

**OFFICE OF
THE CITY AUDITOR**

REPORT RECOMMENDATION FOLLOW-UP

Administration closed 6 recommendations.

There are 47 outstanding recommendations: 35 are not yet due and 12 are overdue.

April 10, 2025

Recommendation Dashboard



Office of the City Auditor - Recommendations Summary

47

recommendations currently outstanding

6recommendations closed since
last report to audit committee**5**

recommendations closed in the last 30 days

Age of Recommendations

Years since recommendation was made

Less than 1 year 24

1-2 years 17

More than 2 years 6

Outstanding Recommendation Distribution

Overdue
12Not yet due
35

Outstanding Recommendations by Department

City Operations
16Financial and Corporate
Services
6Office of the City Manager
6Urban Planning and
Economy
6Integrated
Infrastructure
Services
4Community Services
7**14**

recommendations due in the next 6 months

80%of recommendations due to date in
2025 closed on time

Closed Recommendations

Since our last report (January 30, 2025) Administration has **closed 6 recommendations**.

Project Name	Department	Recommendation	Due Date	Closed Date
1. City Governance of Fort Edmonton Park	Community Services	Rec 2 - Clarify roles and responsibilities of various stakeholders	April 30, 2024 1st Revised due date: December 31, 2024 2nd Revised due date: February 28, 2025	March 4, 2025

On October 3, 2022 we recommended that the City Manager clarify the roles and responsibilities of the various stakeholders involved in Fort Edmonton Park.

The Community Recreation and Culture Branch created a document that reflects the current state of the roles and responsibilities of senior governors and leadership as it relates to operations at Fort Edmonton Park. The document was reviewed by Administration and Fort Edmonton Management Cooperation (FEMCo) leadership. Both parties accept that the document represents the current state, with a note that the document could need updating as the future operating model of the Park is determined.

2. Enforcement Services Management and Support	Community Services	Rec 2 - Update policies and procedures	June 28, 2024 1st Revised due date: January 31, 2025	March 21, 2025
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**2nd
Revised
due date:**April 30,
2025

On October 22, 2022 we recommended that the Community Standards Branch update enforcement related policies and procedures to reflect current practices, resources, and priorities.

The Community Standards Branch has completed a Peace Officer Operational Manual, which amalgamated and updated policies and procedures for all City of Edmonton Peace Officers into one manual. The Branch also completed a review of all Standard Operating Procedures for all Community Standard Branch Enforcement teams (including the Municipal Enforcement Officers). Finally, the Branch documented a policy framework, including a policy cycle to manage the review of policies, procedures, and operating documents on an ongoing basis.

3. Waste Collections Audit	City Operations	Rec 4 - Improve inventory management	March 31, 2025	March 24, 2025
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On August 15, 2024 we recommended that the Waste Services Branch improve inventory management to provide more oversight over City cart assets.

The Waste Services Branch created an Standard Operating Procedure (SOP) to facilitate the accurate and effective management of curbside cart inventory. This SOP outlines a semi-annual audit that consists of: comparing carts with their current deployment status, a physical inventory count of all carts in the City operated and Contractor operated yards, and an investigation of any discrepancies. The Waste Services Branch performed a trial audit in accordance with the SOP on February 19, 2025.

4. City's Response to 311 Requests	Multiple departments	Rec 3 - Identify KPIs and targets	March 31, 2025	March 26, 2025
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On November 14, 2023 we recommended that City Departments improve their performance measurements for 311 tickets by identifying key measures and targets and by clarifying how they calculate their results.

311 worked with City Departments to standardize a key performance measure for the percentage of tickets closed within resolution timelines. They have clarified how they calculate the result by creating a methodology document and creating a standardized input sheet used by each business area to identify their resolution timelines. Additionally, a target of 90% has been set.

5. Blatchford Development Performance Management Audit	Integrated Infrastructure Services	Rec 3 - Collect and Analyze Performance Data	March 31, 2025	April 2, 2025
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On April 15, 2024 we recommended that the Blatchford Redevelopment Office regularly collect and analyze data related to performance measures to determine whether progress aligns with expectations.

The Blatchford Redevelopment Office has created a spreadsheet to collect and analyze performance data. Within it, each measure is listed, as well as frequency of collection, target, data source, 2024 actuals, percent variance, and a variance explanation. The data source is linked to supporting data, which is timely and matches the reported actual demonstrating data collection. Actuals are compared to targets, with variances identified and explained, demonstrating data analysis.

6. Equitable Recreation Programming	Community Services	Rec 1 - Conduct community needs assessment	March 31, 2024	April 17, 2024
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On June 6, 2024 we recommended that the Community Recreation and Culture Branch, in collaboration with the Community Services Department's communications area, improve how it obtains information on recreation programming needs from the broader community to identify access barriers and inform equitable recreation program planning.

The Community Recreation and Culture Branch has developed a research approach, emphasizing the use of diverse methods to gather and analyze data from multiple perspectives. This approach included community engagement through survey and focus groups, jurisdictional scan and state of sport research. The approach is targeted at understanding the needs of all community members, including barriers to access and enables the City to gather qualitative and quantitative data to inform holistic strategic considerations as it relates to provision of equitable programs and services. This has improved and strengthened their capacity to gather input from residents and the broader community. The Branch has completed the first phase by obtaining information on sports and recreation programming needs.

Overdue Recommendations

There are twelve overdue recommendations.

Three recommendations are **more than one year overdue**.

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

Project Name	Department	Recommendation	Months Overdue	Due date
1. Safety Codes Permits & Inspection Services	Urban Planning and Economy	Rec 2 - Expand risk-based inspections	18	September 30, 2023 1st Revised due date: December 31, 2024 2nd Revised due date: December 31, 2025
2. City's Response to Homelessness	Community Services	Rec 3 - Develop performance measures and evaluate the homelessness plan	15	December 31, 2023 1st Revised due date: December 31, 2024 2nd Revised due date: December 31, 2025

3.	Enforcement Services Management and Support	Community Services	Rec 3 - Implement functional dispatch and GPS systems	15	December 31, 2023 1st Revised due date: December 31, 2024 2nd Revised due date: March 31, 2025 3rd Revised due date: June 2, 2025
4.	Grants and Subsidies	Financial and Corporate Services	Rec 2 - Monitor and report on business area compliance	12	March 31, 2024 1st Revised due date: September 30, 2024 2nd Revised due date: September 30, 2025
5.	Grants and Subsidies	Financial and Corporate Services	Rec 3 - Evaluate grant programs and subsidies	12	March 31, 2024 Revised due date: September 30, 2025

6.	Employee Absences and Overtime	Office of the City Manager	Rec 2 - Improve earned day off program communication and tracking	9	June 30, 2024 1st Revised due date: October 31, 2024 2nd Revised due date: March 31, 2025 3rd Revised due date: June 30, 2025
7.	City's Response to 311 Requests	Multiple Departments	Rec 2 - Departments to close tickets after request has been resolved	6	September 30, 2024 Revised due date: April 30, 2025
8.	City Governance of Fort Edmonton Park	Community Services	Rec 1 - Update governance documents	3	December 31, 2024 Revised due date: December 31, 2025

9.	City Governance of Fort Edmonton Park	Community Services	Rec 3 - Clarify City's funding approach of FEMCo	3	December 31, 2024 Revised due date: December 31, 2025
10.	Civic Agencies Governance	Office of the City Manager	Rec 2 - Support Council to regularly review mandate	3	December 31, 2024 Revised due date: June 30, 2025
11.	Historic Resource Management Program	Urban Planning and Economy	Rec 1 - Update guiding documents	3	December 31, 2024 Revised due date: June 30, 2026
12.	IT Asset Management	Financial and Corporate Services	Rec 2 - Maintain accurate software license data	3	December 31, 2024 Revised due date: September 30, 2025

Administration provides the Office of the City Auditor with the revised due dates and rationale for the date for each recommendation that is overdue. We have assessed each of the revised dates as reasonable.

Recommendations Not Yet Due

There are 35 recommendations that are **not yet due**.

Project Name	Department	Recommendation	Months until due	Due date
1. Blatchford Development Performance Management	Integrated Infrastructure Services	Rec 4 - Regularly report on progress	3	June 30, 2025
2. Blatchford Development Performance Management	Integrated Infrastructure Services	Rec 5 - Develop action plans	3	June 30, 2025
3. Capital Asset Management	Integrated Infrastructure Services	Rec 5 - Improve asset management performance measurement	3	June 30, 2025
4. Cyber Security Program	Financial and Corporate Services	Rec 9 - Made in private	3	June 30, 2025
5. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 1 - Update and Use Documented Assessment Guidelines for Eligibility and Review Decisions	3	June 30, 2025
6. Fraud Risk Management Assessment	Multiple Departments	Rec 1 - Develop a fraud risk management program	3	June 30, 2025

7.	Fraud Risk Management Assessment	Office of the City Manager	Rec 2 - Define the City's fraud risk appetite	3	June 30, 2025
8.	Fraud Risk Management Assessment	Office of the City Manager	Rec 5 - Update the Fraud and Whistleblower Administrative Directive	3	June 30, 2025
9.	Waste Collection Services	City Operations	Rec 1 - Improve service verification application data integrity	3	June 30, 2025
10.	Waste Collection Services	City Operations	Rec 2 - Enhance training and guidance documents for collectors to improve quality of data	3	June 30, 2025
11.	Dedicated Accessible Transit Services (DATS)	City Operations	Rec 3 - Improve Contract Monitoring and Apply Formal Controls	3	June 30, 2025
12.	Dedicated Accessible Transit Services (DATS)	City Operations	Rec 5 - Improve Strategic Planning	3	June 30, 2025
13.	Dedicated Accessible Transit Services (DATS)	City Operations	Rec 7 - Implement Data Validation Controls and Data Quality Assurance	3	June 30, 2025
14.	Fraud Risk Management Assessment	Office of the City Manager	Rec 4 - Develop fraud risk assessment methodology	6	September 30, 2025
15.	Facility Maintenance Services	City Operations	Rec 4 - Monitor staff	8	November 30, 2025

16. Cyber Security Program	Financial and Corporate Services	Rec 2 - Made in private	9	December 31, 2025
17. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 2 - Update Password Requirements and Destroy Sensitive Information	9	December 31, 2025
18. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 4 - Have a Second Individual Review and Approve Contractor Assessments and Invoices	9	December 31, 2025
19. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 6 - Regularly Review Service Model	9	December 31, 2025
20. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 8 - Update Training Materials and Track Training Completion	9	December 31, 2025
21. Environmental and Climate Governance	Urban Planning and Economy	Rec 1 - Formalize roles and responsibilities	9	December 31, 2025
22. Environmental and Climate Governance	Urban Planning and Economy	Rec 2 - Build climate competencies	9	December 31, 2025
23. Facility Maintenance Services	City Operations	Rec 3 - Determine workload capacity	9	December 31, 2025
24. Fraud Risk Management Assessment	Office of the City Manager	Rec 3 - Enhance Fraud Awareness Education	9	December 31, 2025

25. Facility Maintenance Services	City Operations	Rec 2 - Document and complete work orders	10	January 31, 2026
26. Facility Maintenance Services	City Operations	Rec 5 - Monitor safety requirements	10	January 31, 2026
27. Equitable Recreation Programming	Community Services	Rec 2 - Develop an integrated plan	12	March 31, 2026
28. Facility Maintenance Services	City Operations	Rec 1 - Update governing documents	14	May 31, 2026
29. Equitable Recreation Programming	Community Services	Rec 3 - Identify and track minimum objectives for each programming type and individual program	15	June 30, 2026
30. Environmental and Climate Governance	Urban Planning and Economy	Rec 3 - Develop a monitoring evaluation framework	15	June 30, 2026
31. Environmental and Climate Governance	Urban Planning and Economy	Rec 4 - Improve climate-informed decision making	15	June 30, 2026
32. Equitable Recreation Programming	Community Services	Rec 4 - Develop documented guidance	18	September 30, 2026
33. Cyber Security Program	Financial and Corporate Services	Rec 5 - Made in private	21	December 31, 2026
34. Waste Collection Services	City Operations	Rec 3 - Assess the division of internal and external service providers for collection services	21	December 31, 2026

35. Capital Asset Management	Integrated Infrastructure Services	Rec 2 - Guide development of Asset Management Plans	33	December 31, 2027
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Recommendation Follow-Up Process

BACKGROUND

Establishing a follow-up process to monitor and ensure that Administration has effectively implemented audit recommendations is an essential part of an effective audit process. It allows Council, Administration, and the Office of the City Auditor to know that prior recommendations and the risks that led to those recommendations have been addressed.

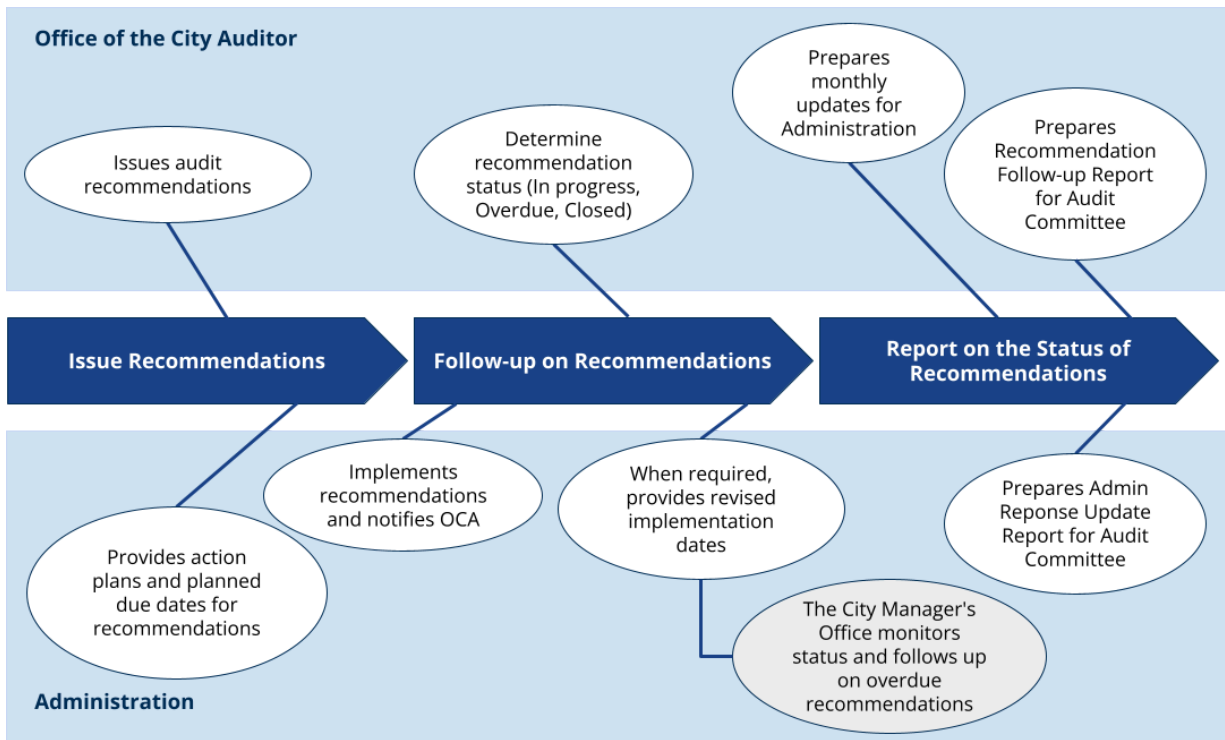
RECOMMENDATION FOLLOW-UP PROCESS

The Office of the City Auditor's follow-up process provides Council and the Administration with timely updates on commitments made in response to audit recommendations.

The recommendation follow-up process consists of three main activities:

1. Issuing recommendations
2. Following-up on recommendations
3. Reporting on the status of recommendations

The chart on the next page depicts the follow-up process and the roles of the Office of the City Auditor and Administration in the process.



REVISING ACTION PLANS AND DUE DATES

Administration sometimes needs to revise action plans and planned due dates as a result of unforeseen circumstances, such as competing priorities, changes in resources, and changes in industry requirements. We continue to track recommendation status based on the original due date, and provide the revised due date in this report.

CLOSING RECOMMENDATIONS

Once administration notifies us that they have implemented the recommendation, we interview appropriate business area staff and review documentation to evaluate administration's actions. We evaluate whether their actions have addressed the risks identified during the audit. We close the recommendation once Administration has met the intent of the recommendation.