

Follow-Up Report

An update on the status of previous audit recommendations

December 2025



Message From the Auditor General

To the Mayor and Council of the City of Vancouver,

I am pleased to present my fifth semi-annual follow-up report on the status of previous audit recommendations.

Where my audits identify opportunities for improvement in the economy, efficiency and/or effectiveness of the City's operations, I make recommendations aimed at addressing root causes. As Auditor General I, quite appropriately, have no ability to compel the City to implement my recommendations, so I ask Council to endorse them. And on behalf of Council's Auditor General Committee, every six months I follow-up on the status of these recommendations.

It is important to note that the status updates contained in this report have been provided by, and are the representations of, City management. My team has conducted no work to verify the information provided and we offer no assurance or any form of comment regarding its completeness or accuracy. As part of its oversight responsibilities and to ensure robust accountability, I encourage the Auditor General Committee to ask questions of audited departments concerning their representations, and to seek clarification or further information.

It is gratifying to see audited departments report progress on all but one of my recommendations. I look forward to seeing further progress in the next semi-annual follow-up report to be presented to Council in June 2026.



Mike Macdonell, FCPA, FCA
Auditor General
Vancouver, B.C.

27 November 2025

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Recommendation Status Definitions

◆ Fully or Substantially Implemented

The department has fully addressed the recommendation and plans no further work.

◆ Partially Implemented

The department's actions to address the recommendation are in process.

◆ Alternative Action Taken

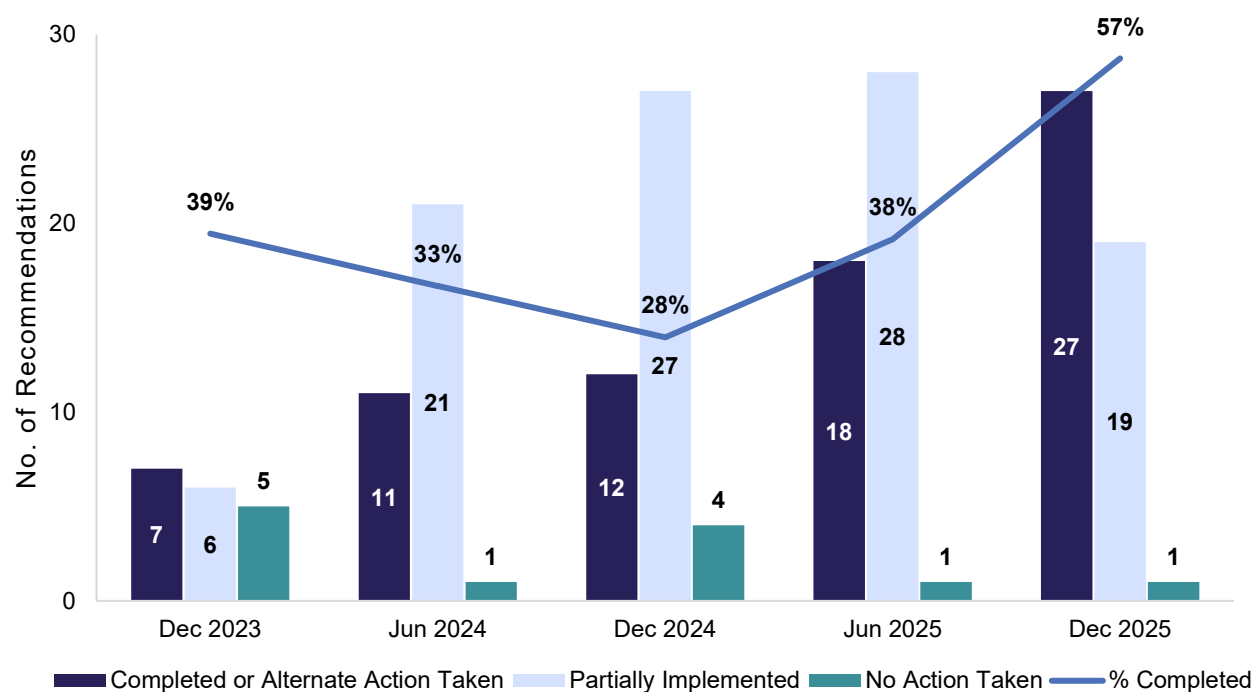
The department has taken actions that were not anticipated by the recommendation, but address the underlying issues.

◆ No Substantial Action Taken

The department has not, or has not yet, taken actions in response to the recommendation.

Figure 1

Progress report history from December 2023 to December 2025



Recommendations Status by Report and Publication Year

Audit Report	Total Recs	Completed / Alternate Action Taken	Partially Implemented	No Action Taken
2024				
Vancouver Police Department's Organizational Performance Management	4	1 (25%)	3 (75%)	-
Childcare, Cultural and Social Non-Profit Leases	10	9 (90%)	1 (10%)	-
Total 2024	14	10 (71%)	4 (29%)	-
2023				
Vancouver Police Department's Enterprise Risk Management	9	3 (33%)	6 (67%)	-
Park Board Revenue Management	6	2 (33%)	4 (67%)	-
Permitting Program Cost Recovery Model	8	7 (88%)	1 (13%)	-
Office Furniture Purchases	5	3 (60%)	2 (40%)	-
Building Permit Fees	5	2 (40%)	2 (40%)	1 (20%)
Total 2023	33	17 (52%)	15 (45%)	1 (3%)
Grand Total	47	27 (58%)	19 (40%)	1 (2%)

Audit of Vancouver Police Department's Organizational Performance Management

Vancouver Police Board's Overall Comments

The Vancouver Police Board welcomes the opportunity to provide its update on the Office of the Auditor General's recommendations to the Board on organizational performance management at the Vancouver Police Department.

The Board remains committed to improving its ability to measure and report on the Department's quality, economy, efficiency, and effectiveness, built on the Department's strong foundation as a leader in evidence-based and data-driven policing in Canada. The Board and Department continue to work together to implement the Board's remaining recommendations.

Vancouver Police Department's Overall Comments

The Vancouver Police Department (the "VPD") has been working closely with the Vancouver Police Board (the "Board") to advance organizational performance management and implement the OAG recommendations.

On October 2, 2024, a joint VPD-Board Fall Workshop was held to discuss what reports and information the Board requires to assess performance in areas it oversees.

In the first quarter of 2025, the Board and VPD compiled an inventory of existing VPD reports that set and track performance. The list was included on the meeting agenda for the Board's 2025 Strategic Planning Workshop held on September 29, 2025.

In June 2025, the Board and VPD submitted to the OAG a self-assessed progress report regarding the ongoing implementation of the audit recommendations.

On August 21, 2025, the VPD provided a verbal update to the Board's Governance Committee regarding the organizational performance framework recommended by the VPD.

Report Overview

Progress as at:

November 27, 2025

Audit report release date:

[October 31, 2024](#)

Presented to the Auditor General Committee:

December 5, 2024

Joint self-assessment conducted by:

Vancouver Police Board

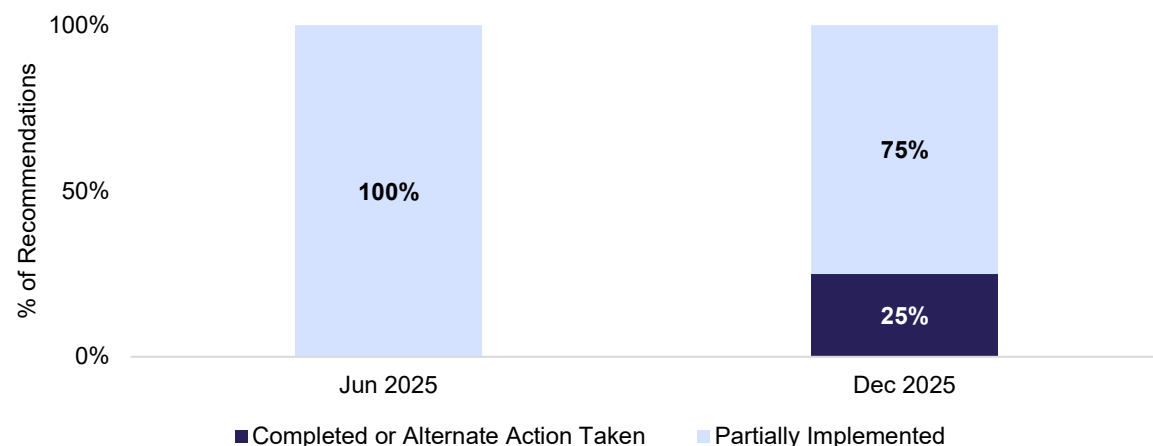
Vancouver Police Department

The Canadian Police Performance Metrics Framework was endorsed by the Board's Governance Committee on October 30, 2025 and approved by the Board on November 20, 2025 as the organizational performance management framework for the VPD. The Board also concurrently approved the creation of a new VPD annual performance report containing a prioritized list of 16 meaningful key performance indicators (the "KPIs") based on the National Framework and applicable to the VPD context. This new annual performance report will be submitted to the Board for information and will demonstrate the VPD's service quality, economy, efficiency and effectiveness in achieving each of its strategic goals, as well as the VPD's stewardship of financial resources.

The "Organizational Performance Management Framework" report (Board Report No. 2511V23) documents how the 16 KPIs map against the VPD's strategic goals and desired policing outcomes. It was endorsed by the Board's Governance Committee and approved during the *in camera* Police Board meeting on November 20, 2025.

Figure 2

December 2025 implementation status of recommendations made in the Audit of Vancouver Police Department's Organizational Performance Management report



Outstanding Audit Recommendations

Auditor General Recommendations	Status (December 2025)	Actions taken, results and/or actions planned
<p>Recommendation 1</p> <p>The Vancouver Police Board should revisit the performance-related information it requires from the Vancouver Police Department to effectively carry out its oversight responsibilities and:</p> <ul style="list-style-type: none"> • Set expectations with the Department for the level of performance that should be demonstrated through the delivery of business plans; • Work with the Department to develop and approve the Department's key performance indicators (KPIs) and the performance measures that would be most appropriate in assessing its performance (e.g., baselines, targets and benchmarking); and, • Develop guidelines for the VPD's reports to the Board that demonstrate the Department's service quality, economy, efficiency and effectiveness in 	<p>Partially Implemented</p>	<p>The Board continues work with the Department to further develop the Department's key performance indicators (KPIs) and performance measures following on progress made in 2024-25 to identify and refine expectations of the Department's inventory of existing reports. On November 20, 2025, the Board is scheduled to review and (if appropriate) approve an organizational performance framework for the Department that is to include a streamlined list of KPIs to be reported annually to aid in demonstrating service quality, economy, efficiency and effectiveness, as well as the Department's stewardship of financial resources and progress in achieving each of its strategic goals.</p> <p>Following adoption of KPIs, Board committees are expected to work with the Department to revisit the format and content of Department reports to ensure that the Department's Board-approved KPIs and performance measures are adequately addressed in those reports.</p> <p>The Board intends to consider consequential amendments to its Board Governance Manual once the above work is substantially complete.</p>

<p>achieving each of its strategic goals, as well as the Department's stewardship of financial resources.</p> <p>The Vancouver Police Board Governance Manual should also be updated to reflect changes made from implementing this recommendation.</p>		
<p>Recommendation 2</p> <p>In alignment with the expectations and guidelines set out by the Board, and building upon what is already in place, the Vancouver Police Department should update its approach to performance measurement to:</p> <ul style="list-style-type: none"> • Develop, monitor and establish regular reporting on a finite list of prioritized and meaningful (i.e. key) performance indicators which balance input, activity, output and outcome measures and are generally consistent over time in order to understand trends, assess impacts and demonstrate the economy, efficiency and effectiveness of its service delivery; 	<p>Partially Implemented</p>	<p>The <u>Canadian Police Performance Metrics Framework</u> (the "National Framework") was endorsed by the Board's Governance Committee on October 30, 2025 and approved by the Board on November 20, 2025 as the organizational performance management framework for the VPD.</p> <p>The National Framework was published in 2019 and endorsed by the Canadian Association of Police Chiefs (the "CACP"), Public Safety Canada, and Statistics Canada. It is organized around four pillars supported by multiple dimensions and metrics. It reflects the current state-of-the-art benchmark for police metrics.</p> <p>The Board also endorsed a finite and prioritized list of 16 meaningful key performance indicators (the "KPIs") based on the National Framework and applicable to the VPD context.</p> <p>The 16 KPIs are intended to remain consistent over time to understand trends and assess the impact of strategic changes. Collectively, these 16 KPIs:</p> <ul style="list-style-type: none"> • capture the key dimensions and metrics outlined in the National Framework, across all four pillars; • cover all four VPD Strategic Goals;

<ul style="list-style-type: none"> • Establish performance expectations; • Identify which of its desired outcomes are measurable and develop processes to measure and report progress against a selection of these outcomes; • Better leverage financial information to assess the effective and efficient use of its resources; and, • Connect performance-related data across its various reports, where appropriate, to help draw conclusions about organizational performance. <p>The Vancouver Police Department should document its key performance indicators (KPIs) and performance measures and how these indicators map against goals and desired outcomes as well as the processes used to track, assess and demonstrate results in its performance measurement framework.</p>		<ul style="list-style-type: none"> • reflect outcomes from all four VPD Divisions; • balance input, activity, output, and outcome measures; • reflect many of the different “examples of dimensions of policing in a public value scorecard” listed on page 17 of the OAG’s 2024 report; • connect performance-related data across various existing VPD reports, including but not limited to the quarterly Public Safety Indicators (PSI) report, annual Crime Severity Index (CSI) report, the VPD Annual Report, Support Services reports, and Financial Services reports; • help draw conclusions about organizational performance; • demonstrate service quality, economy, efficiency and effectiveness; • demonstrate the Department’s stewardship of financial resources and progress in achieving each of its strategic goals. <p>The “Organizational Performance Management Framework” report (Board Report No. 2511V23) documents how the KPIs map against the VPD’s strategic goals and desired policing outcomes. This report was endorsed by the Board’s Governance Committee on October 30, 2025 and approved at the Police Board meeting on November 20, 2025.</p> <p>The KPIs will be further documented, explained, and quantified as part of a new VPD annual performance report that will be submitted to the Board for information in the first quarter of each calendar year. (See Recommendation 3.)</p>
<p>Recommendation 3</p> <p>To strengthen meaningful public accountability and transparency, the Vancouver Police Department</p>	<p>Partially Implemented</p>	<p>On October 30, 2025, the Board’s Governance Committee endorsed the creation of a new VPD annual performance report that will summarize 16 meaningful KPIs applicable to the VPD context, demonstrating service quality, economy, efficiency and effectiveness, as well as the Department’s stewardship of financial resources and progress in achieving each of its</p>

<p>should ensure its public annual performance report includes reporting on actual results against planned results, performance successes and shortfalls (where applicable) and key performance indicators (KPIs)</p>		<p>strategic goals. The proposed approach was approved at the <i>in camera</i> Board meeting on November 20, 2025.</p> <p>The inaugural VPD annual performance report will be delivered in the first quarter of 2026. The timing of this work aligns well with the lead up to the development of the new 2027-2031 VPD Strategic Plan. As a result, there will be an opportunity to update the VPD's approach to performance measurement and identify new key performance indicators that reflect the new strategic goals that will evolve out of the strategic goals currently in the 2022-2026 VPD Strategic Plan.</p>
<p>Recommendation 4</p> <p>The Vancouver Police Department should enhance its processes that support performance management by:</p> <ul style="list-style-type: none"> • Strengthening its internal audit and evaluation capacities to assess whether programs or functions are working as intended to achieve stated goals; and, • Introducing process improvements (e.g., automation and quality control), as needed, for data that the VPD will leverage as key performance indicators (KPIs). 	<p>Fully or Substantially Implemented</p>	<p>Two civilian professionals in the VPD Audit Unit are currently dedicated to meet VPD and Board demands, as well as mandatory audit requirements under the Provincial Policing Standards. The 2024-2026 VPD Audit Plan was reviewed by the Finance, Audit and Risk Committee and endorsed by the Board on November 21, 2024.</p> <p>In 2025:</p> <ul style="list-style-type: none"> • The VPD Audit Unit conducted an audit of street check records, finalized a comprehensive audit of overtime usage at the VPD, and initiated an audit of third-party reports of sexual offences. • The VPD Planning, Research & Audit Section developed Department-wide Data Standards to reinforce and enhance the data analysis processes that support performance management, including quality assurance and quality control processes. • The Youth Services Section (YSS) continues to gather ongoing community feedback and, in collaboration with the Vancouver School Board (VSB), engaged an independent firm to conduct a review of the re-imagined SLO program. This review is expected to be completed in the fall of 2025. • The VPD carefully monitored and reported on quantitative indicators related to Task Force Barrage, surge policing efforts intended to bolster the VPD Beat Enforcement Team (BET) and address street

		<p>violence and disorder in the Downtown Eastside. The Strategy & Innovation Division is actively supporting the creation of a new standalone District 5 using existing VPD resources.</p> <ul style="list-style-type: none">• The VPD led the <i>Joint Review of Outdoor Special Events Planning and Safety</i>, including the <u>preliminary report</u> and the <u>final report</u> with the City of Vancouver. <p>The VPD is continuously looking for process improvement opportunities and will continue to look for areas where processes could be streamlined and automated. For example, there is already ongoing work to further automate the data analysis process supporting the quarterly PSI Report and Crime Trends reports that the Police Board receives.</p>
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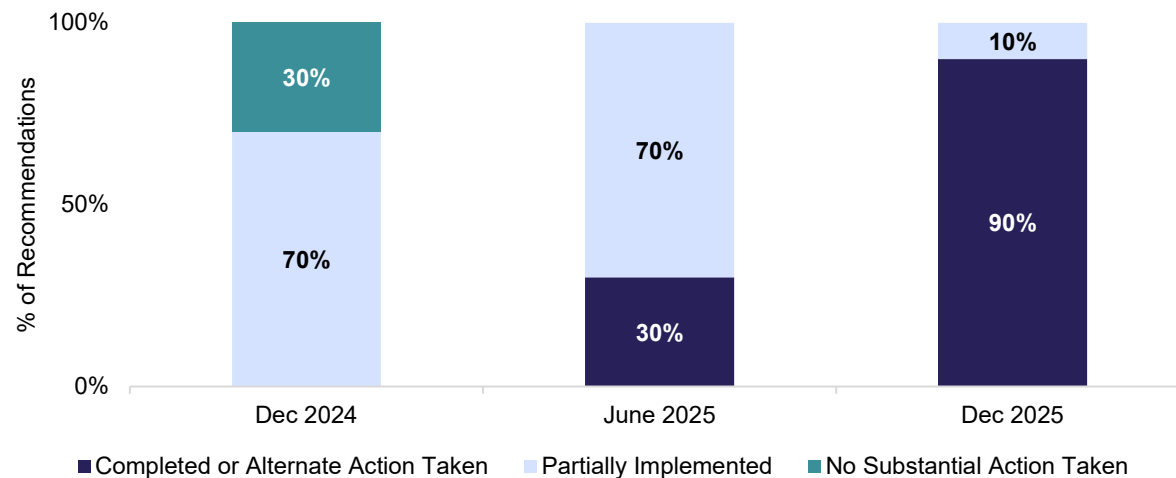
Audit of Childcare, Cultural and Social Non-Profit Leases

Management's Overall Comments

Progress continues to be made, with 5 additional Recommendations now Fully or Substantially Implemented: Recommendations 1, 2, 3, 6 and 9. Recommendation 7 has taken Alternative Action. Only Recommendation 10 remains.

Figure 3

December 2025 implementation status of recommendations made in the Audit of Childcare, Cultural and Social Non-Profit Leases report



Report Overview

Progress as at:

November 27, 2025

Audit report release date:

[June 13, 2024](#)

Presented to the Auditor General Committee:

June 20, 2024

Self-assessment conducted by:

Arts, Culture and Community Services

Outstanding Recommendations

Auditor General Recommendations	Status (December 2025)	Actions taken, results and/or actions planned
<p>Recommendation 1</p> <p>The City should define performance metrics and targets for non-profit leasing in its social services portfolio to enable monitoring and tracking of progress toward meeting the strategic objectives outlined in its approved strategies.</p>	<p>Fully or Substantially Implemented</p>	<p>ACCS has developed a process to monitor and track public service requirement (PSR) metrics articulated in individual leases. This includes aggregate metrics to assess how organizations are fully, partially, or not meeting objectives set out in lease agreements. A new PSR template has been created and will be used with any new lease agreements and opportunities to include the new PSR in accordance with the terms of existing leases (e.g. at the time of renewal) will be explored on a case-by-case basis.</p> <p>Additionally, levels of services for social facilities have been established as part of the City-wide Public Infrastructure Investment Framework (PIIF). The levels of service are calculated on existing size of social facilities per population and then extrapolated to calculate the size for future population growth in 10 years. The PIIF includes financial monitoring and tracking of progress towards the desired 10-year size target. The levels of service outlined in the PIIF will inform and direct the four-year capital plan and other social infrastructure related planning, as well as priorities for the NPO lease portfolio.</p>
<p>Recommendation 2</p> <p>The City should fully implement its Non-Profit Lease Management (NPLM) Framework by developing supporting processes, procedures and templates. Implementation should include developing a project plan that identifies responsibilities</p>	<p>Fully or Substantially Implemented</p>	<p>In the Management Response, ACCS and SPSO (previously BPPS) committed to completing an implementation project plan by September 30, 2024, which was completed. Implementation is currently on track according to this plan. The NPLM Framework is planned to be fully implemented by December 31, 2025, pending any unforeseen issues or required updates.</p>

for executing the plan, timelines for implementation and a deadline for completion.		
Recommendation 3 The City should review its funding model supporting childcare initiatives to ensure better alignment with senior-level government initiatives.	Fully or Substantially Implemented	<p>Initial staff conversations with the Province have occurred regarding the funding model for \$10 a day childcare and the possibility of the City charging lease rates to childcare operators and having those lease costs be recoverable by the operators as an eligible expense through the Province's \$10/day program. The initial focus will be on new facilities coming online, as well as those facilities with expiring leases.</p> <p>Staff are also engaged in exploring cost recovery opportunities through the NPLM framework which may include additional opportunity for alignment with senior-level government initiatives.</p>
Recommendation 6 The City should ensure it takes a systematic approach to monitoring lease requirements for all operators by implementing a formal lease monitoring process including the documentation of the results of periodic reviews.	Fully or Substantially Implemented	<p>The lease monitoring project has been completed on time and all leases that have reporting obligations have reported and been reviewed. Monitoring will continue on an annual basis.</p>
Recommendation 7 The City should determine how often it reviews an operator's priority status and when to seek Council approval. The review process should be informed by the	Alternate Action Taken	<p>Currently, the only operator having priority status (VSOCC) has been informed that the City will no longer be granting priority status when the City is seeking to confirm an operator for a new space. Unique circumstances withstanding, operator selection for new facilities will follow the standard operator selection procurement process. Staff continue to explore the feasibility of developing a pre-qualified operator selection process in line with standard procurement processes.</p>

results of performance monitoring activities identified in Recommendation 6.		
<p>Recommendation 9</p> <p>The City should reduce the number of leases in overhold for longer than one year and implement policies and procedures to limit the number of leases in overhold and the length of the overhold period. This includes:</p> <ul style="list-style-type: none"> Establishing a priority and timeframe for addressing all leases currently in overhold; Establishing primary accountability for managing overhold leases; and, Annual reporting of all overhold leases to Council for review and approval. 	Fully or Substantially Implemented	<p>In the Management Response, ACCS committed to drafting a priority and timeframe document (completed December 31, 2024) and all leases have been assigned a priority level and accountability established. In the Management Response, ACCS committed to an assessment of the overholding reporting process and approach to be completed by December 31, 2024 and this has been completed. The number of leases in overholding for more than a year has declined since the time of the audit. Annual reporting of overhold leases will commence in 2026 and reductions in the number of overhold leases will continue in accordance with the priority level.</p>
<p>Recommendation 10</p> <p>The City should provide Council with information on the full extent of the City's financial contribution to non-profit organizations receiving lease grants. This reporting should include information such as:</p> <ul style="list-style-type: none"> Estimated operating and capital maintenance costs for each 	Partially Implemented	<p>In the Management Response, ACCS committed to assessing whether estimating operating and capital maintenance costs is possible at the lease level and to assess the full value of the financial contribution to non-profit tenants either at the lease or portfolio level. This work was completed by the March 31 target date and found that due to systems limitations, it would not be possible to provide reporting at the lease / operator level for actual operating and capital maintenance costs without significant effort and time. However, changes have been made to REFM and Finance's procedures, so that starting in 2026, reporting will be possible at the portfolio level for 2025 actual operating and capital maintenance costs. These</p>

<p>lease to be incurred by the City, to inform leasing decisions;</p> <ul style="list-style-type: none"> • Actual maintenance and capital costs incurred by the City; • The full value of the City's financial contribution to each operator (e.g., maintenance, lease grant, operating grant); and, • Other pertinent information as identified by Council. 		<p>amounts were provided to Council on an interim basis in Q2 2025 and will be reported in the annual Grant Impact Report in 2026, reflecting the 2025 actual amounts.</p> <p>In addition, new leases with new / current operators will include the operating and capital estimates in each report that is sent to Council for approval, and will be included in the annual Grant Impact Report.</p>
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Audit of Vancouver Police Department's Enterprise Risk Management

Vancouver Police Board's General Comments

The Vancouver Police Board has continued to work over the past year to advance the recommendations made by the Office of the Auditor General, specifically, and to strengthen enterprise risk management by the Vancouver Police Department, more generally.

The Vancouver Police Board welcomes this opportunity to provide updates to its progress on implementing its remaining Office of the Auditor General recommendations to the Board on enterprise risk management for the Vancouver Police Department.

The Board has made meaningful progress through sustained joint efforts with the Department, focused governance improvements and a shared commitment to enhancing organizational accountability and public trust. The Board, along with the Department, is mindful that the full or substantial implementation, improvement, and maturity of enterprise risk management for the Vancouver Police Department is an ongoing, long-term process. The Vancouver Police Board is committed to providing the oversight and governance required to deliver an effective enterprise risk management program.

Vancouver Police Department's General Comments

The Vancouver Police Department (VPD) welcomes the opportunity to provide updates on the Office of the Auditor General's Recommendations to the VPD on Enterprise Risk Management (ERM).

The VPD is mindful of the fact that the full implementation, improvement, and maturity of ERM at the VPD is an on-going, long-term process. The VPD, combined with the oversight and governance of the Vancouver Police Board (VPB), is committed to delivering an effective ERM program.

Report Overview

Progress as at:

November 27, 2025

Audit report release date:

[December 7, 2023](#)

Presented to the Auditor General Committee:

January 16, 2024

Joint self-assessment conducted by:

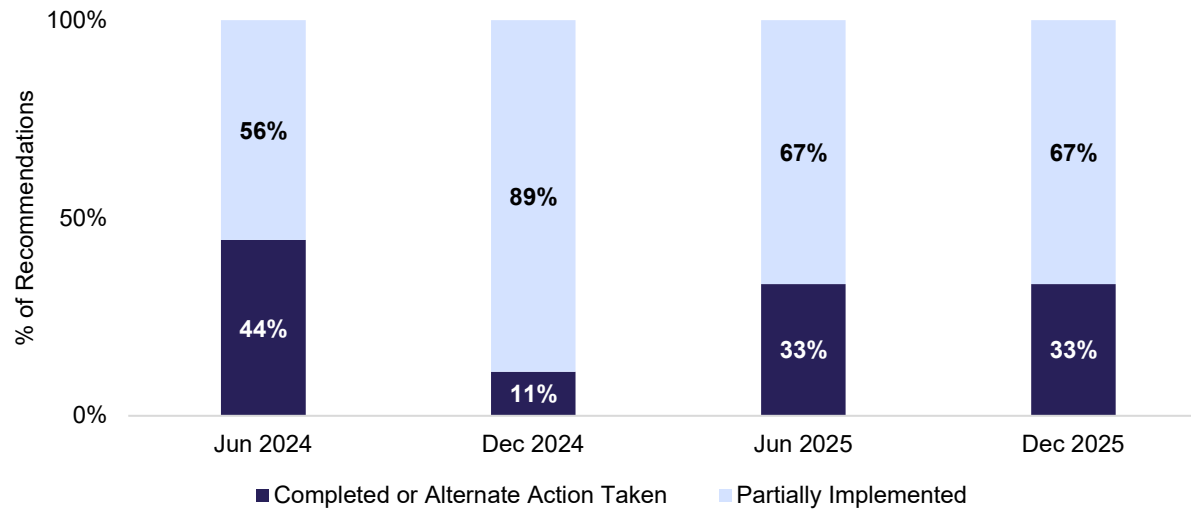
Vancouver Police Board

Vancouver Police Department

Progress towards fully achieving the Recommendations was delayed throughout the summer of 2025, as the Director of the VPD's ERM Section was dedicated to leading the joint review (with the City of Vancouver) of the Lapu-Lapu Day Block Party tragedy.

Figure 4

December 2025 implementation status of recommendations made in the Audit of Vancouver Police Department's Enterprise Risk Management report



Outstanding Audit Recommendations

Auditor General Recommendation	Status (December 2025)	Actions taken, results and/or actions planned
<p>Recommendation 1</p> <p>The Vancouver Police Board should clarify and expand sections of its Board Governance Manual relating to oversight of enterprise risk management such as:</p> <ul style="list-style-type: none"> • A statement that identifies the Board as the overseer of enterprise risk management for the Vancouver Police Department and describes what this entails; • A definition of risks including key risk categories the Board oversees such as: hazards, material, strategic, financial, reputational, governance, operational and other; • The roles of the Board and Chief Constable in defining and communicating the levels and types of risks the organization is willing to accept; • The Board's expectations for when and how the Department should seek 	<p>Partially Implemented</p>	<p>The Vancouver Police Board has spent the last year working, with input from the Vancouver Police Department, on the Board's enterprise risk management framework, timelines, risk register, risk categories, including through holding Board-Department workshops on April 10 and September 29, 2025 and through Board committee meetings.</p> <p>The Board has added continued development of oversight mechanisms for enterprise risk management to the 2026 workplans of its Governance Committee and its Finance, Audit and Risk Committee.</p> <p>The Board has identified specific chapters of its Governance Manual that require amendment to fully implement Recommendation 1 and plans to consider and, if approved, implement those amendments in the first quarter of 2026.</p> <p>The Board and the Department reviewed a proposed risk register and expanded it to include "Human Capital" risk, following the Board's September 29, 2025 strategic planning workshop. The Board has now received the updated Risk Register and a Recommended ERM framework report that have been reviewed by Board's Finance, Audit and Risk Committee on October 30, 2025, both of which are scheduled to be considered by the Board at its November 20, 2025 meeting.</p>

<p>Board guidance or approval on managing enterprise risks; and,</p> <ul style="list-style-type: none"> • The Board's Standing Committee responsibilities for the oversight of financial and non-financial risk management. 		
<p>Recommendation 3</p> <p>The Vancouver Police Board should introduce consistent mechanisms to implement the Board's risk management direction, such as:</p> <ul style="list-style-type: none"> • A process for the Board's involvement in the development of an enterprise risk management policy and processes, and the development and management of departmental risk registers; • A schedule to review and approve the Vancouver Police Department's enterprise risk register at least annually; and, • Processes through which the Board can obtain reasonable assurance that the Department's risk 	<p>Partially Implemented</p>	<p>The Board now requires meaningful Department reports on the enterprise risk management framework and enterprise risk register twice a year during which the Board is to review, consider updates, and (if required) approve changes to enterprise risk policy, processes, and risk register. This expectation is codified in annual work plans.</p> <p>In the first quarter of 2026, the Board's Finance, Audit and Risk Committee intends to work to identify appropriate process for reporting, testing, and third-party validation of the Department's risk management, internal control systems, and information systems.</p>

<p>management, internal control systems, and information systems are properly designed, reliable and operating effectively to prevent and mitigate risks, including elements such as:</p> <ul style="list-style-type: none"> ○ Reporting, testing and third-party validations; and, ○ Regular reporting from management or direct oversight of the Department's internal audit function. 		
<p>Recommendation 5</p> <p>The Vancouver Police Department should:</p> <ul style="list-style-type: none"> • Develop an enterprise risk management framework. This framework should include, at a minimum: <ul style="list-style-type: none"> ○ Clearly documented procedures to identify, assess, manage, and oversee its enterprise risks; ○ Communication procedures to enable consistent understanding of 	<p>Partially Implemented</p>	<p><u>Developing an ERM framework (Framework)</u></p> <p>As previously reported, the VPB approved ISO 31000 as the ERM Standard (Standard) for the VPD on April 25, 2024. This commitment was further advanced on October 31, 2024, where the VPB approved a motion by its Finance, Audit, and Risk Committee (Committee) that requires the VPD to establish and maintain an ERM Framework and obtain VPB feedback on the Framework.</p> <p>At the time of preparing this update, the VPB will be reviewing a report at its November 20, 2025, meeting to formally adopt ISO31000's Framework as the ERM Framework for the VPD. This report summarizes the VPD's progress on advancing the six elements of the Framework.</p> <p>On a daily basis, the ERM Section meets and/or discusses with other VPD Sections that are needed to assess and respond to enterprise risks. These</p>

<p>enterprise risk by all relevant stakeholders; and,</p> <ul style="list-style-type: none"> • Develop an enterprise risk management policy that includes: <ul style="list-style-type: none"> ○ A requirement for management to apply enterprise risk management principles in managing department-wide risks; ○ Policy aims such as how risk management will assist the Department; and, ○ Specific responsibilities and accountabilities related to managing enterprise risks for units and individuals throughout the Department. 		<p>Sections include Financial Services, Planning, Research, and Audit Services, and Information and Privacy Services.</p>
<p>Recommendation 7</p> <p>The Vancouver Police Department should support the successful implementation of enterprise risk management by:</p> <ul style="list-style-type: none"> • Ensuring it has sufficient resources, expertise and capacity to effectively 	<p>Partially Implemented</p>	<p>Awareness of the creation of the ERM Section has begun to permeate throughout the VPD. For example, front-line staff enquire to seek guidance on numerous issues directly associated with liability and what controls are in place, or are required, to control liability risk. Such controls include confirming insurance requirements and coverage (with the City of Vancouver's Risk Management) for VPD community programs and events, and the need for waivers with the appropriate indemnification and hold-harmless language.</p>

<p>develop, and implement enterprise risk management; and,</p> <ul style="list-style-type: none"> • Exploring training opportunities for senior leaders and other relevant Department personnel to ensure there is a consistent vision for what enterprise risk management can bring and commitment to its implementation throughout the Department. 		<p>Supervisors and senior managers seek guidance on operational issues that are more oriented towards enterprise risk, such as what enterprise risks should they be aware of when considering an operational or investigative plan towards a public safety issue.</p> <p>A training session on ERM was delivered to the VPD's Senior Leadership Team on March 12, 2025. This session included the following learning points:</p> <ul style="list-style-type: none"> • Defining risk, enterprise risk, and ERM • ERM Categories • The Standard's Risk Management Process, specifically: <ul style="list-style-type: none"> ○ Risk Identification ○ Risk Analysis ○ Risk Evaluation ○ Risk Treatment • Case studies • Introduction to the Register • Introduction to the concept of Risk Owners • Role of the VPB • Who to contact if you have a concern about a risk. <p>On October 2, 2025, ERM was part of the curriculum of the Inspector's Professional Development training day. Training and education sessions will be an on-going necessity that will have to be delivered to new senior managers and refreshers to existing managers.</p> <p>With regards to resourcing of the ERM Section, the VPB's approved-2026 budget for the VPD includes the addition of two civilian risk management professionals.</p>
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<p>Recommendation 8</p> <p>The Vancouver Police Department should develop a risk register that includes:</p> <ul style="list-style-type: none"> • Risks identified by internal and external stakeholders during its strategic planning sessions and facilitated unit-level risk assessment sessions; • Risks identified at Vancouver Police Board planning sessions and risk assessments conducted at these sessions; • Assignment of identified risks into categories to ensure that risks affecting similar functions, units and areas are clearly flagged to highlight areas of focus; • Units and individuals that are accountable for and contribute to the management of individual risk items; • Documentation on the effectiveness of risk treatments; and, • Risk thresholds, as developed with the Board. 	<p>Partially Implemented</p>	<p>As previously reported, the VPD has developed a Register which has most of the fundamentals required of ERM risk registers and the VPD acknowledged the OAG's advice in terms of how it can be improved. In previous interviews with the OAG's staff, the VPD agrees with their opinion that a fully complete and mature ERM Register takes years to develop and implement.</p> <p>To properly implement ERM, the ERM Section will have to: meet with many internal stakeholders; analyze identified risks; assist stakeholders in developing risk treatments and corresponding action plans; evaluate the effectiveness of risk treatments, and; report to the VPD Executive and the VPB on those results – and do so for every enterprise risk. At the time of writing, if the VPD's 2026 budget request for two risk management civilian professionals is approved, then such increased capacity would go a long way towards maturing the VPD's risk register and significantly advancing the VPD's ERM program.</p> <p>Each enterprise risk in the register has been categorized into one of the following VPB-approved ERM Categories:</p> <ul style="list-style-type: none"> • Operational – risks arising from the performance of policing duties • Financial – risks arising from events that place a significant strain, or will have a significant impact, on the financial resources of the VPD • Strategic – risks arising from broader geo-political, socio-economic, demographic, or natural emergency events • Legal and Regulatory – risks arising from legislation, regulation, standards, case law, contract, or agreement. • Public Trust – risks arising from any practice, act, or omission that may affect the public's trust of the VPD or damage the VPD's reputation • Technological – risks arising from emerging technological developments or threats to VPD technological infrastructure
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		<p>At its November 20, 2025, meeting the VPB will consider adding 'Human Capital' as an ERM category with the following definition – “risks arising from events or circumstances that significantly affects the VPD's ability to recruit, train, deploy, and retain staff, and/or risks that compromise the collective health and wellness of staff”.</p> <p>Also, its November 20, 2025, meeting the VPB will consider formally approving the VPD's Enterprise Risk Register. The VPB was introduced to the Register, and its contents, on April 10, 2025, as part of a joint VPB-VPD Executive workshop on ERM.</p> <p>Moving forward, a renewal of the Register will need to occur to better reflect current enterprise risks facing the VPD.</p>
<p>Recommendation 9</p> <p>The Vancouver Police Department should use enterprise risk management assessments to help set objectives, make strategic decisions and allocate resources.</p>	<p>Partially Implemented</p>	<p>As previously reported, the ERM Section of the VPD continues to review and assess every report, and participates in every discussion, with the VPD Executive. This includes (but is not limited to):</p> <ul style="list-style-type: none"> • Proposed new policy or revisions to existing policy • The VPD's 2025 Strategic Business Plan • Proposed re-allocations of human resources • Financial and budgetary matters • Evaluation of programs or projects • VPB Regular and In-camera meetings • VPB Finance, Audit, and Risk Committee meetings • Meeting with VPD Section managers to provide risk management advice • Reviewing Memoranda of Understanding and other agreements • Liaising with City of Vancouver Risk Management to ensure insurance requirements are met • Liaising with City of Vancouver Legal Services for advice on indemnification or hold-harmless language in agreements (when required).

		The VPD's current Strategic Plan concludes at the end of 2026 and ERM considerations will be a notable part of the development of the new Strategic Plan and whatever that Plan's Strategic Goals are.
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Audit of Park Board Revenue Management

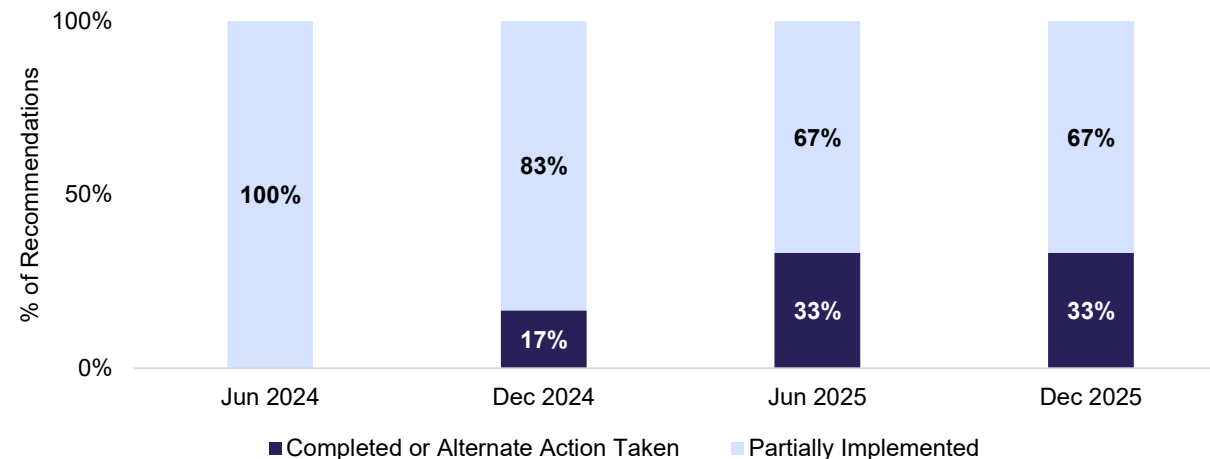
Management's General Comments

Park Board staff have been building on completed work, including the Comprehensive Fee-setting Framework approved in April 2025, by developing objectives and performance metrics for service lines through strategic processes. In October 2025, the Park Board Parking Strategy and Golf Services Review were approved by the Board, incorporating learnings from the previously completed Bloedel Business Plan to establish objectives and targets to optimize revenue generation and delivery of public good.

Related and additional projects for full costing and reporting on fees and actual revenues are dependent on currently unavailable capacity and resources, with staff generally focused on advancing Auditor General recommendations through efficient incorporation into in-stream projects and existing work plans.

Figure 5

December 2025 implementation status of recommendations made in the Audit of Park Board Revenue Management report



Report Overview

Progress as at:

November 27, 2025

Audit report release date:

[November 7, 2023](#)

Presented to the Auditor General Committee:

December 7, 2023

Self-assessment conducted by:

Vancouver Board of Parks and Recreation

Outstanding Audit Recommendations

Auditor General Recommendation	Status (December 2025)	Actions taken, results and/or actions planned
<p>Recommendation 2</p> <p>For revenue-generating service areas, the Park Board should define and document service delivery objectives to guide operational decision-making and future investment. Plans should provide short to medium-term outlooks for service areas and be regularly reviewed and updated.</p>	<p>Partially Implemented</p>	<p>The Park Board Parking Strategy and Golf Services Review were completed and approved by the Board in October 2025, each defining and documenting service delivery objectives for operational decision-making and future investment in these service areas, with a focus on practical investments for revenue generation and enhanced user experiences.</p> <p>Implementation of the Bloedel Conservatory Business Plan, reported on in previous updates, is being advanced incrementally within staff work plans and in coordination with the Fees and Charges Update.</p>
<p>Recommendation 4</p> <p>The Park Board should incorporate in its updated fee-setting framework an evaluation of full costs for each service area to strengthen the correlation between fees charged and the underlying costs, and define the types of costs it intends to recover through its fees.</p>	<p>Partially Implemented</p>	<p>The completed Fee-setting Framework is being implemented with defined methods and a proposed schedule for determining full costs across revenue generating service lines. This is expected to be a significant exercise, completed at a pace that staff capacity and resources allow, and across successive annual Fees and Charges Updates.</p>
<p>Recommendation 5</p> <p>The Park Board should define performance metrics for all revenue-generating service areas</p>	<p>Partially Implemented</p>	<p>Following the example of performance metrics developed for the Bloedel Conservatory Business Plan completed in response to the Auditor General recommendations, staff updated metrics and progress tracking processes for</p>

<p>to enable monitoring and tracking of progress toward service delivery, revenue objectives and overall strategies. Performance metrics should:</p> <ul style="list-style-type: none"> • Be meaningfully designed to align with the performance and strategic objectives of the service area; • Have defined targets with timeframes for completion; • Have defined intervals and audiences for reporting; • Include up-to-date documented procedures for calculation; and, • Include a process to ensure that performance metrics are accurately calculated. 		<p>paid parking and golf service lines through the recently approved Park Board Parking Strategy and Golf Services Review.</p>
<p>Recommendation 6</p> <p>The Park Board should report on actual revenues versus expenditures including all relevant costs to track the achievement of revenue objectives by service areas.</p>	<p>Partially Implemented</p>	<p>As part of the quarterly financial review process, Park Board staff review actual results against budget targets, including revenues by service line.</p> <p>With completion of the Fee-setting Framework, Park Board staff can revise fees as resources and capacity are identified to support full costing for each service. Application of the Framework will provide for more meaningful analysis of actual revenue/costs against revenue objectives for each revenue generating service line. Full implementation will ensure more comprehensive revenue objectives and inform fee setting.</p>

Audit of the Permitting Program Cost Recovery Model

Management's General Comments

We extend our sincere gratitude to the Auditor General's Office for its invaluable role in facilitating the review of progress on audit recommendations. This process remains a vital component of our ongoing accountability framework.

Regarding the two remaining outstanding audit recommendations for 2025, we are pleased to provide the following status update:

- **One recommendation** is on track for full completion within 2025.
- **One recommendation** has been partially implemented. While staff remain committed to achieving full implementation, completion is expected to extend beyond 2025. Future audit reports will provide updates on the progress of specific projects linked to these recommendations.

By the end of 2025, we expect seven of the original eight recommendations to be fully implemented. These recommendations continue to serve as a cornerstone in enhancing the permitting cost recovery program.

Report Overview

Progress as at:

November 27, 2025

Audit report release date:

[May 25, 2023](#)

Presented to the Auditor General Committee:

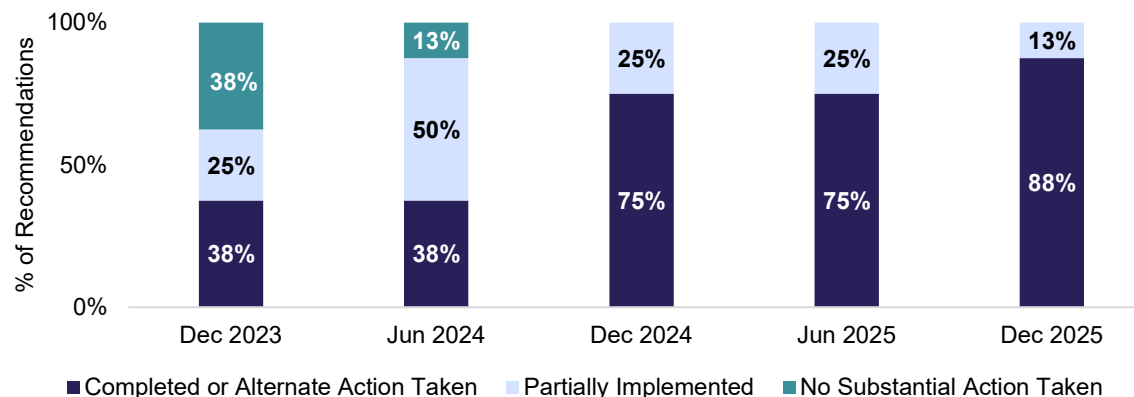
June 1, 2023

Self-assessment conducted by:

Finance & Supply Chain Management

Figure 6

December 2025 implementation status of recommendations made in the Audit of the Permitting Program Cost Recovery Model report



Outstanding Audit Recommendations

Auditor General Recommendation	Status (December 2025)	Actions taken, results and/or actions planned
<p>Recommendation 4</p> <p>The City should annually calculate the projected cost of unprocessed permit applications and compare it to the deferred revenue balance. The City should develop a plan to address the surplus or deficit revealed by this comparison.</p>	<p>Partially Implemented</p>	<p>Development, Building & Licensing (DBL) and Planning, Urban Design & Sustainability (PDS) have conducted a holistic review of all unprocessed permit applications. Most of these applications remain pending due to actions required from applicants, such as completion of work and call for inspections, which are largely driven by applicants and staff have limited control. Some permits have been stalled by applicants for more than 8 years which increased administrative costs. In response, staff are proactively contacting applicants to cancel inactive applications and expedite stagnant ones, with the goal of reducing administrative costs. Additionally, staff are exploring the feasibility of introducing an administrative fee for permits that remain inactive for extended periods, to improve cost recovery and offset the costs of prolonged processing. These initiatives will enable a more precise forecast on time and cost needed to work on unprocessed permit applications that can be used for direct comparison with the deferred revenue balance. Staff will provide further updates on this item on future follow-ups.</p>
<p>Recommendation 7</p> <p>The City should enhance the cost and revenue components of its cost recovery model to enable more effective analysis by adding:</p> <ul style="list-style-type: none"> • A breakdown of costs by factors such as development type, size or complexity that 	<p>Fully or Substantially Implemented</p>	<p>DBL and PDS refined the staff model to better support individual permitting types within the permitting program. In particular, positions supporting building permits have been reviewed and adjusted to reflect a detailed breakdown by development type, size, and complexity, aligned with the current permit categories. This refinement has enabled a more accurate and granular cost forecast for Building Permits.</p>

<p>aligns with the defined permit categories; and</p> <ul style="list-style-type: none">• Revenue projections that consider future economic factors, the City's development plans and industry trends.		<p>Looking ahead, in 2026, the team will expand this review to include overhead costs. This next phase will further enhance the precision and reliability of the overall cost forecast.</p> <p>In 2025, the permitting revenue forecasting model was updated to a driver-based approach. Key drivers—permit volume, unit permit fee, and time required to complete the permit cycle—are now forecasted by subject matter experts from both DBL and PDS. These forecasts incorporate not only historical data but also future economic conditions, the City's development plans, and industry trends, resulting in a more robust and forward-looking revenue projection.</p>
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Audit of Office Furniture Purchases

Management's General Comments

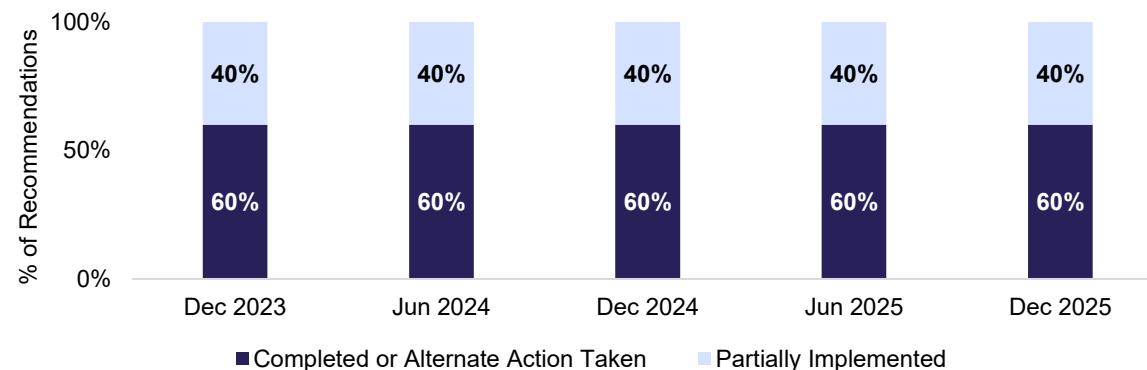
The successful proponent for the RFP to review the City's current furniture guidelines, develop new Furniture, Fixtures and Equipment (FF&E) specifications, and create guidelines for reassessing office furniture to ensure best value was awarded to Nhan Pham Interior Design (NPID) on March 14, 2024.

As part of the deliverables, NPID is supporting the Request for Applications (RFA) process for furniture vendor quotations and Furniture Fitting and Equipment (FF&E) outline specifications. This includes thoroughly vetting submissions for compliance and comparing vendor proposals to guide the City in achieving best value for future office furniture and equipment purchases.

We are currently evaluating the RFA submissions, which closed on May 28, 2025. An evaluation committee has been established to review all bids. The process includes assessment by an internal committee and the consultant, followed by viewing, testing, and sampling the products submitted by vendors. Approvals from the Bid Committee and Council will be required due to the anticipated value of furniture purchases under the new master agreement contracts.

Figure 7

December 2025 implementation status of recommendations made in the Audit of Office Furniture Purchases report



Report Overview

Progress as at:

November 27, 2025

Audit report release date:

[February 22, 2023](#)

Presented to the Auditor General Committee:

March 2, 2023

Joint self-assessment conducted by:

Real Estate, Environment & Facilities Management

Finance & Supply Chain Management

Outstanding Audit Recommendations

Auditor General Recommendation	Status (December 2025)	Actions taken, results and/or actions planned
<p>Recommendation 4</p> <p>The Real Estate and Facilities Management department should develop guidelines on when and how often to conduct assessments and reassessments on office furniture items and systems to ensure best value. The guidelines should require consideration of new and evolving information relating to factors such as the City's needs, ergonomics, quality and pricing; including their relative impacts in a weighted evaluation process. Additionally, the Real Estate and Facilities Management department should ensure adequate documentation linking assessments to decisions is developed and retained.</p>	<p>Partially Implemented</p>	<p>Request for Applications (RFA) for furniture procurement is underway and is expected to complete by Q3 2026 . This RFA will develop guidelines on when and how often to conduct assessments and reassessment on office furniture items and produce best value through a weighted evaluation. The RFA tender has closed, with stage 1 evaluation currently underway.</p> <ul style="list-style-type: none"> • The RFA will produce an Ergonomic and Furniture Fitting and Equipment (FF&E) Purchasing Guideline. • All furniture suppliers will be assessed based on their compliance with our furniture specifications and pricing.
<p>Recommendation 5</p> <p>The Real Estate and Facilities Management department should continue to build upon existing processes and establish price</p>	<p>Partially Implemented</p>	<p>The Request for Applications (RFA) will build processes and establish price lists in supply agreements for commonly purchased office furniture items.</p>

<p>lists in supply agreements for commonly purchased office furniture items, including new furniture items. In addition, guidelines with reasonable price ranges for specific furniture types should inform these price lists.</p>		<p>When procuring office furniture, a Request for Quote (RFQ) will be issued to vendors on the RFA pre-qualification list, requesting pricing that will be compared to the benchmark price list established in the RFA.</p> <p>To maintain flexibility, the RFA vendor pre-qualification list will be re-opened on a three-year cycle to review evaluation criteria and provide opportunities for new vendors to participate.</p>
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Audit of Building Permit Fees

Management's General Comments

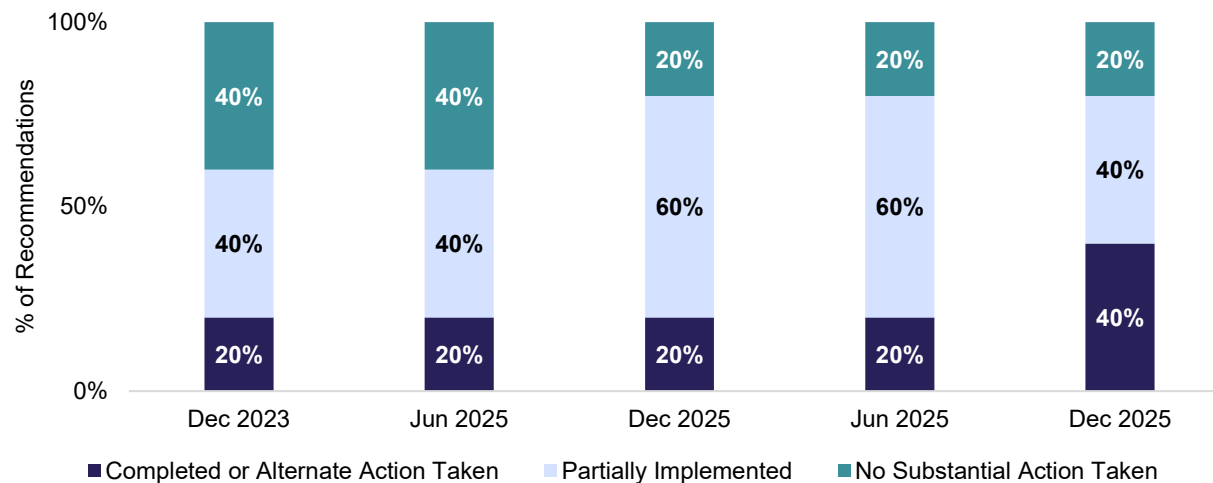
The outcome of our approach is to provide applicants with more transparency around fees, without being influenced by construction trade pricing, and help us to better forecast revenue. The City would have the ability to adjust, add or delete specific rates for certain building typologies to be more responsive to market demand, building code amendments and construction innovations.

An initial analysis was conducted using the draft Service Index fees, developed by our consultant. The analysis showed the Building Permit revenue shortfall would be significant, impacting the permitting program cost recovery model. Further analysis will be required to better understand the high variability.

In addition, we have made significant progress on recommendation 3, demonstrating how we can enhance the guidance provided to building permit applications.

Figure 8

December 2025 implementation status of recommendations made in the Audit of Building Permit Fees report



Report Overview

Progress as at:

November 27, 2025

Audit report release date:

[January 25, 2023](#)

Presented to the Auditor General Committee:

February 2, 2023

Self-assessment conducted by:

Development, Buildings & Licensing

Outstanding Audit Recommendations

Auditor General Recommendation	Status (December 2025)	Actions taken, results and/or actions planned
<p>Recommendation 1</p> <p>The Development, Buildings and Licensing department should address discrepancies between the <i>Building By-law</i> and the administrative design of the City of Vancouver's building permit fee assessment process by either:</p> <ul style="list-style-type: none"> • Redesigning processes to more explicitly comply with the <i>Building By-law</i> and address risk of under-charging or over-charging fees; or, • Researching and recommending to Council amendments to the <i>Building By-law</i> to include a different method for charging building permit fees that is consistent, reliable, equitable and more efficient than using the value of the proposed work submitted by applicants as a basis for charging fees, taking the following into consideration: <ul style="list-style-type: none"> ○ The alignment of the selected method with the purpose of charging fees 	<p>Partially Implemented</p>	<p>Development, Buildings and Licensing (DBL) worked with a consultant to develop a service index model that reflects Vancouver's building construction values.</p> <p>We are nearing completion of our analysis to determine the impacts to both internal and external stakeholders, based on the initial draft of Service Index fees.</p> <p>To date, we have analysed data from January 1, 2024 – June 30, 2024, for projects larger than a multiplex having a Building Permit application with the City. Using the proposed draft Service Index, of the 42 Building Permits that have been reviewed, 27 would be a lower fee and 15 would have a higher fee. In total the Building Permit revenue shortfall would be significant, impacting the permitting program cost recovery model.</p> <p>The high variability across the current analysis will require further review. It is not immediately clear as to why such a variance exists but is noted that the original fee charged was based on the project value declared by the applicant, not through a formal analysis and process.</p>

<p>in order to recover the full cost of providing the service of issuing permits; and,</p> <ul style="list-style-type: none"> ○ Developing a transparent method for calculating fees that can be consistently and accurately applied, with administrative efficiency (which may be unique to different types of buildings). 		
<p>Recommendation 2</p> <p>The Development, Buildings and Licensing department should develop written guidelines or standard operating procedures for staff to follow when administering processes to determine building permit fees and provide training to staff on the procedures.</p>	<p>Partially Implemented</p>	<p>The outcome of the analysis of recommendation 1, will guide the next steps on recommendation 2.</p>
<p>Recommendation 3</p> <p>The Development, Buildings and Licensing department should enhance the guidance provided to building</p>	<p>Fully or Substantially Implemented</p>	<p>The Department has made significant progress in demonstrating how we can enhance the guidance provided to building permit applicants. Through the development of new digital application services for low-density housing (including multiplex, duplex, single detached, and laneway homes), we are</p>

<p>permit applications in order to support applicants' inclusion of complete and accurate information in their application forms.</p>		<p>introducing features that help applicants understand and meet project-specific requirements at the time of submission.</p> <p>These digital forms incorporate interactive guidance, embedded rules, and connections to trusted data sources to promote accuracy, consistency, and transparency – helping applicants provide more complete and reliable information. In addition, we have also introduced a self-serve digital design check tool that allows applicants to verify whether their low-density housing designs align with key rule requirements before submission.</p> <p>We have also implemented a mechanism to capture structured feedback on why an application may not meet intake requirements. This feedback informs the ongoing refinement of our digital tools and guidance materials, supporting continual improvement.</p> <p>While current efforts focus on low-density housing, the solution is designed with scalability in mind and can be extended to other project types, such as renovations and larger-scale developments, as the platform matures.</p>
<p>Recommendation 5</p> <p>The Building Review Branch should review the value of the proposed work submitted for projects that have provided estimates during rezoning applications (for Community Amenity Contribution requirements) to determine if they would assist in assessing the reasonability of the values provided in building permit applications.</p>	<p>No Substantial Action Taken</p>	<p>This will be looked at in future.</p>