4 – To develop, implement and promote innovative strategies to enhance the value of audit services and optimize our resources

Our Audit Department is recognized as a leader in implementing effective audit practices. For the organization, this means an ability to rely on a professional audit department that will produce quality results and value for money for the funding commitment made. For our citizens, it means that they can be confident that their interests are being protected and that they can receive independent assurance on the quality of City services. It is our goal to continue the pursuit of excellence in performing our responsibilities.

Department News

The Audit Department wins NALGA Special Project Award!!



The National Association of Local Government Auditors (NALGA) awarded the City of Winnipeg Audit Department its **2004 Special Project Award** for medium audit agencies for our *Integrated Risk Management Model (IRM)*. The Special Project Award represents the best 2004 non-audit report by a local government audit agency in Canada and the United States.

The judges commented that the IRM model used an innovative and comprehensive approach for assessing and communicating risk factors inherent in the organization. Through incorporation of a City-wide dialogue and an organized process for the measurement of risk, management was able to create risk action plans that assure that managers understand key risk factors and have the tools to manage risk in their particular areas.

In addition, the IRM model was used to develop a *Corporate Risk Profile,* from which the department audit plan was drafted, making the plan more efficient and effective by devoting audit resources to processes representing the most significant risks.

The National Association of Local Government Auditors (NALGA) is a professional organization with headquarters in Lexington, Kentucky. NALGA is the acknowledged leader in local government auditing with a membership of over 300 audit agencies and 3,000 members.

In 2000, NALGA presented the Department with its Knighton Award for a report on the audit of the Real Estate Management function. The City of Winnipeg is the only city in Canada to have received two awards from NALGA.

Selected Project Summaries

In the Audit Department, we balance our role as legislative auditors with our role as internal consultants to management. To achieve this balance with limited resources, it is critical that we focus on high-risk areas as well as reserve resources for mandatory assignments such as due diligence activities.

Our audit universe is large and we recognized that we needed a method for selecting annual projects and communicating our priorities and selection criteria to our clients. In the long term, we believe that the corporate risk assessment model for the organization should explicitly link risks and controls to the achievement of business objectives and be incorporated into business planning and reporting activities. Audit's role would be to provide independent advice and assurance on the self-assessments developed by management.

In 2004, we tabled a report on an *Integrated Risk Management* project that culminated in a number of risk profiles detailing the most significant risks affecting our key services as well as a *Corporate Risk Profile* of strategic risks that affect business objectives for the organization as a whole. We also embarked on a consultation exercise through which we interviewed all City Councillors and key Executives to determine where they believed we should be directing our audit resources. We used information from these sources as well as data captured from budget information and evaluated against common criteria to develop a risk-based Audit Plan for 2005 and 2006, representing the period remaining in this Council's mandate.

Our *Integrated Risk Management Project*, *Audit Planning Process* and *Risk-based Audit Plan* were developed under our *Advisory Services* business line. We also undertook a number of audit and due diligence projects this year which we will describe under *Assurance Services* in the next section. The complete reports are available on our website and through the Office of the City Clerk.

Advisory services

Citizens continue to demand high quality services from the City while expressing discontent with the level of property taxes required to fund them. City Councillors and Administrators work hard to develop a culture and methods of delivering services that will meet the expectations of citizens for a more cost effective, high performing government. We committed to assisting Council and the Administration in achieving these outcomes through proactive initiatives such as

- Research and innovation practices
- Educational initiatives
- Advisory services

This year we continued to update our website to provide information on audit services and the results of our projects to our clients and stakeholders. We also participated on committees where we could add value and an audit perspective. In addition, we reported on a major corporate-wide initiative, an *Integrated Risk Management* framework. And we presented a new risk-based Audit Planning Process and Audit Plan to Audit Committee. Details of these activities follow below:

Councillors' Briefings

City Council both provides direction to the Audit Department and serves as the recipient of our final reports. Each year, we also provide a Report on Performance to City Council which summarizes our results and benchmarks our activities against best practices and industry standards. While we survey our administrative clients after the completion of each audit project and present our reports to Audit Committee, periodically we also are interested in obtaining feedback directly from each of our Councillors.

In July of 2004, we embarked on a series of interviews with each City Councillor. For new Councillors, it provided an opportunity for us to describe our mandate, vision and services. For all Councillors, we were able to provide an update on significant activities that we have performed over the last couple of years and obtain feedback on our performance. And, most importantly, we were able to discuss each Councillor's priorities and discuss how they reconciled with our draft audit plan.

We were pleased to receive strong support from all Councillors and positive feedback on our activities and project reports. Our general direction and future audit plans were endorsed, and we were able to develop clearer priorities, based upon our discussions. We used the information that we had gathered to build our *Audit Plan October 2004 – October 2006* which is discussed below.

Audit Planning Process 2004

This year, we updated our audit planning process, which had been previously approved by Audit Committee in 2000. While we continue to use a consultation process and specific risk evaluation criteria, we are now able to add a new component to our planning process. Based upon the *Integrated Risk Management* initiative, we were able to incorporate risk profiles that had been developed for each of the City's key service groupings. This provided better information for assessing relative risk and ensuring that our scarce resources are focused on those areas that present the highest risk to the City achieving its objectives.

We also revised the proportion of time that we intend to allocate to our three service lines: advisory, assurance and investigations. While in the last several years, the Department has devoted a great deal of resources to working with the Administration through our advisory services line to facilitate the transition to the new CAO governance model, we believe that new corporate processes have now had an opportunity to mature. While we are always available to advise on high risk initiatives upon request, we intend to focus more of our resources on providing independent assurance on City services for the information of City Council and citizens.

Audit Plan 2004 – 2006

Through the *Integrated Risk Management* initiative, we were able to compile a *City Risk Profile* from the Audit Department's perspective. Then, by incorporating input from Councillors and senior administrators, we were able to provide Audit Committee with a draft audit plan for different resource levels. We were also able to provide members with comparison information from other Canadian cities to use as a benchmark for determining audit resources. The City Auditor expressed concern that proposed reductions in the operational budget were incompatible with other municipal organizations and would put the Department's mandate and services at risk. After discussion, the Audit Committee confirmed the staff complement at ten and approved the department budget to fully resource that complement. Based upon that level of resource, Audit projects were prioritized and approved for the Audit Plan October 2004 – October 2006.

Auditor General Model

At the request of Audit Committee, in November 2004, the City Auditor tabled a report on the Auditor General Model. The Auditor General of Manitoba was invited to attend to provide his perspective and answer questions from Committee members.

"Auditor General" is the title used by Legislative Auditors at the federal and provincial levels of government. The federal or provincial Auditor General is an Officer of the Legislative Assembly and is personally independent of government administrations. The fundamental responsibility of a Legislative Auditor is to assist the Legislative Assembly in its oversight responsibility of holding the government accountable for its stewardship of public assets. Auditors do this by providing independent assurance that information provided is appropriate, credible and complete and accurately reflects the results of the activities of government. At the municipal level, the term "City Auditor" or "City Auditor General" is sometimes used and the reporting relationship is to City Council. Independence features and responsibilities are similar to the federal/provincial counterparts.

The City of Winnipeg's model was compared to the Auditor General model, in general, and to models that were recently implemented in Toronto, Ottawa and Calgary. The features of the City of Winnipeg model are substantially consistent with the features of the Auditor General model and consistent with, or stronger than, the comparison cities. For example, the City of Winnipeg City Auditor position, responsibilities and powers are established through the *City of Winnipeg Charter* legislation. The other Auditor General positions are created by by-law.

The qualifications, responsibilities and powers of the City Auditor position are established by legislation, more explicit, and provide more authority than the comparison cities. For example, whereas the other cities do not specify qualifications, the City Auditor must be entitled to practice as an accountant in Manitoba. The City Auditor also has powers under the *Manitoba Evidence Act*. The basic terms of employment are similar and recruitment practices are consistent. The classification and remuneration of the position, however, are weaker than the comparison cities.

Information Technology Audit Plan

The Audit Committee requested the City Auditor to establish parameters for an audit of Information Technology (IT) Services that the City utilizes and provides with the intent to determine that the services are effective and efficient, and value for money is received. The strategic goals for IT is to enhance employee and citizens access to information and services; increase the capture of information to create knowledge; integrate and streamline resource management systems; and enhance work management capabilities. Over the last few years, IT has played a critical role in delivering and improving City services. However, failure of any single IT system could result in an inability to deliver key public services, collect revenue or pay vendors and/or staff. The City has undertaken some initiatives to mitigate IT risks by creating a Chief Information Officer, developing an IT Strategic Plan and implementing an ERP solution as a foundation for the City's e-government initiative.

Phase I of the proposed IT Audit plan is to perform an IT risk assessment to understand the environment. Phase II is to undertake specific IT audit projects identified through the risk assessment to provide assurance to Audit Committee. The Department does not have qualified staff to perform these activities alone. A partnership with a private firm was suggested. To date, Audit Committee has not made a decision on resourcing this initiative.

Integrated Risk Management (IRM)

The extent and pace of change over the past few years has had major implications for the City's control environment. As it moves towards a new culture and way of doing business, the organization has been exposed to new risks. The success and failure of services often rests on the quality of the risk management systems. This coupled with the public's expectations for increased accountability and greater transparency created the need to adopt a more formal and rigorous approach to managing risks and ensuring service objectives were met.

An *Integrated Risk Management* framework serves to support these goals by demonstrating that risks that may impact business objectives are understood and that investments in risk management measures are balanced against stakeholder interests. Effective integrated risk management ensures that significant risk areas associated with Council priorities and City services are identified, assessed and communicated and that appropriate measures are in place to address both unfavourable impacts and to capture the benefits from opportunities.

In 2003, in partnership with the CAO Secretariat, we developed the *Integrated Risk Management Model* and the tools needed to assist in the risk management process. For the 2003 business plan submissions, each service was required to include a risk profile of the critical and high risks and a risk action plan for those identified risks. A report on the initiative was tabled at Audit Committee in early 2004. During 2004, to further support the initiative we completed a *Risk Management Workbook* and developed and taught a course that was designed to assist the City's managers and project managers to successfully implement more formal risk management practices in their departments and integrate these practices into their ongoing work activities.

The course and workbook were well received by the participants and the course is now a permanent offering through the City's Corporate Education Division in their leadership track.

Assessment Tax Communications Task Force

The Assessment Tax Communications Task Force (ACTF) meets monthly and consists of representatives from the Assessment Department, the Corporate Finance Department, the Board of Revision and Legal Services. The ACTF fosters communication, monitors the status of outstanding appeals, discusses strategies, and resolves issues related to appeals. As a member of the ACTF, our department ensures that risks related to appeals are identified and that mitigation plans are implemented.

Interdepartmental Strategic Management Advisory Team (ISMAT)

The Deputy City Auditor represents the Department on ISMAT. The role of ISMAT is to provide advice to the CAO and Senior Management Team with regard to *Plan Winnipeg* policy and alignment, corporate planning initiatives, the departmental business planning process, and corporate performance management.

Foundations of Supervisory Development

The Deputy City Auditor is an instructor for the *Foundations of Supervisory Development Course* that is offered to City of Winnipeg staff four times a year.

Assurance projects

Assurance services are defined as *independent professional services that improve the quality of information or its context for decision makers.* Assurance can be provided on financial or non-financial information and performance and incorporates both traditional types of audits and newer participative processes where the auditor facilitates client self-assessment. Assurance services provided by our department include

- Performance audits
- Compliance audits
- Due diligence reviews
- Control and risk self assessments

Councillors' Representation Allowance (CRA)

We audited the expenditures incurred under the CRA policy for 2004 to ensure they complied with the policy requirements and principles of the fund. The CRA provides funds to be used by City of Winnipeg Councillors to pay for goods and services that are required for the functioning of their offices, to communicate with their constituents, and represent and support their wards. In 2004, the current Mayor resigned and two Councillors left office to pursue the vacated position. A mid-term by-election was held and two new Councillors were elected. Audit opinions were issued for all seventeen (17) Councillors that were in office during the year. Sixteen (16) Councillors were provided with an unqualified audit opinion. In the case of the seventeenth (17^{th}) Councillor, the Audit Department was unable to provide an unqualified audit opinion because of a lack of supporting documentation for expenditures incurred. This is the first time the Audit Department was unable to provide an unqualified audit opinion.

Details required for resolution of this matter as well as recommendations for policy revisions were also presented to the Secretariat Committee for their consideration.

Due Diligence Reviews

Council policy requires that, prior to ratification, the City Auditor and External Auditor report on the full and long-term costs of collective bargaining agreements presented by the Administration. During 2004, we completed reviews of three collective bargaining agreements with the following groups: the Winnipeg Fire Paramedic Senior Officers Association (WFPSOA), the Winnipeg Police Senior Officers Association (WPSOA), and the Winnipeg Police Association (WPA). In addition, we worked with the Corporate Controller and External Auditor to streamline the reporting process, resulting in improved information for Council's deliberations.

Winnipeg Police Service Administrative Payment Process

We provided an independent opinion to the Winnipeg Police Service (WPS) on their *Administrative Payment Process* policy. The policy is designed to support WPS staff who incur parking tickets on their private vehicles while attending court on police matters. We conducted an annual review to monitor compliance with the policy and to provide recommendations for improvement to the controls and efficiency of the supporting process.

Connexus Project

In May 2000, the Chief Financial Officer identified a need to study the potential replacement of existing financial, human resource and other shared administrative systems in the City. The preferred option was an enterprise solution that would become the platform for the City's transition to e-government and part of the solution for dealing with a changing workforce and competencies. A project team was put together and the *Connexus Project* was launched. The *Connexus Project* was implemented in two phases. Release 1 included finance, logistics and payroll. Release 2 included budgeting and enhanced human resources. The Finance and Logistics module, and the Human Resources (payroll) module went live in 2003. The Human Resources and the Budget module went live in 2004.

Audit provided risk management, project management and internal control advice to Connexus through its various phases. A Senior Auditor was also seconded to serve as a Risk and Control specialist. Subsequently, he was appointed Project Manager for *Connexus*.

In June 2003, subsequent to Release 1 "go live", the Project Manager updated the Audit Committee on the project status. This included overviews of the Release 1 implementation and the plan for Release 2.

For Release 2 (Budgeting and enhanced Human Resources), the Audit Manager had the role of ensuring that appropriate control procedures were included within the design and implementation of each data conversion required to implement Release 2 of the *Connexus Project*.

Winnipeg Fire Paramedic Service, Emergency Mechanical Services Branch

What did we conclude?

In June 2003, the Resource Manager of the Winnipeg Fire Paramedic Service (WFPS) asked the Audit Department to conduct a performance audit of the Emergency Mechanical Services Branch (EMSB). The objectives of the audit were to review EMSB's mandate and resources, assess its compliance with the relevant standards and to make recommendations to improve the Branch's efficiency and effectiveness.

The principal functions of EMSB include the preventative and corrective maintenance of the department's fire apparatus and the performance of mandatory inspections. When the Fire and Ambulance Departments amalgamated in 2000, the EMSB was responsible for the maintenance and repair of both heavy and light fleet. However, in June 2002, the Fleet Management Agency (FMA) of the Public Works Department assumed the responsibility for light fleet, while EMSB concentrated its efforts on the maintenance and repair of the heavy fleet apparatus and related equipment.

A report from an independent consultant, who assisted us with the audit, indicated that the Branch is in compliance with the applicable recognized standards for apparatus safety and maintenance. However, the lack of established performance standards and performance information prevented us from providing a comprehensive assessment of EMSB's current performance.

Our review revealed that there were several areas of weaknesses, some of which could potentially be addressed through the establishment of a strategic partnership between EMSB and FMA. We suggested that EMSB work with FMA to determine the areas of their operations that could be mutually beneficial. Specific areas that should be investigated include FMA's automated shop maintenance system and their hours of operation.

Communication problems between EMSB and the senior management and the station personnel have also impacted the efficiency of the Branch. In an emergency response service such as WFPS, adequate and timely information is critical to achieving its objectives. EMSB plays a vital, behind the scenes role, where the information they have or can provide may not only save money, but could assist the Operations Division in potentially saving lives.

What was the response?

The WFPS senior management agreed with the recommendations contained in the report and expressed the intention to implement them as quickly as possible. Several recommendations have been implemented, including the establishment of a partnership with FMA and efforts are ongoing to implement the others.

Purchasing Card Program Review

What did we conclude?

We identified the Purchasing Card Program as a potentially high-risk procurement process due to the significant increase in the number of cards issued and the increased usage of the cards. The total value of goods and services purchased with the cards went from $6 million in 2001 to $16.5 million in 2003.

The objectives of the audit were as follows:

- To evaluate the administration of the program at the corporate and department levels.
- To determine whether the controls were reasonable and adequate to prevent or detect misuse or abuse of the cards.
- To assess compliance of a sample of purchasing card transactions with the City's *Purchasing Card Program Procedures*.

The results of our review indicate that there were gaps in the oversight and administration of the program and we recommended that the role played by Corporate Finance and the Departments should be strengthened. Corporate Finance needs to enhance their oversight of the program by conducting an annual control review and, at the departmental level, improvement is needed in the area of supervisory review.

Although our audit revealed that there was general compliance with the intent of the program, we noted considerable inconsistency in the implementation of controls across departments. Departmental compliance with the various tested criteria ranged from a low of 4.5% to a high of 100%. The criteria tested included evidence of supervisory review and appropriate supporting documentation for each transaction.

We also found that the current *Purchasing Card Program Procedures* did not provide sufficient guidance for users, lacked clarity in many areas and were not comprehensive. We recommended the creation of an administrative directive to provide better guidance on card issuance and on the appropriate business use of the purchasing cards to ensure consistency across the organization.

What was the response?

The Corporate Controller agreed with the recommendations contained in the report and steps have already been taken to improve the control environment of the program.

Public Works - Asset Management: Phase 1 - Roadway Construction and Maintenance

What did we conclude?

As a result of a series of Risk Management Workshops conducted by the Audit Department, physical asset management was identified as a priority area for a performance audit. Due to the scope of activities included in this function, we broke the audit down into two phases: Phase 1 – Roadway Construction and Maintenance and Phase 2 – Facilities Maintenance. The objectives of the audit were

- to assess the effectiveness and efficiency of operations in the achievement of the primary mandate of Public Works, which is asset management;
- to assess compliance with key legislation, regulations and current policies, procedures and controls in place to ensure achievement of the mandate; and
- to make recommendations to improve the efficiency and effectiveness of operations and provide optimal service to the citizens.

The City's roadway infrastructure represents a very large investment of public funds. It is currently estimated at a replacement cost of $4.862 billion in 2003 dollars. A dependable transportation infrastructure system helps to expand and strengthen the economy. Poorly maintained assets increase the chance of accidents and can add costs to users.

Overall, the results indicate that the condition of the roadway infrastructure is deteriorating. This is not surprising given the constraints placed on the financial resources available to support Roadway Construction and Maintenance. The Department has reported a significant infrastructure deficit for several years ($53 million in 2003 for roadways and bridges). Given the current financial environment, the Public Works Department must be able to demonstrate that scarce resources are being used effectively and efficiently as well as have the capacity to report on the consequences of funding decisions made by the Administration and Council.

In our report, we concluded that the lack of complete performance information leaves the Department unable to demonstrate the efficiency and effectiveness of its activities. The Department needs to develop a comprehensive performance management process that includes the identification of desired outcomes, established levels of service, service standards and benchmarks for the evaluation of results and to regularly report on the achievement of intended results to senior administration and Council. Public Works has taken steps recently to improve its performance through the acquisition of an asset management system. Public Works has to continue the work on the development, implementation and integration of the system, as it is crucial to the development of optimal plans for the preservation of the roadway infrastructure and the timely dissemination of information to Council, senior administration and citizens.

The results of our review indicate that project status reporting needs to be improved. Actual costs are not routinely compared against Council prepared budgets and project budgets are frequently changed in anticipation of cost overruns. We concluded that Public Works should develop a set of standardized reports on the financial performance of all completed and ongoing projects. We also concluded that the process for hiring and managing consulting engineers needs to be enhanced to ensure the process can withstand public scrutiny and the department can clearly demonstrate that the City receives value for money.

We also noted that a key concern to the public is the disruption to the flow of traffic as a result of road and bridge work. We recommended that Public Works should continue to explore work practices that maximize the coordination of work activities and minimize the disruption to the public. These would include working evening or multiple shifts and lane closure restrictions and fees.

We believe that the implementation of our recommendations will help improve the Roadway Construction and Maintenance Service and help the Department establish a higher degree of transparency and accountability. With the support from decision makers and funding partners, Public Works should be able to work towards building and maintaining a more desirable roadway infrastructure to benefit all our citizens.

What was the response?

The Director of Public Works agrees that while receiving adequate funding still remains to be a major challenge, the 35 recommendations contained in the report will improve their asset management practices and establish a higher degree of transparency and accountability. Public Works has committed to preparing an Asset Management Audit Implementation Plan to ensure all the recommendations are addressed in a timely manner.

Public Works - Asset Management: Phase 2 - Facilities Maintenance

We are currently conducting the Phase 2 – Facilities Maintenance performance audit. The objectives of the audit are to assess the following:

- the extent to which the services delivered adequately reflect the Department's mandate, objectives and priorities;
- the adequacy of the design and implementation of the risk management and control framework for the delivery of services;
- the compliance with key legislation, regulations and policies governing the delivery of services; and
- the extent to which service performance results are relevant, accurate, balanced and meaningful.

We are currently completing the audit fieldwork and expect to issue a draft report in the last quarter of 2005.

Audit of the Accountability Framework Governing Special Operating Agencies

The Audit Department's current Audit Plan focuses on assessing how well the City has adapted to a business-oriented culture. The design and implementation of the City's model for Alternative Service Delivery (ASD) was a significant aspect of this initiative. As a result of this initiative, the City has created five Special Operating Agencies (SOAs) since 2000:

- Animal Services
- Glacial Sand & Gravel ("Glacial")
- Golf Services ("Golf")
- Fleet Management Agency ("Fleet")
- Winnipeg Parking Authority

With the SOA accountability model maturing, and four of the SOAs reaching the end of their transition periods, it is an appropriate time to evaluate this investment in alternative service delivery and to assess the applicability of lessons learned to other City services. The objectives of the SOA audit are

- To assess the adequacy of the design of the accountability framework governing the City's SOAs.
- To assess the adequacy of the evaluation process in establishing SOAs.
- To assess the extent to which results achieved by the SOAs reflect their business plans as well as the general level of compliance with their operating charters, relevant City policies, administrative directives and by-laws.
- To assess the efficiency and effectiveness of the accountability framework governing SOAs.

An informal draft report has been recently released to the Administration for comment.

Investigation services

We provide investigative services at the request of Council, Senior Administration, City managers and citizens, or as a result of information arising from audit projects. While maintaining an independent and objective perspective, we conduct our services using a cooperative approach. As needed, we consult with staff from Human Resources, Legal Services, Corporate Finance and other investigative agencies. We also work closely with management who is responsible for taking appropriate action to resolve concerns raised during a review.

Fraud Directive

The City of Winnipeg is committed to protecting its revenue, property, information and other assets from fraud or other similar irregularities. At the invitation of the Corporate Controller, we participated on a committee to develop a corporate *Fraud Directive*, which will apply to all employees and will supplement the *Employee Code of Conduct*. The directive will define the roles and responsibilities of senior management, the City Auditor and employees regarding actions that must be followed for the reporting and investigating of suspected fraud and impropriety. The *Fraud Directive* is expected to enable City resources to be used more efficiently and effectively in investigating such matters. The *Fraud Directive* is in the final stages of review.

Investigations

In 2004, Audit conducted a number of investigations. As per our policy, we do not comment on investigations in progress or those that focus on personnel matters. One investigation that was conducted by the Audit Department in 2004 and released as a public report was the review of the Winnipeg Arena Request for Proposal (RFP) which is summarized below.

Arena Request for Proposal (RFP)

A funding agreement with the City of Winnipeg and Province of Manitoba was reached in December 2001 whereby TN Arena Limited Partnership (True North) would construct, own and manage a new multi-purpose sports and entertainment complex on the former downtown Winnipeg Eaton's department store site. As part of the agreement, the City of Winnipeg assumed responsibility for the demolition of the existing Winnipeg Arena at 1430 Maroons Road. The demolition requirement was as a result of exclusive rights being granted to True North to host certain sports and entertainment events in the City and immediate trade area, as outlined in the funding agreement. Subsequent discussions resulted in True North agreeing to consider alternative uses of the building provided they did not compete with the new arena (MTS Centre). The City issued a request for proposals (RFP) for the purchase and/or redevelopment of the property commonly known as the "Winnipeg Arena" in December 2003.

Questions regarding the Winnipeg Arena RFP process and sale were brought to the attention of the Manitoba Ombudsman and the City Auditor in the fall of 2004. Allegations of unfairness and favoritism were also heard. The Ombudsman and City Auditor agreed to review the process and allegations jointly. The Audit Department's role was to address whether the RFP process complied with City policies and procedures and whether due diligence was exercised concerning the Winnipeg Arena RFP.

Based on our audit work, we concluded that the RFP process was conducted in accordance with City Policies and Administrative Directives.

We identified some omissions from the Arena RFP as well as some requirements and provisions that were unclear. We made recommendations in this regard; however, we do not believe these issues resulted in the unfair treatment of any of the submissions.

We concluded that Administration's process and the results of assessing the responsiveness of submissions in relation to the requirements stated in the RFP were fair and reasonable. Based on our review of documentation and interviews conducted, we also concluded that Administration's evaluation of responsive submissions was fair and reasonable. We found no evidence of unfair treatment of the submissions or of the Mayor influencing the Administration's evaluation of the submissions, as alleged. To ensure objectivity and transparency in the decision-making process, however, we believe documentation of the evaluation process could have been enhanced.

We also considered the City's due diligence with respect to the Winnipeg Arena RFP. The areas reviewed included the timing of the RFP and sale, the opportunities for public input, the legal requirements of the funding agreement with True North, the financial considerations and the adequacy of the communication of the results of the process. While we identified opportunities for improvement in handling deposits and in communicating the results, we concluded that Administration exercised due diligence in the offer and sale of the Winnipeg Arena.

Measuring our Performance

The Balanced Scorecard



We have adopted the Balanced Scorecard model as our framework for performance measurement. The Balanced Scorecard is a performance management system that can be used to align vision and mission with customer requirements, manage and evaluate business strategy, and monitor operational performance and organizational capacity. In the balanced scorecard, vision, mission and strategy are decomposed into different perspectives as seen through the eyes of customers and other stakeholders, managers and process owners, and employees. Three different dimensions of organizational performance can be viewed: results (financial and customer), operations and capacity. (*Howard Rohm*)

Establishing the Balanced Scorecard

To establish a Balanced Scorecard, the Audit Team reviewed the strategic links between City of Winnipeg policy goals and our departmental mission, vision and key goals. To develop strategies for achieving our goals, we conducted comprehensive risk analysis and environmental scan to evaluate our current strengths, weaknesses, opportunities, and threats. We then broke down our strategies into specific objectives that we want to achieve during the period of the 2004-2006 Business Plan. For each objective, we identified performance measures, targets, and actual results for the prior and current years.

Performance benchmarks

The National Association of Local Government Auditors (NALGA) represents local government audit organizations in both the United States and Canada. Based on annual surveys of members, benchmarks are established for audit organizations in three categories: small, medium and large departments. The City of Winnipeg Audit Department is a medium audit organization, defined as having 3 to 12 auditors and an annual spending range of $227,508 to $1,703,785 (Canadian). We have benchmarked ourselves against NALGA standards for most of our performance measures.

Strategic Link to Our Performance Management System

Plan Winnipeg Policy Area

- Government and the Economy

Our Mission and Vision

- **Mission** - To support City Council and the Civic Administration in the achievement of organizational objectives by providing objective and independent information, advice and assurance with respect to governance, accountability, risk management and performance
- **Vision** - To be recognized as leaders in building public trust in civic government in support of our shared vision of a vibrant and healthy city

Our Key Goals

- To provide assurance on the effectiveness of the City's risk management practices and the efficiency and effectiveness of City operations
- To influence the achievement of organizational objectives by fostering improvements in governance, risk management, controllership and performance
- To improve the adequacy and quality of information used and reported by City Administrators and Council
- To develop, implement and promote innovative strategies to enhance the value of Audit services and optimize our resources

Our Strategies

- Build on customer satisfaction
- Improve quality of information for clients and stakeholders
- Improve project management
- Enhance products and services
- Ensure adequate financial resources
- Strengthen our workforce

Our Objectives, Measures and Results

Our objectives, performance measures, industry standards, targets and results for 2003 and 2004 are captured in the Balanced Scorecard below.

Audit Department Balanced Scorecard 2004

Strategies and Objectives	Performance Measure	Industry* (2004)	Our Target	2003	2004
Customers & Stakeholders Perspective					
Strategy: Build on Customer Satisfaction					
Maintain quality of service	Client service rating (out of 5)	4.2	4.5	4.35	4.71
Provide value-added and realistic recommendations	Audit recommendations accepted	88%	95%	98%	99%
Improve timeliness of reporting	% of projects met target date	74%	80%	80%	82%
Monitor implementation rate of recommendations accepted	Audit recommendations implemented within 5 years.	82%	75%	53%	62%
Strategy: Improve Quality of Information for Clients and Stakeholders					
Educate customers and stakeholders on areas of focus	# of advisory projects # of presentations, workshops, speaking engagements	N/A N/A	2 2	5 25	4 5
Improve access to audit products and information	Audit Committee meetings Reports issued to clients/stakeholders	N/A	5 6	3 8	5 9
Balanced coverage of audit services	% direct hours dedicated to assurance % direct hours dedicated to advisory % direct hours dedicated to Investigations	N/A	60 - 80% 10 - 20% 0 - 20%	52.0% 32.1% 15.9%	68.2% 23.6% 8.2%
Internal Business Processes Perspective					
Strategy: Improve Project Management					
Improve communications during project	Client rating	N/A	4.5	4.07	4.82
Assure professional standards are maintained	Meet quality assurance standards Meet peer review standards (per review)	N/A 100%	100% 100%	100% N/A	100% N/A
Complete projects on budget	% target budget met within 10% % Completion of Audit Plan	74% 90%	80% 80%	84% 84%	91% 80%
Strategy: Enhance Products and Services					
Focus projects on risk	Risk assessment for each project Risk based Audit Plan	N/A 67%	100% 100%	100% 100%	100% 100%
Implement best practices	% of industry best practices implemented	48%	90%	88%	88%
Maximize hours dedicated to projects	Direct hours to total hours available	63%	65%	64%	62%

*Industry is represented by National Association of Local Government Auditors (NALGA)

Audit Department Balanced Scorecard 2004

Strategies and Objectives	Performance Measure	Industry* (2004)	Target	2003	2004
Financial Perspective					
Strategy: Ensure Adequate Financial Resources					
Ensure adequate budget	Audit budget to organizational budget	1:1259	1:1259	1:1010	1:1268
Prudently manage public resources	Budget commitments met (within 10%) Cost per billable hour	N/A $98.39	90% $98.39	100% $89.86	100% $89.74
Utilize alternate resources to leverage Audit Department resources	Number of projects using resources external to the Audit Department	N/A	1	2	1
Employee and Organizational Perspective					
Strategy: Strengthen our Workforce					
Ensure a sufficient level of staff	Audit staff to total organizational staff	1:750	1:750	1:1277	1:998
Strengthen our staff competencies	% of auditors with appropriate qualifications Training hours per year per staff member	76% 40	90% 40	100% 90	100% 42
Build a diverse workforce	% of staff from designated group (visible minority, Francophone)	N/A	10%	10%	10%
Maintain a positive working climate	Average level of staff satisfaction on several attributes per annual survey	N/A	Ave. rating of 4/ 5	N/A	4.24
Ensure effective performance management process	On-going formal feedback at project level Bi-annual evaluation for each staff member	N/A N/A	100% 100%	N/A N/A	76% 38%
Supplement competencies with external and internal partnerships	Number of partnerships per year	N/A	1	2	3

* Industry is represented by National Association of Local Government Auditors (NALGA).

Measuring our Performance

Audit Recommendations Implemented

The Audit Department's work does not end when an audit report is presented to City Council. The most important component of an audit recommendation is its implementation. On behalf of Audit Committee, the Department follows up each year on all outstanding audit recommendations. The report is coordinated by us and distributed to all accountable departments to complete the recommendation status updates and the results are provided to the Audit Department and the Chief Administrative Officer. The results are then summarized and provided to Audit Committee. After five years of annual updates relating to a particular audit report, the Audit Department prepares a final report to Audit Committee which provides a summary of recommendations implemented and still pending, as well as a complete history of status updates relating to the outstanding recommendations. After presentation of this report, outstanding recommendations will no longer be tracked by the Audit Department. If there are significant concerns that cannot be satisfactorily addressed by the Administration, the Audit Committee can propose a new audit of the subject entity.

Below is a summary of the implementation status of recommendations made in the more significant audit reports issued in the years 1999 through 2004. We did not audit the responses provided by the departments.

Summary Status Report

Previous Years Reports	Recommendations	Status as of June 2005			
		Implemented	Pending	Not Implemented	Not applicable to Department
Community Centres, 1999	12	4	8		
Real Estate Management Audit, 2000	41	11 (I) 22 (II)	5 (I) 2 (II)	1 (II)	
Property Assessment Function Assessment Department, 2001	36	36			
Property Assessment Function – Board of Revision, 2001	10	0	8	2	
Land Dedication Reserve Fund, 2001	6	2	4		
Community Centres, 2001	11	2	9		
Winnipeg Police Service Communications Centre, 2002	35	21	14		
Review of Community Centres, 2003	4	2	2		
Water & Waste Department's Billing & Collection Processes, 2003	10	8			2
Winnipeg Fire & Paramedic Service Communications Centre, 2003	7	1	6		
Review of Handi-Transit Service, 2004	16	7	6	3	
Review of Emergency Mechanical Services, 2004	21	14	7		

Summary Status Report - Comments

This year, the Audit Department provided the final status reports on the following audits:

- The Water and Waste Department's *Audit of the Billing and Collection Processes*. The Department has represented that all 10 recommendations have been addressed.

- The *Real Estate Management Audit: Phase I & Phase II*, which was first released in 2000. Of the 41 recommendations, the Planning, Property and Development Department has represented that 33 recommendations have been implemented (about 80%).

- The *Audit of the Property Assessment Function*. The Property Assessment Department has represented that all 36 recommendations that are the responsibility of the department have been implemented. On the other hand, the Chair of the Board of Revision has represented that none of the 10 recommendations pertaining to the Board have been implemented.

With respect to the remaining audits, the majority of departments have reported satisfactory progress. The complete status update templates are available to Audit Committee members upon request.

Measuring our Performance

Our Financial Report

2004 Annual departmental expenses

	Actual 2004	Budget 2004	Variance Actual to Budget		Actual 2003
Salaries and benefits	781,952	791,068	9,116	(A)	688,962
Services	105,208	116,386	11,178	(B)	57,318
Materials, parts and supplies	6,620	7,250	630		6,084
Assets-purchases, renovations, additions	12,471	11,500	-970		52,659
Debt & Finance Charges	0	0	0		0
Grants, transfers & other expenditures	44,502	44,502	0		44,402
	$950,743	$970,706	$19,963		$849,425

Explanation for Variances:

(A) Actual lower than budget as department was not at its full staff complement.

(B) Slight decrease in anticipated services.

Our Legislative Mandate

Sections 102 to 106 of the City of Winnipeg Charter establish the position and mandate of the City Auditor. In 1989, City Council made the decision to contract out the annual financial statement audit to a firm of chartered accountants while expanding the scope of responsibilities for the City Audit Department. The current audit mandate includes the following duties:

- To examine and evaluate the adequacy of the City's systems of internal control, both financial and operational.

- To determine whether applicable sections of the City of Winnipeg Act, by-laws, regulations, orders of Council, and administrative directives have been complied with, as well as applicable federal and provincial legislation.

- To review the performance of operations to ensure money was expended with due regard to economy and efficiency.

- To review whether satisfactory procedures were established to measure and report to Council on program effectiveness.

- To review the results of programs to determine the benefits and whether the program met established objectives.

- To act as an internal consulting group to provide information and help to civic departments within the capabilities and resources of the Audit Department.

- To examine problem areas, within the capabilities of the Audit Department, which are brought to the Auditor's attention by taxpayers, department heads, employees, Council, Standing Committees of Council, members of Council and the CAO.

The 1989 change introduced the organization to operational auditing. While attest auditing concentrated on the past, operational auditing focuses on the future. Operational or performance audits, as they are sometimes referred to, are valuable tools for a complex environment. Performance audit reports deal with management systems and practices and also include observations and conclusions about the achievement of results. Such information is both qualitative and quantitative.

The decision to contract out the attest audit function to an external firm allowed the Audit Department to focus its attention on operations. This expansion of Audit's mandate required auditors to have a broader background and a diversity of disciplines.

Independent of the Administration, the City Auditor reports directly to City Council through the Audit Committee (EPC). Independence is essential to building public trust and preserving the objectivity and integrity associated with the audit function.

While independence is important, we recognize that we must maintain a cooperative relationship with the Administration if our recommendations are to lever positive change. We can only realize our role as change agents if we achieve credibility and the respect of the Administration.

Supporting our Profession

Professional organizations

The Audit Department occupies a unique role in the City of Winnipeg. As legislative auditors, we report to City Council on the performance of the Administration. At the same time, to lever positive change, we provide internal audit and advisory services to senior managers across the organization. We recognize that we have limited resources to carry out these tasks. To build and sustain our capability, we encourage our staff to seek certification with, and membership in, a diverse group of professional associations. Through these relationships, we are able to benchmark our performance, share best practices and foster our reputation as innovators.

Our associations include memberships in key organizations that set the standards for our profession: the National Association of Local Government Auditors (NALGA) based in the United States and CALGA, the Canadian affiliate, as well as the Institute of Internal Auditors (IIA) which has global members.

In addition, we support various professional organizations that promote effective public sector management such as the Canadian Comprehensive Auditing Foundation, the Institute of Public Administration of Canada and the Financial Management Institute.

Various staff members are required to maintain their accreditation through their professional associations such as the Canadian Institute of Chartered Accountants (CICA), the Certified General Accountants (CGA), the Certified Management Accountants (CMA), the Certified Fraud Examiners (CFE), the Information Systems Audit & Control Association (ISACA) and the Society for Technical Communication (STC).

Organizational leadership

Our members have served our diverse organization in a leadership capacity. Staff have served as board members, directors and officers of the various professional organizations as well as serving as facilitators, advisors or presenters for programs of interest to our department.

This year, the City Auditor was invited to join the Conference Board of Canada Executive Network. The Conference Board builds leadership capacity for a better Canada by creating and sharing insights on economic trends, public policy and organizational performance. The Executive Network brings executives together to learn from one another and share best and next practices on key issues facing every organization.

Speaking engagements

Our City Auditor speaks annually on the results of projects conducted during the year. This year, the City Auditor was invited to present at the national Risk and Insurance Management Society (RIMS) Conference held in Winnipeg. The presentation included an overview of how the *Integrated Risk Management Model* was developed by the Audit Department, provided a look at the tools, processes and products designed, and described the benefits anticipated and realized to date by the City of Winnipeg.

Institute of Internal Auditors

Over the years, our staff have actively participated in several programs offered by the Institute of Internal Auditors (IIA). This organization represents internal auditors across the globe and sets standards for the profession.

Our involvement in such activities allows us to contribute to the development of the audit profession and to share our successes with our colleagues who are also, of course, our citizens.

Certified Internal Auditors

The CIA designation is the Institute of Internal Auditors' premier certification. It reflects competency in the principles and practices of internal auditing and serves as the only internationally accepted designation for internal auditors.

The majority of our staff members have either obtained their CIA designation or are in the process of completing the examination program. In 2005, our Research Analyst Autumn Robbie-Draward will have successfully obtained her CIA designation and will then assume the role of Auditor.

IIA Training Seminars

Our staff have participated in several IIA training workshops and seminars, both as students and as instructors and facilitators. Kevin Milne, one of our senior auditors taught the Tools & Techniques course in Orlando in October of 2004.

Winnipeg Chapter (WIA) activities

Several of our staff have served on boards and committees for the local chapter. This year, Jason Egert, one of our senior auditors, held the position of Vice-President for Professional Relations. Another senior auditor Kevin Milne, served as the Director of Member Communications for the WIA.

Who We Are

The Audit Department's greatest strength is its people. Our multi-disciplinary team shares common values and is dedicated to the pursuit of excellence. Although our team is small, we possess a wide range of knowledge, skills and experience and take pride in supporting our profession. We are pleased to present brief profiles of our people.



Back row: Jason Egert, Glenda Stevens, Brian Whiteside, Donna Woytowich, Kevin Milne
Front row: Lorna Smith, Shannon Hunt, Bryan Mansky, Autumn Robbie-Draward
Missing: Louise Marius

Our Values

Integrity	**Professionalism**	**Openness**
Honesty	**Dependability**	**Initiative**
Creativity	**Objectivity**	**Fairness**

Shannon Hunt, CGA, CFE
City Auditor

Shannon was appointed City Auditor in 1998. Originally from Winnipeg, Shannon spent twenty years in Toronto in a variety of positions with the federal and provincial governments. Throughout her public service career, she has promoted audit as a catalyst of organizational change and a champion of best practices. Shannon has a Bachelor of Arts in English from Carleton University and a Bachelor of Education from the University of Toronto. She is a frequent speaker and instructor on matters relating to audit and risk management. Shannon is a Certified General Accountant and Certified Fraud Examiner.

Bryan Mansky, MBA, CMA, CIA
Audit Manager

Bryan joined the Audit Department in 1999 as a Senior Auditor and was appointed Audit Manager in 2003. Previously, Bryan worked as a management consultant specializing in the areas of quality management systems (ISO 9000), feasibility analysis, business planning and strategic planning. Prior to that, he worked as a commercial loans manager. Bryan is a graduate of the University of Manitoba with a Master of Business Administration degree. He holds the designations of Certified Management Accountant and Certified Internal Auditor. Bryan is the director for membership and CISA certification on the Information Systems Audit and Control Association board in Winnipeg.

Brian Whiteside, CA•CIA
Deputy City Auditor

Brian joined the Audit Department in 1997 and was appointed Audit Manager in May 1999. In June 2003, Brian became the Deputy City Auditor. Previously, Brian worked for the Office of the Provincial Auditor of Manitoba in the Value for Money Audit Division. Brian has several years experience in all facets of legislative auditing including value for money, attest and compliance auditing. Brian is a graduate of the University of Manitoba with a Bachelor of Commerce (Honours) with a major in accounting. He holds the designations of Chartered Accountant and Certified Internal Auditor.

Kevin Milne, CGA, CIA
Senior Auditor

Kevin joined the Audit Department in September 2000. Previously, he was an Internal Auditor for the Canadian Wheat Board for three and a half years and for Ducks Unlimited Canada for seven years. He brings several years of experience in many types of auditing including compliance, comprehensive and risk-based operational audits as well as fraud investigations. Kevin is our department's lead facilitator and is a guest trainer for the Corporate Services Department. In addition, he is an instructor for the Institute of Internal Auditors. Kevin is a Certified General Accountant and a Certified Internal Auditor.

Jason Egert, M. ACC, CA•CIA
Senior Auditor

Jason joined the Audit Department as a Senior Auditor in February 2001. Previously, Jason worked as an Internal Auditor for the Canadian Wheat Board and in the private sector as a Controller and Senior Financial Analyst. Jason brings several years of experience in risk-based operational, compliance and attest auditing, financial analysis, controllership and business process reengineering. Jason is a graduate of the University of Manitoba with a Bachelor of Commerce (Honours) degree and a Masters of Accountancy degree. He is a Chartered Accountant and a Certified Internal Auditor. Jason is the Vice President – Member Services of the Winnipeg Internal Auditors, which is the local chapter of the Institute of Internal Auditors.

Glenda Stevens, CA, CFE
Senior Auditor

Glenda joined the department in January 2003. Previously, she provided audit, accounting and tax services to a broad range of clients through Chartered Accounting firms in Winnipeg and Dauphin, Manitoba. Most recently, Glenda specialized in performing investigative work and preparing business plans for clients of BDO Dunwoody LLP Chartered Accountants and Consultants. Glenda is a graduate of the University of Manitoba with a Bachelor of Commerce (Honours). She holds the designation of Chartered Accountant and is a Certified Fraud Examiner.

Lorna Smith, ACCA, MBA, CGA, CIA
Senior Auditor

Before joining the Department in February 2003, Lorna was employed at PricewaterhouseCoopers as a Senior Associate in the Assurance and Business Advisory Services Department. She also worked at Pricewaterhouse in Jamaica, where she earned the Association of Chartered Certified Accountants (ACCA) designation and in the private sector as an Internal Auditor. She has several years of experience in various types of audits including compliance and risk-based operational. Lorna is a graduate of the University of Manitoba with a Masters of Business Administration, majoring in Finance. She is a Certified General Accountant and Certified Internal Auditor.

Louise Marius, CGA
Senior Auditor

Louise joined the Audit Department as a Senior Auditor in January 2005. Previously, Louise worked in the private sector as a Business Unit Accounting Supervisor for Newalta Corporation in Red Deer, Alberta. Prior to that, she worked in the public sector here in Winnipeg, as a Senior Auditor for Consulting and Audit Canada, and as an Auditor with Canada Revenue Agency. Louise has several years experience in all facets of auditing including comprehensive, value for money, attest and compliance auditing. Louise is a graduate of the College Universitaire de Saint-Boniface with a Bachelor of Arts with a major in Mathematics. She holds the designation of Certified General Accountant and is currently working on her Certified Internal Auditor designation.

Autumn Robbie-Draward, BSA, BA, CIA
Auditor

Autumn has been with the City since 1984. She joined the Department in 1998 as the Department's Research Analyst and recently assumed the role as Auditor. Autumn is experienced in the areas of scientific research, public relations and technical communications. She holds a Bachelor of Science in Agriculture and a Bachelor of Arts in Labour Studies from the University of Manitoba and a Certificate in Technical Communications from Red River College. She recently obtained her Certified Internal Auditor designation. Autumn is a Senior Member for the Society for Technical Communication and Chair for the Advisory Committee for the Diploma for Technical Communications at Red River College.

Donna Woytowich
Administrative Coordinator

Donna has been with the City for eighteen years and joined the Audit Department in 1998. She is responsible for the administrative functions of the department, including financial reporting, budget preparation, as well as all areas related to human resources. In addition to these duties, Donna participates as a team member on various audit projects.

How to Reach Us

If you would like to obtain copies of one of our reports, provide comments or receive more information about our department, please contact us as noted below:

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