City of Winnipeg – Audit Department

Implementation of Audit Recommendations Quarterly Report 2025 Quarter 3

For more information visit:
Winnipeg.ca/audit

Implementation of Audit Recommendations Report - Summary

Audit recommendations

Once an Audit is complete, the next step is the implementation of the audit recommendations. The Audit Department provides a list of the audit recommendations to the Public Service Director of the department that was audited. The Public Service prepares an action plan and target date for implementation of the recommendation, this is included in the Audit report. The implementation of the audit recommendations is the responsibility of the Public Service.

On a quarterly basis the Public Service provides status updates for all audit recommendations. Documentation supporting progress is reviewed by the Audit Department for confirmation. If the Public Service indicates that a recommendation will not be implemented, residual risk is identified and discussed with the Department Director.

After presentation to the Audit Committee these reports are posted at: Implementation of Audit Recommendations Reports

This report summarizes the status of Implementation of Audit Recommendations for the period ending September 30, 2025:

- the number of recommendations implemented to date
- the number of recommendations that will not be implemented
- the number of recommendations currently in progress and the target date for implementation
- the recommendations confirmed as implemented in the current quarter
- the number of recommendations targeted for implementation in current quarter with revised target dates

Implementation of recommendation status at September 30, 2025

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	Number of Recommendations				
Report	**Total**	**Recommendations implemented**	**Recommendations in progress**	**Not to be implemented**	**Percent complete**
Automatic Vehicle Locator Investigation - June 2021	6	5	1		83%
By-Law Amalgamation Audit – June 2018	11	7	4		63%
Fleet Management Agency Audit - June 2022	10	6	4		60%
Intersection Signal Infrastructure Investigation – September 2022	3	2	1		67%
North End Sewage Treatment Plant Upgrade Project Audit ` December 2024	44	13	31		30%
Stores Audit – October 2022	3	0	3		0%
Final Report 2025 Qtr 3 Traffic Signals - Procurement & Contracting Audit – September 2024	6	6	0		100%
Final Report 2025 Qtr 3 Urban Forestry Branch Investigation – September 2022	8	8	0		100%
Final report 2025 Qtr 2 Water and Waste Dept. - Brady Road Resource Management Facility - September 2022	4	4	0		100%
Workforce Management Audit – June 2024	13	10	3		76%
Total	108	61	47		56%

Target dates for implementation of recommendations in progress

	Number of Recommendations with target dates for implementation			
Report	**2025 Qtr 4**	**2026 Qtr 1**	**2026 Qtr 2**	**2026 Qtr 3 & beyond**
Automatic Vehicle Locator Investigation - June 2021		1		
By-Law Amalgamation Audit – June 2018				4
Fleet Management Agency Audit - June 2022	3	1		
Intersection Signal Infrastructure Investigation – September 2022	1			
North End Sewage Treatment Plant Upgrade Project Audit - December 2024 (Water and Waste Department)	2	1	20	2
North End Sewage Treatment Plant Upgrade Project Audit - December 2024 (Assets and Project Management)			5	1
Stores Audit – October 2022			3	
Workforce Management Audit – June 2024	2			1
Total	8	3	28	8

Recommendations Implemented and Confirmed in 2025 Quarter 2

Audit reports are posted at: winnipeg.ca/audit

By-Law Amalgamation Audit (June 2018)	
Recommendation 1: We recommend that the Chief Administrative Officer develop a corporate strategy and directive that defines corporate goals and objectives for by-law enforcement, that establishes a base level of expectations on how enforcement is to be carried out, and that promotes a consistent enforcement approach throughout the City. The intent of the goals and objectives is to measure service performance and not to establish compliance quotas.	On July 17, 2025, Council adopted the By-Law Enforcement Strategy that defines corporate goals and objectives for by-law enforcement. The document establishes a base level of expectations on how enforcement is to be carried out and promotes a consistent enforcement approach throughout the City. The goals and objectives are supported by annual tracking of performance metrics.

By-Law Amalgamation Audit (June 2018)	
Recommendation 2: We recommend that the Chief Administrative Officer communicate the corporate strategy and directive to all departments and their respective by-law enforcement areas.	The By-law Enforcement Strategy has been communicated to all Department Heads and their respective by-law enforcement areas. The By-Law Enforcement Strategy is posted on: https://www.winnipeg.ca/media/6012

By-Law Amalgamation Audit (June 2018)	
Recommendation 3: We recommend that the Chief Administrative Officer establish a process to periodically review and update the City's corporate strategy and directive for by-law enforcement to ensure it remains appropriate and effective. This periodic review should include an assessment of fine structures and levels for appropriateness and effectiveness in achieving by-law enforcement objectives.	The Strategy includes a statement on Strategy Review and Update cycle. The strategy includes a process to review the first phase of implementing the strategy and a longer-term process to update it every five years.

By-Law Amalgamation Audit (June 2018)	
Recommendation 4: We recommend that the Chief Administrative Officer include key goals and objectives in the corporate by-law enforcement strategy.	The By-Law Enforcement Strategy has been designed to include a performance measurement framework and an internal community of practice to ensure that City by-Law enforcement processes and practices are fair, transparent & accountable, efficient and responsive to stakeholder needs.

By-Law Amalgamation Audit (June 2018)	
Recommendation 5: We recommend that the Chief Administrative Officer develop and document objectives and goals specific to the by-law enforcement activities of each department. These goals should be in line with, and support overall corporate goals and objectives.	The By-Law Enforcement Strategy establishes a base level of expectations on how enforcement is to be carried out across all departments and promotes a consistent enforcement approach throughout the City. Individual departmental goals and objectives were not included in the strategy as all departments with by-laws in scope are expected to follow the strategy's goals and objectives and demonstrate progress toward achieving them. The goals and objectives are supported by annual tracking of performance measures as well as operational deliverables that will demonstrate all departments are following the strategy.

By-Law Amalgamation Audit (June 2018)	
Recommendation 6: We recommend the Chief Administrative Officer: a) Define measurable performance targets and indicators that can be used to measure achievement of objectives. b) Track and analyze performance measurement data to assess how each enforcement area is performing against its objectives, goals and targets.	The By-Law Enforcement Strategy defines corporate goals and objectives for by-law enforcement, establishes a base level of expectations on how enforcement is to be carried out and promotes a consistent enforcement approach throughout the City. The implementation and ongoing measurement of performance is the responsibility of each enforcement unit with reporting to and oversight from the Chief Administrative Office. During Phase 1 of the strategy implementation a process has been established for departments to collect and report on performance metrics for the by-laws they are piloting on a quarterly basis so that the CAO's office can review all departmental submissions. In addition to performance metrics, the CAO's office is also documenting completion of operational deliverables that each department has to complete in Phase 1 of the strategy's implementation. This process has been communicated to all departments.

North End Sewage Treatment Plant Upgrade Project Audit (December 2024)	
Recommendation 14: Review the team size, capacity, and capability to reduce the load on individual team members, risk to the City and impact of change of personnel. Include other key elements as follows: Develop succession planning and review of levels and compensation for key roles to maintain an adequately competitive position. Add more major project experience to support critical areas including reducing the scope of the Project Director role or adding support to that role. Suggest a Gantt or other chart format for staff planning across project phases. The size of an Owner team is dependent on the stage and commercial model of the contract. Examples of public projects of comparable size to the Projects with Owners Engineers onboard, at a project stage in advance of awarding major contracts, and planning to use DB, PDB, or Design Build Finance ("DBF") models had Owner teams with approximately 20-30 personnel, with plans to ramp up upon award of contracts and start of construction. These projects also had a selection of consultants in specialist roles (e.g., legal, commercial, risk, etc.).	The size of the NEWPCC team as well as the capacity and capabilities of the team were reviewed to reduce the load on individual team members, risk to the City and impact of change of personnel. The critical positions and additional resources for the Winnipeg Sewage Treatment Program team and for the Project Controls group that were identified have been fulfilled. A formal succession plan has not been developed.

North End Sewage Treatment Plant Upgrade Project Audit (December 2024)	
Recommendation 25: In addition to the risk registers the Projects currently use to monitor risk, develop a risk management plan that reflects the size and complexity of the projects. The risk management plan should include key elements such as clear risk evaluation criteria, defined processes for risk escalation and management, and clear role delineation, QRA requirements, and reporting of top risks. A plan should be developed for all projects, support the implementation of active risk management, and be forward-looking and tactical with assigned responsibility and minimum of monthly updates. For Biosolids and Nutrient Removal the plan should include an overall forward-looking risk management strategy for the project based on lessons learned from Headworks. This can include lessons already gathered through lessons learned sessions undertaken by the Project team.	A third-party resource was engaged and developed a Risk Management Plan for the NEWPCC projects that reflects the complexity of each of the main NEWPCC Upgrade projects.

North End Sewage Treatment Plant Upgrade Project Audit (December 2024)	
Recommendation 27: Review resourcing for risk management activities and allocate responsibility for risk management reporting to the Project Director / Project Managers. Resources are required for the following: • Headworks to implement tactical risk management through to project completion. • Biosolids to implement lessons learned and position the team for contract award. • Nutrient Removal to implement lessons learned and position the team for procurement. Dedicate a resource in a role such as Risk Management Lead and consider an additional support role if required.	Resources were obtained for risk management activities for all NEWPCC Projects, with reporting to the Project Director / Project Managers.

Traffic Signals Branch – Procurement and Contracting Audit (September 2024)	
Recommendation 2: We recommend that the Director of Public Works in collaboration with the Traffic Signals Engineer, establish and document a Standard Operating Procedure (SOP) for creating amending agreements within the Public Works Department, which aligns with the underlisted procedures included in AS014 (Review, Approval, and Execution of Agreements): • The date when the SOP was last updated/effective date • Clarification of the responsibilities and the job positions/persons of those responsible for performing the procedures • When to create an amending agreement • Individual who will ensure that the SOP and AS-014 are followed / oversight process. • Retention of email or communication to demonstrate performance and oversight of the procedures The internal SOP should be communicated to all staff of the Traffic Signals Branch.	A Change Order Process in line with the Change Management process outlined in the City of Winnipeg Project Management Manual has been established by the TSB. The process provides guidance on what types of changes are to follow the Change Order Process, which includes but not limited to: (i) Addition/Deletion to the scope of work, (ii) Change in Schedule (if requested by Contractor this would be SC-Site Construction, if requested by City this would be OC – Owner Change, (iii) Update/Addition/Deletion to specifications (iv) Change in any other relevant contract terms. The Proposed Change Notice and Change Work Order templates will be used and links to the Assets and Project Management website where the templates can be accessed were provided. Roles and responsibilities involved in the Change Order process were defined and the process was communicated to the only Contract Administrator and Project Manager in the TSB. According to the Engineer, Traffic Signals, the email directive of the process was saved in the Traffic Signals – Procurement folder along with other processes followed by the Contract Administrator.

Urban Forestry Branch Investigation (September 2022)	
Recommendation 2: We recommend that the Branch and WFMA improve communications to ensure purchases and/or repairs are administered in accordance with the Service Level Agreement, even in emergency situations. Processes should be developed and documented.	A Service Level Agreement between the Winnipeg Fleet Management Agency and Public Works has been developed, implemented and communicated to employees.

Recommendations targeted for implementation in 2025 Quarter 3 with revised target dates

Implementation target dates are sometimes revised based on a number of factors including unforeseen circumstances, changes in resources, emergent situations and competing priorities, etc.

Report	Recommendation number	Original target date	Revised target date
By-Law Amalgamation Audit – June 2018	7	2021 Qtr 4	2026 Qtr 3
Fleet Management Audit	1	2023 Qtr 4	2025 Qtr 4
Fleet Management Audit	5	2024 Qtr 1	2025 Qtr 4
Fleet Management Audit	9	2024 Qtr 1	2025 Qtr 4
Fleet Management Audit	10	2024 Qtr 1	2026 Qtr 1
Intersection Signal Infrastructure Investigation – September 2022	1	2024 Qtr 2	2025 Qtr 4
North End Sewage Treatment Plant Upgrade Project Audit - December 2024	3	2025 Qtr 1	2026 Qtr 2
North End Sewage Treatment Plant Upgrade Project Audit - December 2024	4a	2025 Qtr 2	2026 Qtr 2
North End Sewage Treatment Plant Upgrade Project Audit - December 2024	5	2025 Qtr 2	2026 Qtr 2
North End Sewage Treatment Plant Upgrade Project Audit - December 2024	6	2025 Qtr 2	2026 Qtr 2
North End Sewage Treatment Plant Upgrade Project Audit - December 2024	32	2025 Qtr 1	2026 Qtr 2
North End Sewage Treatment Plant Upgrade Project Audit - December 2024	40	2024 Qtr 4	2026 Qtr 2
North End Sewage Treatment Plant Upgrade Project Audit - December 2024	42	2025 Qtr 3	2026 Qtr 2