Edmonton

**OFFICE OF
THE CITY AUDITOR**

REPORT
RECOMMENDATION
FOLLOW-UP

Administration closed 5 recommendations.

There are 14 outstanding recommendations: 12 are not yet due and 2 are overdue.

September 29, 2022

Closed Recommendations

In the period since our last report (May 27, 2022) the Administration has **closed 5 recommendations.**

Project Name	Department	Recommendation	Original Due Date	Closed Date
1. Reserve Fund Governance and Management Review	Financial and Corporate Services	Rec 1 - Update the governing document to promote the consistent administration and use of reserve funds	September 30, 2022	June 17, 2022

The Financial Services Branch updated City Policy C217E Reserve Funds & Equity Accounts Policy with definitions and provisions that clarify the roles, responsibilities, and administration of the City's Reserve Funds. The policy has been updated to direct users to a Reserve Register that describes each reserve fund, specifically its purpose, permitted uses, and the responsible City Branch.

Project Name	Department	Recommendation	Original Due Date	Closed Date
2. Use of IT Contracted Resources	City Operations	Rec 2 - Review supporting documentation for non-competitive procurements	March 31, 2022	July 11, 2022

The Corporate Procurement and Supply Services Branch staff have developed and implemented a new Procurement Standard that addresses this recommendation among other changes. The Procurement Standard replaces Procurement Administrative Policy (A1465) and its related procedures. It consolidates 13 guiding documents into one comprehensive standard. The Procurement Standard provides clearer guidance on the use of invitational processes, in particular for non-competitive procurements.

| 3. | Snow and Ice Control Audit | City Operations | Rec 3 - Improve change management processes | September 30, 2022 | September 19, 2022 |

The Parks and Roads Services Branch developed and implemented a change management framework and toolkit to support and improve change management processes. The toolkit includes a change management process workflow, interactive decision trees on change management plans, text case examples, templates and educational resources. The framework and toolkit were rolled out in August 2022.

| 4. | Snow and Ice Control Audit | City Operations | Rec 7 - Document service level commitments and operational arrangement | June 30, 2022 | June 15, 2022 |

The Parks and Roads Services Branch entered into a partnership agreement with Fleet and Facility Services Branch. The agreement will be reviewed annually. The agreement outlines roles and responsibilities for both branches, scope of key services provided by Fleet and Facility Services Branch, communication and reporting tactics, issue resolution process, KPI levels for equipment, and billing and payment terms.

| 5. | Snow and Ice Control Audit | City Operations | Rec 10 - Improve staff oversight | September 30, 2022 | September 21, 2022 |

The Parks and Roads Services Branch developed and implemented a staff oversight framework with linked resources and tools for the 2022-2023 winter season. The framework is designed to support consistent application and level of staff oversight among staff and teams, increased communication and provides opportunities for staff engagement and feedback year-round, and increased staff empowerment for operational decision-making.

Overdue Recommendations

There are two overdue recommendations.

No recommendations are **more than one year overdue.**

Two recommendations are **less than one year overdue.**

Project Name	Department	Recommendation	Months Overdue	Due date
1. Forestry Services Audit	City Operations	Rec 1 - Review pruning target	**10**	November 30, 2022 **Original due date:** November 30, 2021

Administration has updated its information and tracking capabilities for pruning. They are working on reviewing current service levels, budgeted workloads, and factors influencing productivity and capability. They require additional time to gather data to revise the budgets and targets for pruning. In our opinion, this is a reasonable extension of the implementation date.

Project Name	Department	Recommendation	Months Overdue	Due date
2. Information Technology – Disaster Recovery Planning	Financial and Corporate Services	Rec 1 - Fully implement the disaster recovery program	**9**	June 30, 2023 **Original due date:** December 31, 2021

Specific information related to this recommendation was not shared publicly due to *Freedom of Information and Protection of Privacy Act* exemptions. Some of the information could pose a risk to the City if malicious actors were made aware of it; as a result, any discussion related to this recommendation should be done in private.

Recommendations Not Yet Due

There are 12 recommendations that are **not yet due**.

Project Name	Department	Recommendation	Months until due	Due date
1. Forestry Services	City Operations	Rec 5 - Update guiding documents	**2**	November 30, 2022
2. Social Development	Community Services	Rec 2 - Evaluate activities and outcomes	**3**	December 30, 2022
3. Snow and Ice Control Audit	City Operations	Rec 8 - Develop cost-reduction and revenue generation opportunities	**3**	December 31, 2022
4. Project Management of Transportation Infrastructure	Integrated Infrastructure Services	Rec 1 - Project quality measurement and reporting	**3**	December 31, 2022
5. Arterial Roadway Assessment	Urban Planning and Economy	Rec 1 - Update the arterial roadway assessment guidance documents	**6**	March 31, 2023
6. Arterial Roadway Assessment	Urban Planning and Economy	Rec 2 - Document the methodology for and enhance reviews of the arterial roadway assessment calculations	**6**	March 31, 2023

7.	Historic Resource Management Program	Urban Planning and Economy	Rec 3 - Assess historic resources' condition	**6**	March 31, 2023
8.	City's Response to Homelessness	Office of the City Manager	Rec 1 - Develop a corporate-wide homelessness plan	**15**	December 13, 2022
9.	City's Response to Homelessness	Office of the City Manager	Rec 2 - Assign accountability for homelessness plan	**15**	December 13, 2022
10.	City's Response to Homelessness	Office of the City Manager	Rec 3 - Develop performance measures and evaluate the homelessness plan	**15**	December 13, 2022
11.	IT General Controls - Process Ownership	Financial and Corporate Services	Rec 1 - Update and fully implement IT governance framework	**21**	June 30, 2024
12.	Historic Resource Management Program	Urban Planning and Economy	Rec 1 - Update guiding documents	**27**	December 31, 2024