

Edmonton

OFFICE OF
THE CITY AUDITOR

REPORT RECOMMENDATION FOLLOW-UP

Administration closed 4 recommendations.

There are 50 outstanding recommendations: 41 are not yet due and 9 are overdue.

JUNE 9, 2025

Recommendation Dashboard

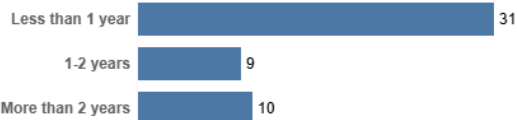


Office of the City Auditor - Recommendations Summary

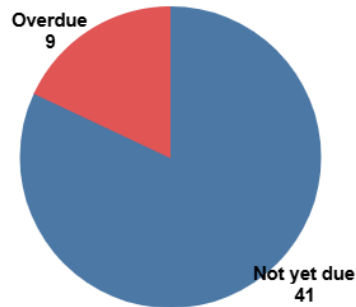
50

recommendations currently outstanding

Years since recommendation was made



Outstanding Recommendation Distribution



14

recommendations due
in the next 6 months

2

recommendations closed
in the last 30 days

4

recommendations closed since
last report to audit committee

11

recommendations closed
to date in 2025

80%

of recommendations due to date in
2025 closed on time

Outstanding Recommendations by Department



Closed Recommendations

Since our last report (April 10, 2025) Administration has **closed 4 recommendations.**

Project Name	Department	Recommendation	Due Date	Closed Date
1. City's Response to 311 Requests	Multiple Departments	Rec 2 - Departments to close tickets after request has been resolved	September 30, 2024 Revised due date: April 30, 2025	April 24, 2025

On November 14, 2023 we recommended that City Departments close the 311 service ticket after they have resolved the request.

311 worked with City Departments to review all tickets that have been created and transferred to their departments in 2024 for alignment with the current definition of closure for a ticket. After this thorough review, they have determined that 92 percent of tickets are currently being closed when the service ticket has been resolved. The remaining 8 percent is due to technical issues, or resourcing issues that will be continuously addressed by the City Departments. Management has sufficiently met the intent of this recommendation.

2. Employee Absences and Overtime	Office of the City Manager	Rec 2 - Improve Earned Days Off Program communication and tracking	June 30, 2024 1st Revised due date: October 31, 2024 2nd Revised due date: March 31, 2025	April 25, 2025
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**3rd
Revised
due date:**

June 30,
2025

On June 9, 2023 we recommended that the Employee Services Department provide City staff with consistent guidance on the use and tracking of earned days off (EDOs) and monitor that business areas are tracking employees' used EDOs against annual entitlements.

To provide staff with consistent guidance on the use and tracking of EDOs Employee Services:

- Created a Guide for Supervisors on Earned Day Off (EDO) and Compressed Hours of Work (CHOW) Programs.
- Revised and updated multiple other resources referenced in onboarding and available to staff.
- Worked with Branch Leadership Teams to remind leaders that they are responsible to track EDOs against entitlements and approve EDOs in the City's time reporting system accordingly.
- Created a tracking tool template for business areas to use.

To monitor that business areas are tracking employees' used EDOs against annual entitlements, Employee Services:

- Developed a document to record conversations with directors that also contains links to the tracking tools used by all business areas.
 - Created a Standard Operating Procedure to ensure HR Business Partners will review EDO tracking two times per year (spring and fall) to confirm business areas have an effective process in place for reviewing used EDOs against entitlements.
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3. [Enforcement
Services
Management
and Support](#)

Community
Services

Rec 3 - Implement
functional dispatch
and GPS systems

December 31, 2023 June 9,
2025

**1st
Revised
due date:**

December
31, 2024

**2nd
Revised
due date:**

March 31,
2025

**3rd
Revised
due date:**June 2,
2025

On October 3, 2022, we recommended that the Community Standards and Neighbourhoods Branch (now Community Standards Branch) implement a fully functional dispatch and GPS system.

The Community Standard Branch launched an OnCall Computer Aided Dispatch (CAD) system with Community Standard Dispatchers, Peace Officers, and Municipal Enforcement Officers to establish a safer working environment. Staff were trained on the system as well as guiding documents were developed to assist staff with usage of the new system and change management. The CAD system has the ability to enhance program effectiveness, improve officer safety, increase efficiency, and enhance public service delivery.

4. Capital Asset Management	Integrated Infrastructure Services	Rec 5 - Improve asset management performance measurement	June 30, 2025	June 9, 2025
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On August 31, 2023, we recommended that the Integrated Infrastructure Service Department improve the City's capital asset management performance measurement by developing a level of service framework to support asset managers, and clearly define its strategic performance measures.

The Integrated Infrastructure Services Department developed the Service Level Guide 2025, which was endorsed by the Corporate Asset Management Steering Committee. The guide includes a definition of what service levels are, explanations of technical and customer service levels, as well as guidance on how to set and review service levels.

The Department also created six performance measures relating to the improvement plan within the Strategic Asset Management Plan. For each measure, the Department has defined the measure, its target, data source, data contributors, and update timeline.

Overdue Recommendations

There are nine overdue recommendations.

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

Five 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	20	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	17	December 31, 2023 1st Revised due date: December 31, 2024 2nd Revised due date: December 31, 2025

3.	Grants and Subsidies	Financial and Corporate Services	Rec 2 - Monitor and report on business area compliance	14	March 31, 2024 1st Revised due date: September 30, 2024 2nd Revised due date: September 30, 2025
4.	Grants and Subsidies	Financial and Corporate Services	Rec 3 - Evaluate grant programs and subsidies	14	March 31, 2024 Revised due date: September 30, 2025
5.	City Governance of Fort Edmonton Park	Community Services	Rec 1 - Update governance documents	5	December 31, 2024 Revised due date: December 31, 2025
6.	City Governance of Fort Edmonton Park	Community Services	Rec 3 - Clarify City's funding approach of FEMCo	5	December 31, 2024 Revised due date: December 31, 2025

7.	Civic Agencies Governance	Office of the City Manager	Rec 2 - Support Council to regularly review mandate	5	December 31, 2024 Revised due date: June 30, 2025
8.	Historic Resource Management Program	Urban Planning and Economy	Rec 1 - Update guiding documents	5	December 31, 2024 Revised due date: June 30, 2026
9.	IT Asset Management	Financial and Corporate Services	Rec 2 - Maintain accurate software license data	5	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 41 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	1	June 30, 2025
2. Blatchford Development Performance Management	Integrated Infrastructure Services	Rec 5 - Develop action plans	1	June 30, 2025
3. Cyber Security Program	Financial and Corporate Services	Rec 9 - Made in private	1	June 30, 2025 Revised due date: March 1, 2026
4. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 1 - Update and use documented assessment guidelines for eligibility and review decisions	1	June 30, 2025
5. Fraud Risk Management Assessment	Multiple Departments	Rec 1 - Develop a fraud risk management program	1	June 30, 2025

6.	Fraud Risk Management Assessment	Office of the City Manager	Rec 2 - Define the City's fraud risk appetite	1	June 30, 2025
7.	Fraud Risk Management Assessment	Office of the City Manager	Rec 5 - Update the Fraud and Whistleblower Administrative Directive	1	June 30, 2025
8.	Waste Collection Services	City Operations	Rec 1 - Improve service verification application data integrity	1	June 30, 2025
9.	Waste Collection Services	City Operations	Rec 2 - Enhance training and guidance documents for collectors to improve quality of data	1	June 30, 2025
10.	Dedicated Accessible Transit Services (DATS)	City Operations	Rec 3 - Improve contract monitoring and apply formal controls	4	September 30, 2025
11.	Dedicated Accessible Transit Services (DATS)	City Operations	Rec 5 - Improve strategic planning	4	September 30, 2025
12.	Dedicated Accessible Transit Services (DATS)	City Operations	Rec 7 - Implement data validation controls and data quality assurance	4	September 30, 2025
13.	Fraud Risk Management Assessment	Office of the City Manager	Rec 4 - Develop fraud risk assessment methodology	4	September 30, 2025
14.	Facility Maintenance Services	City Operations	Rec 4 - Monitor staff	6	November 30, 2025

15. Affordable Housing Funding Decisions	Community Services	Rec 2 - Review individual application scores	7	December 31, 2025
16. Affordable Housing Funding Decisions	Community Services	Rec 5 - Improve below market sales agreement monitoring	7	December 31, 2025
17. Cyber Security Program	Financial and Corporate Services	Rec 2 - Made in private	7	December 31, 2025
18. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 2 - Update password requirements and destroy sensitive information	7	December 31, 2025
19. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 4 - Have a second individual review and approve contractor assessments and invoices	7	December 31, 2025
20. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 6 - Regularly review service model	7	December 31, 2025
21. Dedicated Accessible Transit Services (DATS)	City Operations	Rec 8 - Update training materials and track training completion	7	December 31, 2025
22. Environmental and Climate Governance	Urban Planning and Economy	Rec 1 - Formalize roles and responsibilities	7	December 31, 2025

23.	Environmental and Climate Governance	Urban Planning and Economy	Rec 2 - Build climate competencies	7	December 31, 2025
24.	Facility Maintenance Services	City Operations	Rec 3 - Determine workload capacity	7	December 31, 2025
25.	Fraud Risk Management Assessment	Office of the City Manager	Rec 3 - Enhance fraud awareness education	7	December 31, 2025
26.	Facility Maintenance Services	City Operations	Rec 2 - Document and complete work orders	8	January 31, 2026
27.	Facility Maintenance Services	City Operations	Rec 5 - Monitor safety requirements	8	January 31, 2026
28.	Affordable Housing Funding Decisions	Community Services	Rec 1 - Improve guidance and supporting documentation	9	March 1, 2026
29.	Affordable Housing Funding Decisions	Community Services	Rec 3 - Improve Affordable Housing Investment Program grant agreement monitoring	9	March 1, 2026
30.	Affordable Housing Funding Decisions	Community Services	Rec 4 - Develop below market sales guidelines	9	March 1, 2026
31.	Equitable Recreation Programming	Community Services	Rec 2 - Develop an integrated plan	10	March 31, 2026

32. Taxation, Assessment and Collection System	Financial and Corporate Services	Rec 1 - Establish a governing body for the Taxation, Assessment and Collection System application	10	March 31, 2026
33. Taxation, Assessment and Collection System	Financial and Corporate Services	Rec 2 - Implement Taxation, Assessment and Collection System application risk management	10	March 31, 2026
34. Facility Maintenance Services	City Operations	Rec 1 - Update governing documents	12	May 31, 2026
35. Equitable Recreation Programming	Community Services	Rec 3 - Identify and track minimum objectives for each programming type and individual program	13	June 30, 2026
36. Environmental and Climate Governance	Urban Planning and Economy	Rec 3 - Develop a monitoring evaluation framework	13	June 30, 2026
37. Environmental and Climate Governance	Urban Planning and Economy	Rec 4 - Improve climate-informed decision making	13	June 30, 2026
38. Equitable Recreation Programming	Community Services	Rec 4 - Develop documented guidance	16	September 30, 2026
39. Cyber Security Program	Financial and Corporate Services	Rec 5 - Made in private	19	December 31, 2026
40. Waste Collection Services	City Operations	Rec 3 - Assess the division of internal and external service providers for collection services	19	December 31, 2026

41. Capital Asset Management	Integrated Infrastructure Services	Rec 2 - Guide development of Asset Management Plans	31	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.

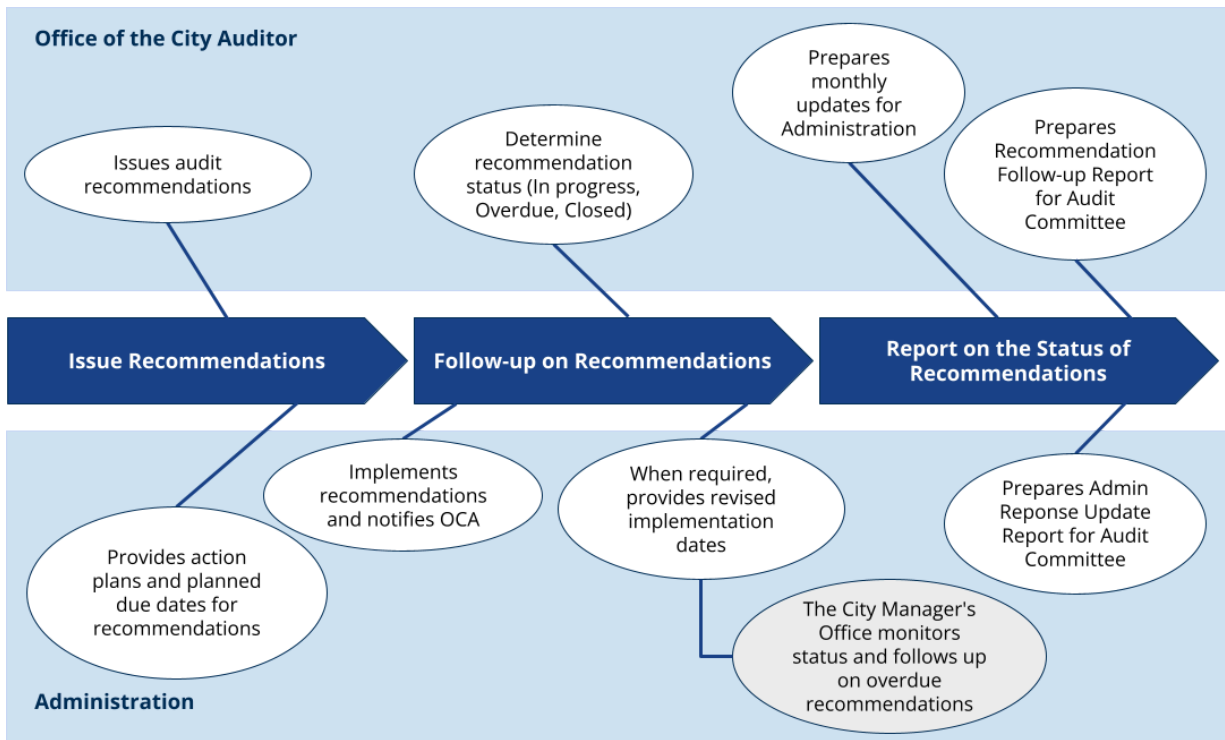
RECOMMENDATION FOLLOW-UP PROCESS

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.