Agenda – Executive Policy Committee – October 21, 2025

AUDIT COMMITTEE

Item No. 2 Affordable Housing Initiatives – Housing Accelerator Fund Audit

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That the Affordable Housing Initiatives – Housing Accelerator Fund Audit Report be received as information.

ADMINISTRATIVE REPORT

Title: Affordable Housing Initiatives – Housing Accelerator Fund Audit

Critical Path: Audit Committee - Council

AUTHORIZATION

Author	Department Head	CFO	CAO
J. Egert City Auditor	J. Egert City Auditor		

EXECUTIVE SUMMARY

The audit assessed the adequacy of the risk management practices, processes and controls of the Housing Accelerator Fund (HAF) Program to ensure that key risks have been identified and are being managed to ensure the City meets its obligations under the HAF Program and its intended outcomes.

The City of Winnipeg (the City) entered into an agreement with the Canada Mortgage and Housing Corporation (CMHC) on December 5, 2023, to receive $122.4 million towards the City's HAF Program. The funding is based on achieving a total growth target of 14,101 permitted housing units by December 5, 2026 through eight separate initiatives led by the City.

A summary of key observations include:

- With the initiation of the HAF Program, the HAF management team developed a HAF Program Charter. The Charter formally authorizes the project to proceed and sets out the goals and objectives of the HAF Program, defines the roles and responsibilities of all team members and describes the formalized risk management approach that includes developing the risk register, rating risks and developing risk responses.
- A risk register identifying key risks was completed for the HAF Program as well as the eight initiatives with documentation of the risks and the risk responses. We reviewed the City's agreement with CMHC and found that some of the key risks to the HAF Program were not identified in the risk register. We also observed that there were no descriptions of how the risks could impact the Program objectives and that all the risks identified in each Initiative Project Charter's risk register were not consolidated in the overarching HAF Program risk register. This would allow for active monitoring and management of all risks that may compromise the goals and objectives of the HAF Program.
- Roles and responsibilities for the HAF Program team are documented in the HAF Program Charter but the responsibilities for the HAF Program Manager and the Initiative Project Managers did not include risk management.
- We also observed the City lacks guidance for executing projects involving non-City-owned assets.

- Overall, we found that the various risk management processes, practices and controls related to the eight separate initiates were operating as intended. However, we identified opportunities to improve the risk management processes to support the achievement of the HAF Programs' goals and objectives.
- We found there is a lack of documentation to support the conflict-of-interest declarations by committee members evaluating the applications to the HAF Grant Program. The risk identification, monitoring and reporting by the Initiative Project Managers was insufficient and inconsistent across all initiatives. There are opportunities to enhance the monitoring, reporting and communication of risks between Initiative Project Managers, the HAF Program Manager, HAF Program Sponsor and Executive Policy Committee (EPC) and Council through regular evaluation and consistent reporting of key risks. The HAF Program Manager should enhance the monitoring and review process of all HAF expenses.

RECOMMENDATIONS

1. That the Affordable Housing Initiatives – Housing Accelerator Fund Audit Report be received as information.

REASON FOR THE REPORT

The report is being submitted in accordance with the City Organization By-law 7100/97 section 19(d)(iv) that the Audit Committee will "receive and review audit reports, and table such reports with its recommendations at a regular meeting of Executive Policy Committee."

IMPLICATIONS OF THE RECOMMENDATIONS

The most important component of an audit recommendation is its implementation. The Public Service is responsible for providing a management response to the report; their responses have been included in the audit report.

The Public Service has agreed to implement all 11 recommendations.

HISTORY/DISCUSSION

The Affordable Housing Initiatives – Housing Accelerator Fund Audit was included in the Council approved 2024 Audit Plan.

The objectives of the audit were:

1. To assess if the key risks with the HAF program have been identified and are being managed to ensure the City is meeting its obligations under the program to achieve the intended outcome.

2. To evaluate the adequacy of risk management processes, practices, and controls in place to achieve the HAF programs' goals and objectives.

FINANCIAL IMPACT

Financial Impact Statement

Date: August 21, 2025

Project Name:

Affordable Housing Initiatives – Housing Accelerator Fund Audit

Comments:

There are no financial implications associated with receiving this report as information.

Randy Bernard
Randy Bernard, CPA
Manager of Finance & Administration (Campus)
Corporate Finance Department

CONSULTATION

This Report has been prepared in consultation with:

Offices of the Chief Administrative Officer
Planning, Property & Development Department
Corporate Finance
Assets and Project Management Department

OURWINNIPEG POLICY ALIGNMENT

Leadership and Good Governance

1. Establish and implement priority actions through evidence-informed decision-making processes.
2. Promote trust and government responsiveness through meaningful, inclusive and informed community engagement.
3. Achieve community-responsive service delivery through an aligned, integrated, collaborative and results-oriented organizational culture.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

N/A

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

N/A

SUBMITTED BY

Department: Audit Department
Prepared by: J. Egert, City Auditor
Date: October 2025

Attachments: