2025 UPDATE

2024-2025 AUDIT WORK PLAN

Office of the Auditor General

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Background

As outlined in the Auditor General By-law No.2021-5, the Auditor General shall submit an annual audit plan to Council for approval. Further, By-law No.2021-5 indicates that the Auditor General, at her discretion, can prepare a longer-term audit plan for submission to City Council.

The 2024-2025 Audit Work Plan was presented to Audit Committee and approved by City Council in December 2023. This provided an overview of the work to be conducted in the fiscal years 2024 and 2025, which aligned with the City of Ottawa's (the City) Strategic Plan for 2023-2026.

2025 Update

Given the pace of change within the operating environment/risk landscape and the audits and investigations completed in 2024, the OAG took stock of its resources, the risks and also the potential for audit fatigue within specific departments to consider what audits and other activities to commence in 2025.

The 2025 Update outlines the completed and in progress audits and investigations, the updated proposed audits for 2025, as well as those that are proposed to be postponed (originally proposed to be audited as part of the 2024-2025 Audit Work Plan).

Additional projects and initiatives, requiring significant resource time, are also described in the following tables. Timelines reflected below are subject to change due to our Office's requirement to be nimble and agile as the risk landscape continuously evolves.

Audits/Investigations

City Departments

The following table outlines the status of audits/investigations completed, in progress and planned as reflected in the 2024-2025 Audit Work Plan. It also includes work that was added during 2024 and work proposed to be initiated in 2025.

No.	Activity	Description/ Preliminary Audit Objective	Link to Council Priorities	Timeline
Planned Audits Completed in 2024				
1.	Audit of Affordable Housing	The objective of this audit was to assess whether the City had designed and	A city that has affordable housing and is	Reported in February 2024

No.	Activity	Description/ Preliminary Audit Objective	Link to Council Priorities	Timeline
		implemented programs and structures to support its affordable housing objectives, as outlined in the 10-Year Housing and Homelessness Plan.	more liveable for all	
2.	Audit of the Climate Change Master Plan	The objective of this audit was to provide reasonable assurance that the City had appropriate plans, strategies and tools in place to support the achievement of its Climate Change Master Plan goals and commitments.	A city that is green and resilient	Reported in June 2024
3.	Purchasing Card Audit	The objective of this audit was to assess whether the City has policies and processes to effectively manage purchasing card activities, including the prudent use of funds.	N/A – Link to OAG mandate on stewardship of public funds and the City's goal of finding savings/efficiency	Reported in June 2024
4.	Agile Audit of Lansdowne 2.0 Redevelopment Project – Sprint 1	The objective of the audit sprint was to provide assurance that key components and underlying assumptions of the Lansdowne revitalization financial proposal and due diligence represented reasonable and sound financial estimates.	A city with a diversified and prosperous economy	Reported in June 2024

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No.	Activity	Description/ Preliminary Audit Objective	Link to Council Priorities	Timeline
5.	Road Renewal Value for Money Audit	The objective of this audit was to assess the efficiency, effectiveness and economy of road asset management at the City, specifically how road renewal is planned, designed, constructed and monitored.	A city that is more connected with reliable, safe and accessible mobility options	Reported in September 2024
Unplanned Investigations Completed in 2024				
6.	Investigation of OC Transpo Bus Maintenance	This investigation was focused on the allegations associated with OC Transpo's bus maintenance practices.	N/A – Investigation undertaken as a result of a Fraud and Waste Hotline report	Reported in September 2024
7.	Fraud Investigation: Allegations of Kickback Scheme	This investigation was focused on the allegation associated with a City of Ottawa employee receiving kickback payments from a group of landlords in exchange for more favourable rental rates under a specific housing benefit program.	N/A – Investigation undertaken as a result of a Fraud and Waste Hotline report	Reported in November 2024
8.	Investigation of the Trillium Line Training Program	This investigation was focused on allegations related to the training program for the Trillium Line operators, controllers and instructors.	N/A – Investigation undertaken as a result of a Fraud and Waste Hotline report	Reported in February 2025

No.	Activity	Description/ Preliminary Audit Objective	Link to Council Priorities	Timeline
Planned Audits Underway				
9.	Agile Audit of Light-Rail Transit (LRT)	Audit sprint #1 has been replaced with the Investigation of the Trillium Line Training Program.	A city that is more connected with reliable, safe, and accessible mobility options	Reported in February 2025
10.	Automated Speed and Red-Light Camera Enforcement Program Audit	The objective of this audit is to assess the efficiency and effectiveness of the automated speed and red-light camera program.	A city that is more connected with reliable, safe, and accessible mobility options	In progress – Anticipated Reporting Q2 2025
11.	Supportive Housing Audit (formerly Housing & Homelessness Services Audit)	The objective of this audit is to provide reasonable assurance that the City has effective programs and services to oversee, coordinate and deliver supportive housing.	A city that has affordable housing and is more liveable for all	In progress – Anticipated Reporting Q2 2025
12.	Audit of the Development Review Process	The objective of this audit is to provide reasonable assurance that the City has the necessary processes, controls and resources to effectively and efficiently manage development application review activities.	A city that has affordable housing and is more liveable for all	In progress – Anticipated Reporting Q3 2025
13.	Audit of Paramedic Services	The objective of this audit is to assess the efficiency and effectiveness of paramedic service	A city that has affordable housing and is more liveable for all	In progress Anticipated Reporting - Q4 2025

No.	Activity	Description/ Preliminary Audit Objective	Link to Council Priorities	Timeline
		delivery in the City of Ottawa.		
14.	OC Transpo Route Planning and Scheduling Audit	The objective of this audit is to assess the efficiency and effectiveness of OC Transpo's route planning and scheduling process.	A city that is more connected with reliable, safe, and accessible mobility options	To commence in Q2/Q3 2025
15.	Agile Audit of Lansdowne 2.0 Redevelopment Project – Sprint #2	The objective of these agile audits is to provide reasonable assurance on the significant/high-risk elements of the Lansdowne 2.0 redevelopment project. The scope of audit sprint #2 will be decided during the planning phase of the audit based on an updated risk assessment.	A city with a diversified and prosperous economy	To commence in Q2 2025
Additional Audits Proposed for 2025 (based on the Audit Horizon)				
16.	Audit of Councillor Office Expenses	The objective of this audit is to assess whether councillor office expenses comply with applicable City policies and regulations and represent the prudent use of public funds.	N/A – Link to OAG mandate on stewardship of public funds	To commence Q2 2025
Audits Planned for 2025 but Postponed				
17.	Audit of the Corporate	The objective of this audit is to provide reasonable assurance on the	Postponed - The City recently commissioned an external review of its Corporate Diversity	

No.	Activity	Description/ Preliminary Audit Objective	Link to Council Priorities	Timeline
	Diversity and Inclusion Plan	progress made by the City towards the achievement of the goals outlined in the Corporate Diversity and Inclusion Plan.	and Inclusion Plan (CDIP). The results of this review were submitted in June 2024 and because of this review, a working group is being established to commence the next iteration of the CDIP and associated strategies. Given the review completed to date and the work being undertaken to further this portfolio, the OAG does not believe an audit would add significant value at this time.	
18.	Solid Waste Master Plan Audit	The objective of this audit is to determine if the City effectively manages solid waste operations to achieve value-for-money and protect the public interest.	Given that the Solid Waste Master Plan was only recently approved by Council (June 2024), the OAG believes it would be too early to undertake an audit at this time.	
19.	Agile Audit of Zero-Emission Buses (ZEB)	The objective of these agile audits is to provide reasonable assurance on the significant/high-risk elements of the ZEB project. The audit scope for sprint #5 will be determined based on risk.	As a result of delays in the overall program and given that there are other risks that have been identified within OC Transpo's portfolio, the OAG has decided to prioritize its resources related to OC Transpo on the LRT and bus planning and scheduling.	

Local Boards

No.	Activity	Description/ Preliminary Audit Objective	Link to Council Priorities	Timeline
20.	Ottawa Police Service - Audit of Staffing (Local Board – OPSB)	The objective of this audit is to assess OPS human resource recruitment, deployment and retention processes and how these impact the ability of OPS to meet service demands.	N/A – Local Board	In progress
21.	Ottawa Police Service – Audit of Project Management (Local Board – OPSB)	The objective of this audit is to assess OPS' project management policies and practices. Strategic projects both past and present may be examined.	N/A – Local Board	To commence in Q4 2025

Fraud and Waste & Other Investigatory Work

No.	Activity	Description	Timeline
22.	Fraud and Waste Hotline Administration	Our Office will continue to be responsible for the administration of the City's Fraud and Waste Hotline which is available for employees and the public as part of the City's Fraud and Waste Policy. Our Office will review issues raised through the Hotline and will present the reports of those Reviews and Investigations to Audit Committee and City Council. The 2024 Annual Fraud and Waste Hotline report are being concurrently tabled with this report.	Ongoing
23.	Fraud and Waste Hotline Program Review	Our Office, in collaboration with the City Manager's Office (as the owner of the program), has reviewed the existing Fraud and	Q4 2025

No.	Activity	Description	Timeline
	& Awareness Campaign	Waste Policy and related procedures for potential areas for improvement and efficiencies.	
		Subsequent to this review, our Office, in collaboration with the City Manager's Office, will work towards designing an awareness campaign and related activities to increase employee and resident awareness about the program and its intended purpose.	
		As part of the program review, we have introduced new efficiencies into the process by introducing new SharePoint functionality and the ability to leverage analytical tools. Subsequent to the program review, the OAG will reconsider the needs associated with the hotline service provider and if and when to launch a Request for Proposal.	
24.	Investigations related to allegations of fraud or other wrongdoing	Larger investigations may arise as a result of complaints raised through the Fraud and Waste Hotline or through the conduct of approved audits.	Ongoing

Other Significant Areas of Work

No.	Activity	Description	Timeline
25.	Follow-up audit procedures	Based on available resources, the OAG will conduct follow-up procedures to ensure that recommendations made in previous issued reports and action plans developed by management are implemented in a reasonable timeframe. The status of the follow-up procedures will be reported twice annually. The next Follow-Up Report will be tabled in Q2 2025.	Semi-Annually

No.	Activity	Description	Timeline
26.	Cybersecurity Follow-Up	The OAG will be conducting follow-up procedures of the completed management actions from both the Audit of Cybersecurity (2024) and the Cybersecurity Investigation (2023). This work will be formally reported in a report to the Audit Committee.	In progress
27.	Quality Assurance and Improvement Program	As part of the OAG's requirement to comply with the Institute of Internal Auditors' (IIA) Global Audit Standards, we will continue to conduct ongoing monitoring of the performance of the Office's audit activity through periodic self-assessments. The results of these self-assessments, in addition to, professional education requirements, evaluation of stakeholder relationships and additional performance metrics will be reported to the Audit Committee as part of the Auditor General's Annual Report.	Annually
28.	Audit Software/ System Functionality	The OAG reviewed the feasibility of implementing audit software to facilitate and streamline the Office's audit processes and quality assurance requirements. From a value-for-money perspective it was decided to implement enhanced functionality available within SharePoint to achieve this objective. The Office is in the process of transitioning to new file structures and preparing to utilize the new functionality.	Q2 2025
29.	Enterprise Risk Management Training for Councillors	As part of the Audit of Enterprise Risk Management (ERM) Report (2022), a recommendation was made to provide ERM training to Councillors and the OAG took responsibility for this recommendation, once the ERM program had been updated. The development and delivery of the training	In progress

No.	Activity	Description	Timeline
		program is planned for 2025 now that the updates to the ERM program have been confirmed through our Office's follow-up procedures.	
30	2026-2027 Audit Work Plan	In Q2 2025, the Auditor General will commence a City-wide risk assessment which will include consultations with City staff, Members of Council and members of the public in order to inform the 2026-2027 audit work plan.	Q4 2025

Emerging Risks

The Auditor General continues to keep a pulse on the global risk trends. Emerging risks currently being monitored include, but are not limited to, the following:

- Cybersecurity
- Business continuity
- Digital disruption (including artificial intelligence)
- Geopolitical uncertainty
- Organizational culture
- Fraud
- Human capital
- Regulatory changes

Conclusion

This 2025 update has been based on our assessment of risks, available resources, and the need to be agile in our current environment. As was done for 2024, the 2025 plan is flexible to allow the Auditor General to respond to emerging risks; for example, those noted above or others that could arise within the City's context. Should time permit or should priorities within the City and the OAG's Office shift, the OAG will select audits from its audit horizon that was previously approved by Council as part of the 2024-2025 Audit Workplan. The audits outlined above aim to help the City's administration mitigate risks as well as improve accountability, the control environment and the efficiency and effectiveness of City operations.

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The **Fraud and Waste Hotline** is a confidential and anonymous service that allows City of Ottawa employees and members of the general public to report suspected or witnessed cases of fraud or waste 24 hours a day, seven days a week.

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