

**AUDITOR GENERAL’S WORK PLAN - 2018**

New audit projects to commence in 2018 are included in Table 1 below. Each of these projects may be divided into multiple audit phases given the nature and complexity of the operation or subject matter. The project description and scope may be amended after the commencement of the project.

**Table 1: New Audit Projects - 2018**

<b>No.</b>	<b>Division/Agencies and Corporations</b>	<b>Audit Project</b>	<b>Project Description</b>
<b>A.</b>	<b>City Divisions</b>		
1.	Engineering & Construction Services	Contract tendering and management of capital projects	This audit will focus on the award and management of major capital repairs, maintenance and construction contracts.
2.	Shelter, Support & Housing Administration	Operational audit of shelter, support and housing services	This audit will focus on the administration of the shelter system in providing shelter and care services as mandated. The audit could also include a review of state of good repair projects.
3.	Fleet Services	Operational audit of Fleet Services	This audit will focus on the review of vehicle and equipment repair and maintenance, costs, controls and processes for in-house and contracted services. The audit could also include acquisition and management of the inventory of fleet and equipment.
4.	Parks, Forestry & Recreation	Management of community recreation facilities	This audit will include a review of facilities permitting, user fees, cash collections and revenue processes.
5.	Economic Development & Culture	Administration and oversight of the Imagination, Manufacturing, Innovation and Technology (IMIT) Municipal Tax Incentive Program	This audit will focus on the administration and oversight of the IMIT Municipal Tax Incentive Program.

6.	Information & Technology	Information technology audit projects (multiple audits)	<p>These audits could include projects such as:</p> <ul style="list-style-type: none"> <li>• Management and implementation of major IT projects</li> <li>• Information security of critical systems, such as SCADA System</li> <li>• Other IT projects</li> </ul> <p>Selection of projects will be dependent on the available resources</p>
<b>B.</b>	<b>Agencies and Corporations</b>		
7.	Toronto Transit Commission	Procurement and management of capital projects (multiple audits)	<p>This audit will focus on tendering processes, contract management, and change order controls. Potential projects for review:</p> <ul style="list-style-type: none"> <li>• Toronto-York Spadina Subway Extension (TYSSE)</li> <li>• Subway Station Easier Access</li> <li>• Toronto Rocket Yard Accommodation</li> <li>• Automatic Train Control</li> </ul>
8.	Toronto Transit Commission	Information technology audit project(s)	<p>IT audit(s) may be selected from a number of areas, such as:</p> <ul style="list-style-type: none"> <li>• IT vulnerability reviews</li> <li>• Acquisition and implementation of major IT applications and enterprise solutions, such as SAP</li> </ul>
9.	Toronto Community Housing Corporation	Operational audit at Toronto Community Housing Corporation (multiple audits)	<p>This audit may involve multiple projects. Potential areas of review:</p> <ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Capital Program Planning</li> <li>• Capital Contract Management</li> <li>• Contract Managed Properties</li> <li>• Corporate Services</li> <li>• Rent Subsidy</li> </ul>

**Additional projects to be added to the 2018 Work Plan (contingent on the planned funding as per EX22.2 Recommendation #250)**

<b>C. City Divisions</b>			
10.	Shelter, Support & Housing Administration	Administration of the centralized social housing waitlist	This audit will focus on management and controls over the centralized waiting list for social housing. The audit will also assess the adequacy of processes and controls in place to ensure agency contracts are properly managed.
11.	Economic Development & Culture	Administration and oversight of the Business Improvement Area Streetscape Program	This audit will focus on administration and oversight of the Program including how specific projects are identified for funding annually, eligibility criteria, compliance and management of funds.
12.	City Planning	Operational audit of City Planning Division	This audit will focus on controls, economy and efficiency of City Planning operations including processing of development applications and Waterfront Secretariat operations.
13.	Corporate Finance	Investment policy compliance by City agencies and corporations	This audit will include a review of compliance with investment policies and procedures at selected Agencies and Corporations. The audit may include a review of cash management practices.
14.	Human Resources	Operational audit of human resource related areas	Potential area(s) to be assessed at the time of audit
<b>D. Agencies and Corporations</b>			
15.	Toronto Transit Commission	Operational audit at Toronto Transit Commission (multiple audits)	This audit may involve multiple projects. Potential areas for review: <ul style="list-style-type: none"> <li>• Bus Transportation</li> <li>• Plant Maintenance</li> <li>• Subway Infrastructure</li> <li>• Subway Transportation</li> <li>• Information Technology Services</li> <li>• Other areas to be assessed</li> </ul>

16.	Toronto Community Housing Corporation	Operational audit at Toronto Community Housing Corporation (multiple audits)	<p>This audit may involve multiple projects. Potential areas for review:</p> <ul style="list-style-type: none"> <li>• Management of commercial revenues</li> <li>• Expenditures on IT consultants</li> <li>• Information technology</li> <li>• Other areas to be assessed</li> </ul>
17.	Toronto Hydro	Audit of Toronto Hydro operations	Potential area(s) to be assessed at the time of audit.

## STATUS UPDATE ON AUDITOR GENERAL'S REVISED 2017 WORK PLAN

Table 2 below includes projects from the 2017 Audit Work Plan and new projects added to the Audit Work Plan as a result of additional funding. Certain projects will commence later in 2017, the audit reports for these projects will be provided to the Audit Committee in 2018.

**Table 2 - Project Status of 2017 Planned Audit Projects**

No.	Audit Projects	Project Status
<b>A.</b>	<b>Planned for June 27, 2017 Audit Committee</b>	
1.	Real Estate Services Division – Restore Focus on Union Station Leasing	Completed
2.	Supplementary report to the Auditor General's Phase One Report "The City Needs to Ensure Adequate Detection and Review of Potentially Excessive and Unusual Drug Claims"	Completed
3.	Toronto Transit Commission – Procurement Policies and Practices: Improving Materials Management and Purchasing Policies Can Potentially Result in Significant Savings	Completed
4.	Follow-up of Outstanding Audit Recommendations – City Agencies and Corporations & City Divisions (Cluster B)	Completed
<b>B.</b>	<b>In Progress - City Divisions</b>	
5.	Operational review of business license, permit issuance and enforcement (excluding Taxis)	To be reported in late 2017
6.	Review of conditional building permit issuance	To be reported in late 2017

No.	Audit Projects	Project Status
7.	Management and oversight of vendor rosters	To be reported in late 2017
8.	Administration and oversight of basement flooding subsidies	To be reported in late 2017
9.	Operational review of Children Services	To be reported in late 2017 or 2018
10.	Operational review of Court Services revenue operations	To be reported in late 2017 or 2018
11.	Follow-up of outstanding audit recommendations – City Divisions (Cluster C) and Fraud & Waste Hotline	To be reported in late 2017
<b>C.</b>	<b>Projects to Commence Later in 2017 - City Divisions</b>	
12.	Operational review of Urban Forestry	To be reported in 2018
13.	Information Technology Audit - City-wide data center facilities review	To be reported in 2018
14.	Operational review of the Green Lane landfill operations	To be reported in 2018
<b>D.</b>	<b>Additional projects added to the 2017 Work Plan (as a result of additional funding as per EX22.2 Recommendation #250)</b>	
15.	Operational review of Toronto Fire Services – Operations Command Unit	To be reported in late 2017 or 2018
16.	Capital project contract tendering and management by the Engineering and Construction Services Division (multiple audits)	To be reported in late 2017 or 2018
17.	Information technology audit - IT asset management	To be reported in late 2017 or 2018
18.	Information technology audit - Network infrastructure review	To be reported in late 2017 or 2018

No.	Audit Projects	Project Status
19.	Review of City-owned leased properties (New Audit)	To be reported in 2018
<b>E.</b>	<b>In Progress - Agencies and Corporations</b>	
20.	Toronto Transit Commission – Accounts Payable	To be reported in late 2017
<b>F.</b>	<b>Projects to Commence Later in 2017 - Agencies and Corporations</b>	
21.	Toronto Transit Commission – PCard purchases and expense policies	To be reported in late 2017 or 2018
22.	Toronto Transit Commission – Telecommunication expenses	To be reported in late 2017 or 2018
23.	Toronto Transit Commission – Revenue Operations	To be reported in late 2017 or 2018
24.	Toronto Community Housing – Redevelopment and revitalization of TCHC communities	To be reported in late 2017 or 2018

**DETAILED LISTING OF AUDIT REPORTS PRESENTED AT AUDIT COMMITTEES  
JANUARY 2012 TO JUNE 2017**

**2017 (Up to June 2017 Audit Committee)**

- Audit of Water Billing and Collections – Phase II: Water Billing and Water Meter Management Controls Require Improvement – March 10, 2017
- Information Technology Vulnerability Assessment and Penetration Testing – Wrap-up Phase I and Phase II – March 10, 2017
- Toronto Building Division – Strengthening System Controls to Safeguard Cash Receipts – March 10, 2017
- Auditor Detection of Warning Signs for Potential Bid Rigging Should be Strengthened – March 17, 2017
- Management of the City’s Employee Extended Health and Dental Benefits, Phase Two: Ineffective Controls and Plan Design Leaving the City Vulnerable to Potential Benefit Abuse – March 20, 2017
- Toronto Transit Commission – Procurement Policies and Practices: Improving Materials Management and Purchasing Policies Can Potentially Result in Significant Savings - May 15, 2017
- Supplementary report to the Auditor General's Phase One Report “The City Needs to Ensure Adequate Detection and Review of Potentially Excessive and Unusual Drug Claims”
- Real Estate Services Division – Restore Focus on Union Station Leasing -- June 13, 2017

**2016**

- Management of the City’s Long-Term Disability Benefits – Phase Two: The Need for a Proactive and Holistic Approach to Managing Employee Health and Disability – October 13, 2016
- Audit of Water Billing and Collection – Phase II: Part 1 – Incorrect Vacant Land Status Properties Reduces City’s Property Tax Revenue – October 13, 2016
- Audit of Water Billing and Collection – Phase II: Part 2 – Management of Water Supply Contract for the Region of York – October 13, 2016
- Auditor General's Observations of a Land Acquisition at Finch Avenue West and Arrow Road by the Toronto Parking Authority - October 24, 2016
- Strengthening Enforcement of the Fair Wage Office – October 13, 2016
- Information Technology Vulnerability and Penetration Testing – Phase II: Internal Penetration Testing, Part 1 – Accessibility of Services – October 13, 2016
- Management of the City’s Employee Extended Health and Dental Benefits – Phase One – The City Needs to Ensure Adequate Detection and Review of Excessive and Unusual Drug Claims – October 24, 2016
- Management of the City’s Long-Term Disability Benefits, Phase Two: Interim Report on the Approval and Monitoring of Claims – June 30, 2016
- Improving the Tendering Process for Paving Contracts – June 27, 2016



- City Cleaning Services – Part 2: Maximizing Value from Cleaning Contracts – June 14, 2016
- City Cleaning Services – Part 1: Opportunities to Control Costs, Improve Productivity and Enhance Quality of Cleaning Services – June 14, 2016
- Toronto Transit Commission Materials and Procurement Department, Phase One: Improving Controls to Safeguard Inventory – May 12, 2016
- Water Billing and Collection – Phase I: Overdue Water Account Collections Require Strengthening – February 17, 2016
- Penetration Testing – February 16, 2016
- Toronto Parking Authority Phase 2: Audit of the Revenue Operations of Off-Street Controlled Facilities – January 12, 2016

Recurring Reports (these reports are issued each year but listed only once in this attachment):

- Annual Report Requested by the Audit Committee - Demonstrating the Value of the Auditor General's Office
- Annual Report on Fraud Including the Operations of the Fraud and Waste Hotline
- Continuous Controls Monitoring – 12 – Month Review of City Overtime, Standby Pay and Mileage Expenses
- Continuous Controls Monitoring Program – 12 – Month Review of City Staff Absenteeism
- Continuous Controls Monitoring Program – City Accounts Payable
- Continuous Controls Monitoring – 12 Month Review of City Telecommunication Expenses
- Continuous Controls Monitoring Program – Toronto Transit Commission, 12-Month Review of Employees Overtime and Related Expenses
- Continuous Controls Monitoring Program – Toronto Transit Commission, 12-Month Review of Employee Absenteeism
- Auditor General's Status Report on Outstanding Audit Recommendations for City Divisions
- Auditor General's Status Report on Outstanding Audit Recommendations for City Agencies and Corporations
- Auditor General's Office – Forensic Unit Status Report on Outstanding Recommendations

## **2012 – 2015**

- Toronto Parking Authority – Phase 1: Audit of Real Estate Activities – October 15, 2015
- Maximizing Value from a Learning Management System – October 5, 2015
- Improving Property Tax Assessments and Payment in Lieu of Taxes – October 2, 2015
- Management of the City's Long-Term Disability Benefits, Phase One: Improving City Management to Address Growing Trends in Long-Term Disability Benefits – October 2, 2015
- Implementing an Integrated City-wide Risk Management Framework – June 11, 2015

- Improving the Administration of City Training Programs – May 1, 2015
- Service Efficiency Consultants Studies – Extent of Value for Money from Studies Has Not Been Clearly Demonstrated – February 11, 2015
- Auditor General's Report – Review of Toronto Transit Commission Non-Revenue Vehicle Fuel Card Controls Need Immediate Improvement – February 6, 2015
- Auditor General's Report – Review of Toronto Transit Commission Bus Maintenance and Shops Department, Phase Two: Non-Revenue Fleet and Equipment Management and Maintenance – February 6, 2015
- Review of Divisional Purchase Orders – February 5, 2015
- Software Licenses – Managing the Asset and Related Risks – February 4, 2015
- Facilities Management – Security and Safety Improvements Required – February 3, 2015
- Operational Review of Invest Toronto Inc. – December 3, 2014
- Operational Review of Build Toronto Inc. – November 17, 2014
- Opportunities to Enhance the Oversight of Non-Union Employee Separation Costs – June 11, 2014
- Controls Over Telecommunication Expenses Need Improvement – June 10, 2014
- Strengthening the City's Oversight of Social Housing Programs – June 2, 2014
- Cost Benefits of Extended Warranties for Construction Projects Are Unknown – May 1, 2014
- Review of the Redevelopment of the Sony Centre for the Performing Arts – April 24, 2014
- Review of 2016 Pan American/Parapan American Games' Capital Projects – April 17, 2014
- Opportunities to Enhance Employee Absenteeism Performance Measures and Reporting of Results – April 11, 2014
- Review of Training, Conference and Related Travel Expenses – February 7, 2014
- District 2 Curbside Collection Contract - Review of Cost Savings and Opportunities for Improving Contract Monitoring – February 6, 2014
- The Charbonneau Commission - An Opportunity for the City to Re-evaluate its Procurement Practices – February 6, 2014
- Review of Toronto Transit Commission Bus Maintenance and Shops Department, Phase One: Bus Maintenance and Warranty Administration – January 28, 2014
- Toronto Building – Improving the Quality of Building Inspections – January 15, 2014
- Emergency Medical Services – Payroll and Scheduling Processes Require Strengthening – October 3, 2013
- Toronto Employment and Social Services – Review of Employment Services Contracts – September 30, 2013
- Local Road Resurfacing – Improvements to Inspection Process Required to Minimize Incorrect Payments to Contractors – September 25, 2013
- IT Service Desk Unit – Opportunities for Improving Service and Cost-Effectiveness – September 18, 2013

- Toronto Fire Services – Improving the Administration and Effectiveness of Firefighter Training and Recruitment – September 16, 2013
- Auditor General’s Hotline Investigation Report: Fleet Services Division – Review of Various Equipment Maintenance Practices – August 31, 2013
- Local Road Resurfacing – Contract Management Issues – May 10, 2013
- Toronto Water – Review of Construction Contracts – May 7, 2013
- Financial Planning Analysis and Reporting System (FPARS) - A Large Scale Business Transformation/Information Technology Project – May 2, 2013
- Reliable Data is Needed for Effective Fleet Management – April 18, 2013
- Municipal Licensing and Standards, Investigation Services Unit – Efficiencies Through Enhanced Oversight – January 30, 2013
- Appraisal Services Unit - Opportunities for Improving Economy, Efficiency and Effectiveness – January 25, 2013
- Municipal Grants – Improving the Community Partnership and Investment Program – January 21, 2013
- City Accounts Payable – Payment Controls and Monitoring Require Improvement – January 17, 2013
- Electronic Data – Standardizing Data Formats Across City Information Systems – January 9, 2013
- Review of Wheel-Trans Services – Sustaining Level and Quality of Service Requires Changes to the Program – December 6, 2012
- Toronto Employment and Social Services – Income Verification Procedures Can Be Improved – October 6, 2012
- City Stores: Maximize Operating Capacity to Be More Efficient – October 5, 2012
- eCity Initiative – Improvements Needed in Governance, Management and Accountability – October 4, 2012
- A Mid-Term Review of the Union Station Revitalization: Managing Risks in a Highly Complex Multi-Year, Multi-State, Multi-Million Dollar Project – October 2, 2012
- Parks, Forestry and Recreation Division - Review of the Management of the City’s Golf Courses – September 25, 2012
- Procurement of 311 Toronto’s Information Technology System – Lessons for Future Procurement Processes – June 13, 2012
- Improving Reporting and Monitoring of Employee Benefits – June 12, 2012
- Review of Reporting on Use of Consultants – May 31, 2012
- Inventory Controls Over Traffic Control Devices in Transportation Services Need to be Improved – April 25, 2012
- Review of the Management of the City’s Divisional Accounts Receivable – April 12, 2012
- Review of the Energy Retrofit Program at Community Centres and Arenas – March 26, 2012
- Front Yard and Boulevard Parking – Improvements Needed to Enhance Program Effectiveness – February 7, 2012
- Toronto Community Housing Corporation Fleet Management – Lack of Oversight Has Led to Control Deficiencies – February 6, 2012

- Toronto Community Housing Corporation – The City and Toronto Community Housing Corporation Needs to Strengthen its Oversight of Subsidiaries and Other Business Interests – February 2, 2012
- Review of Coordinated Street Furniture Contract – Public Realm Section, Transportation Services Division – February 3, 2012
- Review of Controls Over Procurement and Payment Functions at TCHC Subsidiary: Housing Services Inc. – February 2, 2012
- Toronto Building Division – Building Permit Fees, Improving Controls and Reporting – January 23, 2012