



Vision Statement

To be recognized as a proactive and trusted advisor, contributing to organizational resilience and integrity through assurance and advisory services.



Statement of Strategy

We will invest in our people to achieve our mandate, vision and purpose. We will continuously improve our processes, leverage technology to provide top-quality assurance and advisory services, and cultivate a reputation for being trusted advisors.

Organizational Strategy

Current State (2024)

- 1. Talent:** The audit team is comprised of professionals with relevant auditing credentials who demonstrate proficiency and professionalism.
- 2. Process:** Utilizes an independent and objective audit methodology that supports continuous improvement and Quality Assurance and Improvement Program.
- 3. Technology:** Utilizes technology to streamline process, and staff with data acumen.
- 4. Trusted Advisor:** Approximately 20% of time spent on consulting assignments per year and providing minimal awareness initiatives.

IA Strategy

Objectives:

- 1. Talent:** Develop expertise in industries we audit.
- 2. Process:** Embed continuous improvement methodologies within our practice to enhance the client experience.
- 3. Technology:** Add value through efficiency and advance use of technology.
- 4. Trusted Advisor:** Be a strategic partner, risk advisor, and catalyst for change

Future State (2028)

- 1. Talent:** Recruit and/or train auditors with areas of expertise such as Fraud, IT, HR, construction, etc., enhancing our team's overall capability.
- 2. Process:** Improve the quality of insights in audit reports to provide more valuable and actionable recommendations.
- 3. Technology:** Utilize technology to streamline processes and integrate data analytics into every audit by using advanced Excel functions, Power BI, and specialized audit software.
- 4. Trusted Advisor:** Maintain 20% of time spent on advisory assignments, while increasing time spent on raising awareness of governance, risk management and control processes at the City.

Key Performance Measures



Quality of Audits and Insights

Audit recommendations that support:

1. Achieving the organization's strategic objectives,
2. Reliability and integrity of financial and operational information,
3. Effectiveness and efficiency of operations and programs,
4. Safeguarding of assets, and
5. Compliance with laws, regulations, policies, procedures and contracts.



Trusted Advisors

Percentage of time spent on advisory and/or awareness initiatives ensures we support and strengthen organizational understanding of governance, control, risk management and fraud.



Excellence in Service

Results of client satisfaction survey which measures value of delivery, customer service, and competence and professionalism.

