



Office of the Municipal Auditor General,  
The Corporation of the City of Windsor

## AUDITOR GENERAL 2026 Q1 STATUS REPORT (Amended March 2026)

**Issued:** March 20, 2026

**Council Tabling:** March 30, 2026

# CONTENTS

|   |          |
|---|----------|
| <b>1. Purpose</b>   | <b>2</b> |
| <b>2. Completed Reports – Status and Scheduling</b>                           | <b>2</b> |
| 2026 Q1 Auditor General Status Report   | 4        |
| 2025 Performance Report (Year in Review)                                      | 4        |
| 2025 Annual Quality Self-Assessment and Reporting                             | 4        |
| Investigation - Conflict of Interest - City Department (Governance Review)    | 5        |
| Investigation – Conflict of Interest – City Department (Governance Review) #2 | 5        |
| Investigation – Respectful Workplace  | 5        |
| <b>3. Ongoing/In Process Activities</b>                                       | <b>6</b> |
| <b>4. Activities Planned to Commence in the next 1-3 Months</b>               | <b>6</b> |
| <b>5. Key Themes &amp; Risks</b>  | <b>7</b> |
| Standards-Limiting Framework – Status and Forward Considerations              | 7        |
| Reporting Approach Modification   | 7        |
| Fraud, Waste, and Wrongdoing Considerations                                   | 8        |
| <b>6. Conclusion</b>  | <b>8</b> |
| <b>Appendix A - Overall Workplan Progress</b>                                 | <b>9</b> |
| 2025 Auditor General Workplan Related Projects                                | 9        |
| 2026 Auditor General Workplan Related Projects                                | 11       |

# 1. Purpose

The purpose of this report is to provide City Council with a consolidated status update on Auditor General activities, including audits, investigations, and follow-up work, and to support Council’s oversight responsibilities.

Individual Auditor General audit and investigation reports are presented to City Council as distinct items on the Consent Agenda for receipt and direction, as applicable. This ensures that Council formally receives completed Auditor General reports and that they remain part of the public record.

The Auditor General’s Status Report is scheduled as a Presentation/Delegation item and provides a summary of individual reports to support Council discussion, clarification, and direction, as Council deems necessary. Any individual Auditor General report may be removed from the Consent Agenda for discussion at Council’s discretion or may be addressed during discussion of the Status Report.

This reporting approach is intended to enhance governance efficiency, focus Council discussion on areas of interest or risk, and preserve Council’s full access to Auditor General information while maintaining transparency and procedural flexibility.

---

# 2. Completed Reports – Status and Scheduling

The following tables summarize completed Audit and Assurance Reports and Investigations, including the recommended Council action and current scheduling status following the February 23, 2026 deferrals. Items in bold are included as part of the Agenda Submission.

All reports listed below are complete and have been issued in accordance with professional standards. Council scheduling reflects agenda sequencing and does not impact report completion status.

## **A. Audit and Assurance Reports**

| <b>Report Title</b>  | <b>Recommended Council Action</b> | <b>Current Status</b>                                   |
|--|-----------------------------------|---|
| 2026 Auditor General Charter Amendments (Alignment with Auditor General By-law 172-2025) | Receive and direct                | Issued<br>Deferred - Pending Rescheduling               |
| Auditor General Revised 2026 Work Plan   | NA                                | Completed<br>Deferred - Not being advanced at this time |

**Auditor General Status Report**

| <b>Report Title</b>  | <b>Recommended Council Action</b> | <b>Current Status</b>                          |
|--|-----------------------------------|--|
| Auditor General Memo - Contract Alignment Arising from Council-Approved Auditor General Governance Instruments | Receive and direct                | Issued<br>Deferred - Pending Rescheduling      |
| Auditor General Report Regarding Administration's Alignment with IIA Essential Conditions                      | Receive and direct                | Issued<br>Deferred - Pending Rescheduling      |
| <b>Auditor General 2026 Q1 Status Report</b>   | <b>Receive</b>                    | <b>Issued<br/>Scheduled for March 30, 2026</b> |
| <b>2025 Performance Report (Year in Review)</b>  | <b>Receive</b>                    | <b>Issued<br/>Scheduled for March 30, 2026</b> |
| <b>2025 Annual Quality Self-Assessment and Reporting</b>   | <b>Receive</b>                    | <b>Issued<br/>Scheduled for March 30, 2026</b> |

***B. Investigations***

| <b>Report Title</b>  | <b>Recommended Council Action</b> | <b>Current Status</b>                          |
|--|-----------------------------------|--|
| <b>Investigation - Conflict of Interest - City Department (Governance Review)</b>      | <b>Receive and direct</b>         | <b>Issued<br/>Scheduled for March 30, 2026</b> |
| <b>Investigation – Conflict of Interest – City Department (Governance Review) #2</b>   | <b>Receive and direct</b>         | <b>Issued<br/>Scheduled for March 30, 2026</b> |
| Investigation – Administration of Right-of-Way Sewer Permits                           | Receive and direct                | Issued<br>Pending Scheduling                   |
| <b>Investigation - Respectful Workplace</b>  | <b>Receive and direct</b>         | <b>Issued<br/>Scheduled for March 30, 2026</b> |
| Investigation - Hiring Practices   | Receive                           | Issued<br>Deferred - Pending Rescheduling      |
| Investigation - Safety Concerns and Responsibility Dispute Over Municipal Road Closure | Receive and direct                | Issued<br>Deferred - Pending Rescheduling      |
| Investigation – City Employee Operational Conduct - Transit Windsor                    | Receive and direct                | Issued<br>Pending Scheduling                   |

## **Auditor General Status Report**

---

The summaries below provide contextual highlights of completed Audit and Assurance Reports and Investigations referenced in this Status Report. Where applicable, detailed findings, analysis, and recommendations are contained in the individual reports issued or included for Council consideration.

### **2026 Q1 Auditor General Status Report**

The Q1 2026 Auditor General Status Report provides City Council with a consolidated overview of Auditor General reporting issued during the period, work currently in progress, and activities planned to commence in the near term. The report also highlights cross-cutting governance themes and risks emerging across audit, investigation, and oversight activities.

The Status Report serves as the primary forum for Council discussion of Auditor General matters presented at the meeting, without duplicating the content of individual reports or re-litigating findings already before Council for receipt or direction. It supports Council's oversight role by synthesizing information from multiple reports and identifying areas that require future attention or follow-up.

### **2025 Performance Report (Year in Review)**

The 2025 Performance Year in Review report provides a consolidated summary of the Auditor General's activities over the calendar year, including investigations, governance reviews, Hotline administration, and professional standards alignment work. The report outlines work completed within the approved Work Plan and available resource structure, and distinguishes between reports that were completed, issued to Administration, and formally tabled to Council.

The report confirms that a significant volume of investigative and governance work was completed during the year, including files issued in 2025 and subsequently scheduled for Council consideration in 2026. It also highlights the relationship between workload, prioritization decisions, and available capacity within the current operating model. The report provides transparency regarding performance results while clarifying timing differences between completion and Council tabling.

The report supports Council's oversight role by providing a comprehensive account of work performed, reinforcing accountability, and establishing a performance baseline to inform 2026 planning, resource discussions, and ongoing governance oversight.

### **2025 Annual Quality Self-Assessment and Reporting**

During the reporting period, the Auditor General completed the required and planned periodic Quality Assurance Review self-assessment in accordance with the Institute of Internal Auditors' Global Internal Audit Standards. The assessment evaluated the internal audit function's conformance with professional standards, effectiveness in supporting governance and oversight, and maturity of audit practices, based on a structured review of documentation, methodologies, and governance records.

The assessment concluded that the internal audit function generally conforms with the Global Internal Audit Standards and operates effectively in all material respects. No material instances of non-conformance affecting independence, authority, or effectiveness were identified. Opportunities for enhancement were noted primarily in the areas of documentation formalization, performance measurement, and quality assurance processes.

The assessment also identified resource capacity considerations affecting the ability to fully implement all elements of the Standards concurrently, which have been formally communicated to Council and addressed through the Standards Limiting Framework. The results of the review provide assurance regarding the professionalism and independence of the Auditor General function while supporting continued improvement and transparency in governance reporting.

### **Investigation - Conflict of Interest - City Department (Governance Review)**

During the reporting period, the Auditor General completed an investigation into allegations that a former City employee may have had undisclosed private business and employment interests that created conflicts of interest, resulted in the improper use of City time, and involved a pattern of conduct over a long-standing period. The investigation focused on the adequacy of governance, policy, and processes, as the City no longer employed the individual. Evidence reviewed included key City departmental records, conflict-of-interest disclosures, Human Resources files, Provincial registry information, and publicly available business representations.

The investigation found no evidence to substantiate the allegations of direct conflict, misuse of City time, or a long-standing pattern of improper conduct for the properties examined. However, the absence of any conflict-of-interest disclosures over a lengthy career, combined with publicly advertised private business and employment activities within the City of Windsor's jurisdiction, created significant perceived conflicts and governance risks. Several allegations were assessed as partially warranted or warranted from a disclosure and perception perspective.

Recommendations were issued to clarify the Conflict of Interest Policy for regulatory roles, formalize expectations that were previously communicated verbally, and strengthen training and supervisory processes to ensure consistent recognition and documentation of actual and perceived conflicts.

### **Investigation – Conflict of Interest – City Department (Governance Review) #2**

This investigation reviewed allegations that potential conflicts of interest may have existed involving City staff and a vendor providing services to the City. The review examined procurement documentation, relevant policies, and available records to assess whether disclosure requirements, mitigation controls, and governance expectations were appropriately followed. While the investigation did not identify evidence that procurement outcomes were improperly influenced, the review identified opportunities to strengthen conflict-of-interest disclosure practices, documentation standards, and oversight mechanisms.

Recommendations were issued to improve transparency, clarify policy expectations, and enhance documentation and monitoring of conflict-of-interest disclosures.

### **Investigation – Respectful Workplace**

During the reporting period, the Auditor General completed an investigation into a complaint about the visible display of an alcohol container in a City workplace. The matter was referred to Administration for review in accordance with established protocol, and the Auditor General conducted an oversight assessment of Administration's conclusions, the applicable policy framework, and any residual governance or perception risks.

The allegation was assessed as partially warranted. No evidence of alcohol consumption, impairment, or inappropriate conduct was identified. However, the continued visible display of an alcohol container was found to be inconsistent with the wording of the Respectful Workplace Policy and created a perception risk. Recommendations were issued to remove items in conflict with policy and to clarify policy language to support consistent application.

### 3. Ongoing/In Process Activities

The following activities reflect ongoing investigative, administrative, and oversight work currently underway within the Auditor General function.

#### Targeted Reporting (May onwards 2026)

- Investigation - Treatment of Citizen
- Investigation - Compensation Practices
- Investigation - Procurement Practices
- Investigation - WECHC Complaint (Oversight of Ongoing Communications)

#### Ongoing

- Fraud & Waste Hotline Administration and Triage
- Auditor General Administration
- Auditor General Executive Leadership Development Plan

### 4. Activities Planned to Commence in the next 1-3 Months

The following activities are planned to commence in the near term, subject to available capacity and prioritization within the approved work framework.

- Conflict of Interest – City Department (Governance Review) #3
- Investigation - Parking Ticket Practices
- Annual Risk Assessment
- 2027 Workplan
- Q2 Status Report

## 5. Key Themes & Risks

### Standards-Limiting Framework – Status and Forward Considerations

City Council approved a Standards-Limiting Framework in connection with the 2026 Auditor General Work Plan, reflecting the constrained resource envelope and resulting limitations on audit coverage, follow-up validation, and contingency capacity. The Standards-Limiting Framework is approved only for 2026.

At this time, there is no approved plan to exit the Standards-Limiting Framework. Development of a sustainable path forward is dependent on several Administration-led inputs, including: (i) Administration's response to the Essential Conditions assessment, (ii) consideration of required contract alignment arising from Council-approved governance instruments, and (iii) Council's future decisions regarding the structure, resourcing, and delivery model of the Auditor General function.

The Auditor General will continue to disclose any scope limitations in accordance with professional standards and will report back to Council as Administration's actions and related decisions progress.

Resolution of the Standards-Limiting Framework is subject to a multi-step governance and decision sequence. Administration requires sufficient time to review the Essential Conditions findings, prepare and submit an Administration-led assessment and action plan, and bring that material forward for Council consideration.

Council consideration of these matters is constrained by meeting cycles and reporting timelines, with materials typically required to be finalized several weeks before the relevant Council meeting. As a result, even where direction is provided promptly, implementation decisions may span multiple reporting periods.

In addition, any future changes to the structure or resourcing of the Auditor General function—such as conducting a search for a new Auditor General or adjusting the approved budget—would require alignment with established recruitment timelines and the City's annual budget cycle. Depending on the approach selected by Council, these processes may reasonably extend over multiple fiscal years.

### Reporting Approach Modification

Individual Auditor General audit and investigation reports are presented to City Council as separate Consent Agenda items for formal receipt and direction, as applicable.

The Status Report provides a consolidated summary of completed work and highlights key themes, risks, and areas that may require Council attention, supporting efficient consideration while maintaining transparency.

## **Fraud, Waste, and Wrongdoing Considerations**

During the reporting period, the Auditor General continued to administer and assess submissions received through established complaint and reporting mechanisms, including matters alleging fraud, waste, or other wrongdoing. Fraud and integrity risks were also considered in the course of audit and investigation activities completed during the period.

No systemic fraud issues requiring immediate escalation to Council were identified during the period. Matters requiring further assessment continue to be addressed through established investigation, reporting, and follow-up processes. The Auditor General will report to Council on issues that warrant Council's attention.

## **6. Conclusion**

This status report is intended to provide City Council with a consolidated overview of Auditor General activities and reporting issued during the period. The report supports transparency, coordinated oversight, and disciplined follow-up without duplicating the content of individual audit and investigation reports.

No additional Council direction is requested beyond that associated with the individual Auditor General reports before Council.

# Appendix A - Overall Workplan Progress

Reporting Status reflects the stage of work completion (Completed, Issued, or Tabled). Council Scheduling Status reflects the timing and disposition of formal Council consideration. Bolded items are included in this Status Report submission for the Council Agenda. Bolded titles are reports included for Council with this Status Report.

## 2025 Auditor General Workplan Related Projects

| #        | Project  | Project Status   | Council Action                                     | Reporting Status<br>(Completed / Issued / Tabled) | Council Scheduling Status         |
|----------|--|------------------|--|---|-----------------------------------|
| 1        | Auditor General's Report on Administration's Alignment with Essential Conditions                               | Completed        | Submitted for Council receipt and direction        | Issued  | Deferred – Pending Rescheduling   |
| <b>2</b> | <b>2025 Performance Report (Year in Review)</b>  | <b>Completed</b> | <b>Submitted for Council receipt</b>               | <b>Issued</b>                                     | <b>Scheduled – March 30, 2026</b> |
| <b>3</b> | <b>2025 Annual Quality Self-Assessment and reporting</b>   | <b>Completed</b> | <b>Submitted for Council receipt</b>               | <b>Issued</b>                                     | <b>Scheduled – March 30, 2026</b> |
| 4        | 2026 Auditor General Charter Amendments (Alignment with Auditor General By-law 172-2025)                       | Completed        | Submitted for Council receipt and direction        | Issued  | Deferred – Pending Rescheduling   |
| 5        | Auditor General Memo - Contract Alignment Arising from Council-Approved Auditor General Governance Instruments | Completed        | Submitted for Council receipt and direction        | Issued  | Deferred – Pending Rescheduling   |
| 6        | Investigation – Administration of Right-of-Way Sewer Permits   | Completed        | Submitted for Council receipt and direction        | Issued  | Pending Scheduling                |
| <b>7</b> | <b>Investigation – Conflict of Interest – City Department (Governance Review)</b>                              | <b>Completed</b> | <b>Submitted for Council receipt and direction</b> | <b>Issued</b>                                     | <b>Scheduled – March 30, 2026</b> |
| 8        | Investigation – Hiring Practices   | Completed        | Submitted for Council receipt and direction        | Issued  | Deferred – Pending Rescheduling   |

**Auditor General Status Report**

| #  | Project  | Project Status | Council Action                              | Reporting Status<br>(Completed / Issued / Tabled) | Council Scheduling Status       |
|----|--|----------------|---|---|---------------------------------|
| 9  | Investigation – Safety Concerns and Responsibility Dispute Over Municipal Road Closure | Completed      | Submitted for Council receipt and direction | Issued  | Deferred – Pending Rescheduling |
| 10 | Investigation – Conflict of Interest – City Department (Governance Review) #2          | Completed      | Submitted for Council receipt and direction | Issued  | Scheduled – March 30, 2026      |
| 11 | Investigation – Respectful Workplace   | Completed      | Submitted for Council receipt and direction | Issued  | Scheduled – March 30, 2026      |

**2026 Auditor General Workplan Related Projects**

| #   | Project  | Project Status         | Council Action                       | Reporting Status<br>(Completed / Issued / Tabled) | Council Scheduling Status         |
|---|--|------------------------|--------------------------------------|---|-----------------------------------|
| <b>Governance &amp; Framework-Related Initiatives</b> |  |                        |                                      |   |                                   |
| 1   | Auditor General Revised 2026 Work Plan                             | Completed              | Deferred- Not Being Advanced         | Completed   | No longer applicable              |
| 2   | <b>Q1 Status Report (Feb 2026)<br/>(Amended to March 19, 2026)</b> | <b>Completed</b>       | <b>Submitted for Council receipt</b> | <b>Issued</b>                                     | <b>Scheduled – March 30, 2026</b> |
| 3   | Q2 Status Report   | Commence in 1-2 Months |                                      |   |                                   |
| 4   | Q3 Status Report   | Not Yet Started        |                                      |   |                                   |
| 5   | Q4 Status Report   | Not Yet Started        |                                      |   |                                   |
| 6   | Risk Assessment  | Commence next month    |                                      |   |                                   |
| 7   | 2027 Work Plan   | Commence in 1-2 Months |                                      |   |                                   |
| 8   | 2026 Annual Quality Self-Assessment and reporting                  | Not Yet Started        |                                      |   |                                   |
| 9   | 2026 Performance Report (Year in Review)                           | Not Yet Started        |                                      |   |                                   |
| 10  | Auditor General Executive Leadership Development Plan              | In Process             |                                      |   |                                   |
| 11  | Required Communication - Annual AG Charter Update (2027)           | Not Yet Started        |                                      |   |                                   |
| 12  | Required Communication - 2027 Strategy & Technology                | Not Yet Started        |                                      |   |                                   |

**Auditor General Status Report**

| #   | Project   | Project Status         | Council Action                                     | Reporting Status<br>(Completed / Issued / Tabled) | Council Scheduling Status         |
|---|---|------------------------|--|---|-----------------------------------|
| <b>Fraud and Waste Hotline Responsibilities &amp; Initiatives</b> |   |                        |  |   |                                   |
| 13  | Fraud and Waste Hotline Administration                                | In Process             |  |   |                                   |
| 14  | Investigation – Treatment of Citizen                                  | In Process             |  |   |                                   |
| 15  | Investigation – Compensation Practices                                | In Process             |  |   |                                   |
| 16  | Investigation – Employment Concerns                                   | Not Yet Started        |  |   |                                   |
| 17  | Investigation – Procurement Practices                                 | In Process             |  |   |                                   |
| 18  | Investigation – City Employee Operational Conduct - Transit Windsor   | Completed              | Submitted for Council receipt                      | Issued  | Pending Scheduling                |
| 19  | Investigation – Parking Ticket Practices                              | Commence in 1-2 Months |  |   |                                   |
| 20  | Investigation - WECHC Complaint (Oversight of Ongoing Communications) | In Process             |  |   |                                   |
| <b>21</b>   | <b>Investigation – Respectful Workplace</b>                           | <b>Completed</b>       | <b>Submitted for Council receipt and direction</b> | <b>Issued</b>                                     | <b>Scheduled – March 30, 2026</b> |
| 22  | Investigation - Conflict of Interest #3                               | Commence next month    |  |   |                                   |