

CITY OF ST. ALBERT
**INTERNAL AUDITOR AND INTERNAL AUDIT
STEERING COMMITTEE
MEETING AGENDA**

Wednesday, June 24, 2026

3:00 PM Douglas Cardinal Boardroom

1. **Call to Order - Welcome & Introductions**
2. **Adoption of Agenda**
 - 2.1 **AR-26-300** Adoption of Agenda
3. **Approval of Minutes**
 - 3.1 **MIN-26-055** Internal Audit Steering Committee Meeting Minutes of March 25, 2026
Attachments: 2026 03 25 IASC Minutes - UNADOPTED
4. **Committee Business**
 - 4.1 **AR-26-301** Servus Credit Union Place Operational Review - Scope of Work
Presented by: Nicole Duley, Manager, Strategic Service, Financial & Strategic Services
 - 4.2 **AR-26-303** Cybersecurity Audit Implementation Progress Update
Presented by: Joanne Graham, Director, IT and Luke Pickard, Manager, IT Technical Services, Information Technology

- 4.3 AR-26-304 Procurement Audit Implementation Progress Update**
Presented by: Varsha Dua, Strategic Business
Advisor, Alicia Ushko, Manager, Purchasing Services
and Anne Victoor, Director, Financial & Strategic
Services

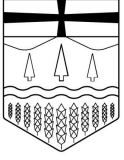
Attachments: 2026 Procurement Audit Progress Update

- 4.4 AR-26-305 Resource Planning Model Review Implementation**
Progress Update
Presented by: Shawn O’Connell, Manager, Labour
Relations & Advisory and Ryan Stovall, Director,
Human Resources & Safety

Attachments: 2026 Resource Planning Model Progress Update

5. Next Meeting

6. Adjournment



File #: AR-26-300, Version: 1

TAMRMS#: B02

Adoption of Agenda

RECOMMENDATION(S)

That the Chair declared the June 24, 2026 Agenda be adopted as presented.

Report Date: June 24, 2026

Department: Legal, Legislative & Records Services



File #: MIN-26-055, **Version:** 1

TAMRMS#: B02

Internal Audit Steering Committee Meeting Minutes of March 25, 2026

RECOMMENDATION:

That the Meeting Minutes of March 25, 2026 be adopted as presented.

Report Date: June 24, 2026

Department: Legal, Legislative & Records Services

Minutes of a Meeting of the Internal Audit Steering Committee held in the Douglas Cardinal Boardroom, St. Albert Place, 3rd floor, on the above date at 3:00 p.m.

Present:

Mayor Olivieri
Councillor Hughes - Chair
Councillor MacKay – Vice Chair
S. Cribb
S. Mikus

Other Council Members in Attendance:

Councillor Clark

Staff:

B. Fletcher, Chief Administrative Officer
N. Duley, Manager, Finance & Strategic Services
D. George, Director, Engineering
K. Peter, Director, Planning & Development
M. Rowda, Manager, Capital Projects, Engineering
K. Droogers, Legislative Officer

Welcome and Call to Order

The Chair called the meeting to order at 1:31 p.m. and welcomed the Committee members and staff in attendance.

Adoption of Agenda

The Chair declared the March 25, 2026, agenda adopted as presented.

Approval of Minutes

The Chair declared the minutes of February 13, 2025, adopted as presented.

Implementation Progress Updates

Planning and Development Process Improvement Progress Update

K. Peter provided an update and summary to the committee in regard to the Planning and Development Process Improvement update and answered questions of the committee.

Capital Project Management Standardization Review Progress Update

D. George presented to the committee on the Capital Project Management Standardization Review Progress update and answered questions of the committee.

Committee Business

2025 Internal Audit Steering Committee Annual Report

N. Duley presented to the committee on the Annual Report.

Moved by Mayor Olivieri

That the Internal Audit Steering Committee approve the draft 2025 IASC Annual Report, as amended, and recommend the report to be received by City Council as information.

CARRIED UNANIMOUSLY

Review of the Corporate Risk Register – In Camera

Moved by Councillor MacKay

That the Internal Audit Steering Committee move in camera to discuss a matter pursuant to section 29(1)(a) (Advice, proposals, recommendations, analyses or policy options developed by or for a public body) of the *Access to Information Act*.

CARRIED UNANIMOUSLY

The Committee went in camera at 2:19 p.m.

Moved by Mayor Olivieri

That the Committee reconvene in Public.

CARRIED UNANIMOUSLY

The Committee reconvened in Public at 2:26 p.m.

The Committee recessed at 2:27 p.m.

The Committee reconvened at 2:39 p.m.

Moved by Councillor MacKay

That the Internal Audit Steering Committee move in camera to discuss a matter pursuant to section 29(1)(a) (Advice, proposals, recommendations, analyses or policy options developed by or for a public body) of the *Access to Information Act*.

CARRIED UNANIMOUSLY

The Committee went in camera at 2:39 p.m.

Moved by S. Cribb

That the Committee reconvene in Public.

CARRIED UNANIMOUSLY

The Committee reconvened in Public at 2:59 p.m.

2026-2028 IASC Multi-Year Work Plan

N. Duley presented to the committee on the Multi-Year Work Plan.

Moved by S. Mikus

That the Internal Audit Steering Committee recommend the 2026-2028 Multi-Year Workplan to City Council for approval.

CARRIED UNANIMOUSLY

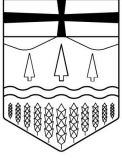
Adjournment

The Chair declared the meeting adjourned at 3:10 p.m.

CHAIR

DESIGNATED OFFICER

UNADOPTED



File #: AR-26-301, Version: 1

TAMRMS#: B06

4.1

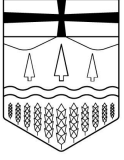
Servus Credit Union Place Operational Review - Scope of Work

Presented by: Nicole Duley, Manager, Strategic Service, Financial & Strategic Services

RECOMMENDATION(S)

1. That Council move in camera to discuss a matter pursuant to sections 19(1) and 29(1)(a) of the *Access to Information Act*.
2. That the IASC approve the Attachment “Draft Scope of Work” to the Agenda Report “Servus Place Operational Review Scope of Work” dated June 24, 2026 and direct Administration to proceed to a competitive bid procurement process.

Report Date: June 24, 2026 Internal Audit Steering Committee



File #: AR-26-303, Version: 1

TAMRMS#: B06

4.2

Information Item Only

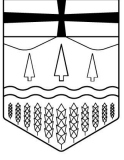
Cybersecurity Audit Implementation Progress Update

Presented by: Joanne Graham, Director, IT and Luke Pickard, Manager, IT Technical Services, Information Technology

SUMMARY

The purpose of the report is to update the Internal Audit Steering Committee (IASC) on the status of the implementation of approved actions to address the recommendations contained in the Cybersecurity Audit Final Report.

Report Date: June 24, 2026 Internal Audit Steering Committee



File #: AR-26-304, Version: 1

TAMRMS#: B06

4.3

Information Item Only

Procurement Audit Implementation Progress Update

Presented by: Varsha Dua, Strategic Business Advisor, Alicia Ushko, Manager, Purchasing Services and Anne Victoor, Director, Financial & Strategic Services

SUMMARY

The purpose of the report is to update the Internal Audit Steering Committee (IASC) on the status of the implementation of approved actions to address the recommendations contained in the Procurement Audit Final Report.

Report Date: June 24, 2026 Internal Audit Steering Committee

Procurement Audit Progress Report – 2026

Presented to the Internal Audit Steering Committee

June 2026



Procurement Audit Progress Report

The Procurement Audit Progress Report is used to update the Internal Audit Steering Committee (IASC) on the status of the implementation of approved action plans to address the recommendations contained in the Procurement Audit Report. This report is prepared on an annual basis.

About the Procurement Audit

The Procurement Audit was the first audit directed by the IASC and was completed in Q4 2019. Upon receipt of the report administration began implementing recommendations. The implementation of recommendations was disrupted in 2020 and 2021 which delayed many of the recommendations. Revised completion dates provided in this report indicate the Procurement Audit should be fully implemented by end of 2029.

Project Approach, Benefits & Accomplishments - 2025 and Early 2026

The Procurement Audit project team has continued to implement audit recommendations through a phased and foundational approach, focusing on establishing sustainable procurement practices, governance, tools, and resources before introducing more advanced procurement functions. Significant progress was achieved throughout 2025 and into 2026, with key foundational elements now in place to support the implementation of remaining recommendations related to contract management, vendor performance management, procurement risk management, and organizational training.

This approach continues to support effective change management, reduce operational risk, improve consistency across procurement activities, and create efficiencies for both Purchasing Services and business areas across the organization

Key accomplishments achieved by the project team within the last year include:

- Completion of documentation and standardization of core procurement processes
- Launch of the Purchasing Services Vine site to provide employees with procurement resources, tools, templates, and guidance
- Organizational rollout of RFx Drafter to support the development and preparation of competitive procurement documents
- Completion of the transition of Corporate Procurement Card administration from Purchasing Services to Finance
- Completion of current state and best practice research for Vendor Performance Management
- Addition of a Contract Management Specialist position to support future contract management and vendor performance initiatives

Completed

Recommendations

- ✓ 1. Clarify Roles and Responsibilities
- ✓ 2. Develop Common Procurement Processes
- ✓ 4. E-procurement Solution
- ✓ 14. Corporate Credit Cards
- ✓ 16. Guidance on Procurement Contracts

Current


Recommendations



- 3. Communication and Training
- 5. Documenting key activities and decisions
- 6. Procurement File Checklist
- 9. Resourcing
- 12. Risk-based Internal Control Framework
- 13. Implement Mitigating Controls
- 15. Contract Management Policy
- 17. Contactor References
- 18. Contractor Evaluation
- 19. Vendor's Previous Performance




Future



Recommendations





- 7. Procurement Planning and Resourcing
- 8. Leveraging Buying Power
- 10. Purchase Approval
- 11. Spend Analysis
- 20. Competitive Thresholds


Recommendations	Report Risk Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
Procurement Audit					
 1. Clarify Roles and Responsibilities	High	<p>To adequately support the current decentralized procurement model, the City should clarify the roles and responsibilities of Purchasing, Legal Services and user departments in the procurement process. Guidance should also be provided on when consultation with Purchasing and Legal Services is required (e.g. high risk / high complexity procurement or when changes are made to contract templates). Once clarified, the Purchasing Policy should be updated to delineate the roles and responsibilities of Purchasing, Legal Services and user departments, including guidance on when consultation with Purchasing and Legal Services is required.</p>	12/31/20	<p>Defined roles and responsibilities have been drafted and presented to Leadership Team (July 2023). This includes roles and consultation guidelines for all departments with corporate functions.</p> <p>The directive update is scheduled to occur when other aspects of the Purchasing Directive are ready.</p> <p>The Purchasing Services Vine page with updated Vine posts has been launched to help employees understand collaboration and when to involve other departments in procurement</p>	7/31/23
 2. Develop Common Procurement Processes	High	<p>In conjunction with clarifying the roles and responsibilities of Purchasing, Legal Services and user departments, the City should develop and document common procurement processes for employees to follow when acquiring goods and services (including construction).</p>	12/31/20	<p>The development and documentation of current purchasing processes have been finalized. The processes incorporate new roles and responsibilities and address changes resulting from the introduction of new software. This is a major component to more effectively support the remaining audit recommendations.</p>	3/31/24



Recommendations	Report Risk Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 3. Communication and Training	Medium	<p>The City should develop a communication and training plan to guide the implementation of the common procurement processes and the procurement user guide. The plan should include information on how the common processes will be communicated across the City and a schedule for employee training.</p>	12/31/20	<p>Training resources have been developed for the implementation of new software.</p> <p>Work has started on assessing training needs for the documented procurement processes and internal communication tactics will be planned for systematic rollout.</p> <p>The project team has identified additional training requirements that will be supported through the implementation of other recommendations. The communication and training plan has been updated to reflect priorities for 2026 with a scheduled rollout for fall 2026.</p>	8/31/27
 4. E-procurement Solution	Medium	<p>The City should consider obtaining and implementing an E-Procurement solution that will increase the efficiency and consistency of purchasing processes across the City. Such tools also provide document storage capacity allowing users to easy retain procurement documents and evidence compliance with policy and trade agreements.</p>	12/31/20	<p>Bids and Tenders has been implemented and is in use by employees and vendors for procurements. Additional modules will be implemented once contract management, vendor performance, and approvals are complete.</p> <p>A second software, RFx Drafter has been implemented to assist with the development of tender documents posted on Bids and Tenders. This software was soft launched at the end of 2023 with a wider release and training done in 2024.</p>	6/30/24




Recommendations	Report Risk Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 5. Documenting key activities and decisions	High	The City should expand the required activities that should be performed and information that should be documented within the master bid file. An expanded summary/checklist of key activities, reviews/approvals and documents to be retained in the master bid file should be developed and implemented.	12/31/20	This work has been started in alignment with recommendations #2, #4 and #6 and will be met through a combination of documentation and automation through software. Updates to documentation of key activities and decisions will need to occur as practices evolve and additional recommendations are completed, such as contract management and vendor performance.	7/30/27
 6. Procurement File Checklist	Medium	To improve consistency and accountability of the competitive procurement process, Purchasing should develop a procurement file checklist aligned with leading practice that outlines information that must be maintained on file along with key steps that must be completed in the procurement process. Employees should complete the checklist, noting dates of key activities and maintaining supporting documentation, to evidence the completion of the required procurement steps. By doing this, Purchasing will ensure key processes are being followed and control activities are taking place and evidenced.	12/31/20	This work is aligned with recommendations #2, #4 and #5 and will be met through a combination of documentation and automation through software.	4/30/28
 7. Procurement Planning and Resourcing	High	As part of the annual capital budgeting process, Purchasing should work with departments to identify their upcoming procurement needs and develop a formal plan to meet those needs. The plan should identify upcoming capital projects and estimated timing of posting of opportunities to Alberta Purchasing Connection (“APC”) or other similar websites, as well as the estimated support required from Purchasing and Legal Services.	12/31/20	Work on this recommendation will start in 2028.	4/30/29

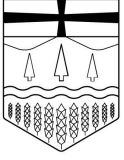
Recommendations	Report Risk Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 8. Leveraging Buying Power	Medium	<p>As part of its annual operating budgeting process, Purchasing should work with user departments to identify common goods/services required across the City (e.g. office supplies, first aid supplies, office furniture, etc.). Where possible, leveraging opportunities for standing offers or collaborating with other municipalities should be considered. The Procurement Policy should be updated expressly to allow for the use of the Government of Alberta Standing Offers and promote its priority over procurement methods. User departments should be prohibited from obtaining goods/services available under standing offer using other procurement methods (e.g. corporate credit card).</p>	12/31/20	<p>The City has implemented a quick win through collaborating with the Government of Alberta standing offer and CANOE collaborative procurement. This recommendation will be addressed through other recommendations such as the Spend Analysis (#11).</p>	12/29/28
 9. Resourcing	Medium	<p>With the information generation from Recommendation #7 and #8, the demand for Purchasing and Legal Services resources for competitive procurement can be estimated and the City should assess the resourcing of each of these departments to ensure both departments have sufficient capacity required to support the procurement of and related contracting for goods/services and manage associated risks appropriately. This includes ensuring Purchasing has sufficient resources to carry out audits to assess user departments compliance with Policy. Once demand and capacity are assessed, the City should examine whether a centralized, hybrid, or decentralized model is most appropriate.</p>	12/31/22	<p>The contract management specialist position was filled later in 2025. A need for procurement specialist has been identified. The completion of resourcing will be covered as part of the Workforce Planning Process for Financial and Strategic Services department led by HR department.</p>	3/31/28

Recommendations	Report Risk Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 10. Purchase Approval	High	The City should require all employees to create purchase requisitions/purchase orders for the procurement of goods/services prior to the purchase taking place. The purchase requisition/purchase order should be approved by an appropriate authority and contain detailed information on the goods / services being procured. Pre-approval of purchase requisitions/ purchase orders will provide assurance that unauthorized procurement of goods/services is not taking place and appropriate data will be collected to facilitate future spending analysis.	12/31/22	Work on this recommendation will commence in 2027	12/31/28
 11. Spend Analysis	Low	The City should determine whether additional information can be obtained on the type of goods/ services being procured by City employees using corporate credit cards (e.g. data file). If this information can be provided, the City should combine it with the spending information generated through the creation of purchase requisitions/purchase orders (Recommendation #10) to conduct spending analysis in the future. This spend analysis should inform future procurement planning and resourcing.	12/31/22	This recommendation is scheduled to be completed in 2028.	12/30/28
 12. Risk-based Internal Control Framework	Medium	The City should develop and maintain a risk-based control framework for procurement through to accounts payable and payment (“procure-to-pay cycle”).	12/31/20	<p>An operational risk register has already been developed and risk matrix documentation is in progress. The operation risk register will be updated in the summer of this year which includes a list of potential mitigations to address the risks is being identified.</p> <p>Work is underway to develop accompanying guidance documents to support risk assessment of procurement projects</p>	7/30/27
 13. Implement Mitigating Controls	Medium	The City should implement mitigating internal controls or strategies to address the control deficiencies.	12/31/20	This recommendation will be addressed as part of the Risk Control Framework (recommendation #12)	7/30/27

Recommendations	Report Risk Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 14. Corporate Credit Cards	High	Review the City's current practice of corporate credit cards through the analysis of credit card activity and analysis of goods procured through credit cards. Guidelines should be set for spending limits and appropriate sign-offs. Consideration should also be given to who should maintain responsibility for administering the corporate credit cards program and whether it should be transferred to another function within Finance.	12/31/20	The transition of the Corporate Procurement Card Administration function from Purchasing Services to Finance has been successfully completed.	6/30/24
 15. Contract Management Policy	High	The City should develop and implement a contract management policy and supporting procedures to assist City employees in carrying out contract management activities. The contract management policy supporting procedures should contain guidance on the development and required review/approval of contract documents (including change orders) and monitoring of contractor activities.	12/31/20	Research on current state and best practice has been completed, operational protocols, business process documents and defining shared roles and responsibilities is in progress and a new contract management administrative directive has been sent for legal review and approval with expected launch in Q2 2026. Processes associated with this work will also be completed in alignment with standards set in recommendation #2. Training modules and implementation of the Contract Management Practice is planned to be rolled out in the fall of 2026 and complete by spring of 2027.	7/30/27

Recommendations	Report Risk Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 <p>16. Guidance on Procurement Contracts</p>	Medium	<p>The City should include guidance on roles, responsibilities and processes for drafting, negotiating and executing procurement contracts (including change orders) as part of the recommended policy review and in the procurement user guide.</p>	12/31/20	<p>New contract templates have been developed in collaboration with Legal Services and Capital Projects. A guidance manual has been designed, and internal training on procurement contract templates is ongoing, with additional modules in development for launch through InteleX. Efficiencies will be realized through standardized contract templates that will reduce the requirement for legal reviews of contracts in the future. Contract Training Modules for the Goods and Services and Construction Contracts have been completed in InteleX. Outstanding modules are for the Master Framework for Roster Agreement Training Module.</p>	3/31/25
 <p>17. Contactor References</p>	Medium	<p>As part of the evaluation of proponent submissions (before contract award decisions have been made or communicated to vendors), Purchasing or user departments should check contractor references and document the results of the reference checks for proponents who have been either “short listed” for potential contract award, have been selected as the successful proponent, especially in the case of higher risk or non-routine procurements. Questionnaires should be developed to guide the reference checks to ensure all references are asked the same questions. The results of the reference checks should be included as part of the evaluation of submissions and retained within the master bid file. Purchasing should consider including steps to evaluate the proponent’s financial status as part of the RFX and related evaluation process.</p>	3/31/20	<p>This recommendation will be addressed later in Q3/Q4 2026 through the review and development of more robust vendor evaluation and performance practices. (aligned with #18 & 19)</p>	7/30/27

Recommendations	Report Risk Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 18. Contractor Evaluation	Medium	At the end of each contract, user departments should complete a formal contractor evaluation. Purchasing should develop a template to guide the evaluation and the results should be documented and shared with the contractor. In addition, notice of the evaluation protocol should be included in the RFx document.	3/31/20	Work on training plan and materials has started; however, the primary focus on this work will begin in Q1 2027, following the completion of the contract management practice (#15).	7/30/27
 19. Vendor's Previous Performance	Low	Purchasing should consult with Legal Services and obtain advice on whether and how a vendor's previous performance with the City should be incorporated into evaluation criteria in future procurement opportunities without contravening trade agreement requirements.	12/31/20	Work on current state assessment and best practices research has been completed; the project team is now working on creating and implementing a Vendor Performance Management program in conjunction with the new contract management practice (#15).	6/30/27
 20. Competitive Thresholds	High	The City should review its current thresholds for competitive procurement to determine if they should be more consistent with NWPTA thresholds to help ensure the level of effort to procure goods/services is aligned to the value of those goods/services and the associated risks. Unless a valid business reason exists, the City should cease using competitive procurement processes to acquire goods/services valued at amounts less than those required by the City's Purchasing Policy.	6/30/20	An initial update of competitive thresholds was done since the audit report was received, however, the work associated with this recommendation has been scheduled for 2028 once the spend analysis (recommendation #11) and market benchmark is completed.	10/31/28



File #: AR-26-305, **Version:** 1

TAMRMS#: B06

4.4

Information Item Only

Resource Planning Model Review Implementation Progress Update

Presented by: Shawn O’Connell, Manager, Labour Relations & Advisory and Ryan Stovall, Director, Human Resources & Safety

SUMMARY

The purpose of the report is to update the Internal Audit Steering Committee (IASC) on the status of the implementation of approved actions to address the recommendations contained in the Resource Planning Model Review Final Report.

Report Date: June 24, 2026 Internal Audit Steering Committee

Resource Planning Model Review Progress Report – 2026

Presented to the Internal Audit Steering Committee
June 2026



Resource Modelling Review Progress Report

The Resource Modelling Review Progress Report is used to update the Internal Audit Steering Committee (IASC) on the status of the implementation of approved action plans to address the recommendations contained in the Resource Modelling Review Report. This report is prepared on an annual basis.

About the Resource Modelling Review

The Resource Modelling Review was directed by the IASC and was completed in Q3 2025. Upon receipt of the report administration began implementing recommendations.

Project Approach, Benefits & Accomplishments - 2026


The Resource Modelling Review project team has reviewed and prioritized work on all six recommendations identified in the 2025 audit conducted by MNP. Further details on status of each recommendation are described in this report.


Key accomplishments achieved by the project team within the last year include:


- Continued workforce planning initiatives to support standardized workforce and resource planning across departments in a phased manner.
- Initiated project planning work to modernize budget governance practices and develop recommendations for Council consideration.
- Analyzed and progressed resource request to centralize recruitment within HR&S through resource planning and organizational alignment.


Completed	Current	Future								
	<table><thead><tr><th>Recommendations</th></tr></thead><tbody><tr><td>03 Revise budget policy (C-FS-05 s.13) for improved alignment to the Municipal Government Act and leading practice governance principles</td></tr><tr><td>04 Transfer recruitment responsibilities exclusively to the Human Resources and Safety Team</td></tr><tr><td>05 Formalize the scale and collaborative efforts of the workforce strategy</td></tr></tbody></table>	Recommendations	03 Revise budget policy (C-FS-05 s.13) for improved alignment to the Municipal Government Act and leading practice governance principles	04 Transfer recruitment responsibilities exclusively to the Human Resources and Safety Team	05 Formalize the scale and collaborative efforts of the workforce strategy	<table><thead><tr><th>Recommendations</th></tr></thead><tbody><tr><td>01 Establish a standardized tactical resource planning document across departments</td></tr><tr><td>02 Consolidate standardized tactical resource planning documents to support enterprise-wide visibility</td></tr><tr><td>06 Strengthen data integration maturity</td></tr></tbody></table>	Recommendations	01 Establish a standardized tactical resource planning document across departments	02 Consolidate standardized tactical resource planning documents to support enterprise-wide visibility	06 Strengthen data integration maturity
Recommendations										
03 Revise budget policy (C-FS-05 s.13) for improved alignment to the Municipal Government Act and leading practice governance principles										
04 Transfer recruitment responsibilities exclusively to the Human Resources and Safety Team										
05 Formalize the scale and collaborative efforts of the workforce strategy										
Recommendations										
01 Establish a standardized tactical resource planning document across departments										
02 Consolidate standardized tactical resource planning documents to support enterprise-wide visibility										
06 Strengthen data integration maturity										

Recommendations	Report Priority Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
Resource Modelling Review					
<p>01 Establish a standardized tactical resource planning document across departments</p>	Low	<ul style="list-style-type: none"> Standardize Department Level Planning: Standardize a consistent working document (e.g. excel template) to resource plan for both permanent and non-permanent roles to create consistency and comparability across departments. Use Living Document: This is a tactical, living document intended to be updated regularly and reviewed on a monthly or quarterly basis to support ongoing operations. Centralized Storage: Keep all documents in a centralized place for cross-department visibility. Consistent Use: Training for department leads on consistent application of the document. 	N/A	This recommendation will be implemented once HR&S completes Workforce Planning with all departments (anticipated to be completed by 2028), ensuring that the necessary data is available to support a consistent and comparable analysis.	12/31/28
<p>02 Consolidate standardized tactical resource planning documents to support enterprise-wide visibility</p>	Low	<ul style="list-style-type: none"> Standardize Department Level Planning: Introduce a standardized document (outlined in recommendation 01). Centralized Storage: Keep all documents in a centralized place for cross-department visibility. Leverage Department Documents to Build a City-Wide View: Use the standardized planning document from each department to compile a consolidated, city-wide resource planning overview. This roll-up will help leadership identify trends, gaps, and overlaps in staffing, and support more strategic, data-informed decisions at the corporate level. 	N/A	This recommendation will be implemented once HR&S completes Workforce Planning with all departments (anticipated to be completed by 2028).	12/31/28

Recommendations	Report Priority Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 <p>03 Revise budget policy (C-FS-05 s.13) for improved alignment to the Municipal Government Act and leading practice governance principles</p>	High	<ul style="list-style-type: none"> Review Jurisdictional Research and Leading Practices: Review the jurisdictional research and municipal governance research completed and pursue further analysis or legal consultation as needed to identify leading governance principles in the municipal sector that best enable a responsive and adaptable resource model. Review and discuss process challenges and opportunities: Clarify the opportunity to improve the process (supported by policy) to streamline operational decisions while ensuring appropriate Council oversight. Collaborate with Finance and Legal, Legislative and Records Services, Council and Administration Leadership: Review what changes or revisions would need to be made to City Council Policies (Policy C-FS-05 s. 13), and plan to put forward a recommendation to make related changes. 	N/A	Project planning has begun for this recommendation. A draft high-level plan outlining the work required to bring a thorough recommendation to Council—including case studies that illustrate potential alternative options—has been developed. However, the project plan will not be finalized until a project manager is appointed and a project team is established. Resource constraints are limiting implementation.	4/30/27

Recommendations	Report Priority Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 <p>04 Transfer recruitment responsibilities exclusively to the Human Resources and Safety Team</p>	High	<ul style="list-style-type: none"> • Reduce Organizational Risk: Centralizing HR support ensures consistent hiring practices, compliance with employment standards, and proper documentation—reducing the risk of legal, financial, or reputational issues related to casual staffing. • Requires Investment in HR Capacity: To be effective, this model may require additional HR resources—either through new roles or reallocation of existing capacity—to provide dedicated support for departments and maintain centralized tracking and reporting systems. • Improves Visibility and Oversight: A centralized service enables a clear line of sight into the full casual and non-permanent workforce by consolidating data and processes, allowing leadership to make informed decisions based on accurate, up-to-date staffing information. • Training Program: <i>If additional resources in HR are not available</i>, it is recommended that the City implement a more comprehensive training program for those individuals, outside of HR, who are leading and supporting the hiring process for non-permanent employees. 	N/A	HR&S has requested the resources necessary to support centralization of casual recruitment for the organization.	12/31/26

Recommendations	Report Priority Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 <p>05 Formalize the scale and collaborative efforts of the workforce strategy</p>	Medium	<ul style="list-style-type: none"> Clearly Define and Scope the Workforce Framework Outputs: The workforce planning framework is quite comprehensive and is intended to be revisited annually. It supports business planning by prompting Directors to take a long-term view—spanning four (4) years—of their workforce needs, challenges, and capability gaps. The City could further define the scope of this process and confirm the key outputs. The tactical support tool (described in recommendation 01) could be an operational plan or complementary document to the “workforce strategy/plan” that is developed as an output of the framework. Align with Business Planning: Continue to align planning efforts to avoid duplication of efforts with Strategic Services. This will help clarify the scope of what the workforce planning framework requires from Directors and what inputs already exist and can be leveraged from other business planning discussions. Role Clarity: Ensure clear roles between the HR Business Partner and the expectations of the Director and Department Team. 	N/A	<p>This initiative is progressing through the update of HR&S’s Mid-Range Department Plan, which now integrates business planning with resource planning and shows alignment between resource needs and the initiatives they support. This update process is new, and HRS is the first groups to go through it. Their experience will inform improvements before the process is rolled out to the rest of the organization as additional Mid-Range Department Plans are due for updates. Discussions are ongoing between HR&S and Strategic Services on future process standardization.</p>	6/30/27

Recommendations	Report Priority Rating	Approved Action Plan	Target Completion Date	Implementation Status	Revised Completion Date
 06 Strengthen data integration maturity	Medium	<ul style="list-style-type: none"> • Storage Location and Accessibility: Start to centralize where non-permanent workforce data “lives”. Ensure that data is stored consistently and not locally to desktops but synced via cloud services (.e.g. SharePoint) so documents can be accessed with appropriate permissions by others in the organization. • Continue to Optimize: The City has adopted a range of cloud-based tools (e.g. Sharepoint, ClearPoint), and efforts to fully optimize their use to support planning for the permanent staff complement are still in progress • System Integration Strategy: Continue to plan for the full integration of the finance system (Agresso) with the HR system (VIP), aiming to replace the current middleware setup with a more robust and seamless interface between the two platforms. • Create Governance Policies: Governance for data quality, ownership, and access. 	N/A	Capital projects related to asset management and Agresso will see integration with the City's HRIS (VIP) over the next four-years. These projects assume sufficient consultant and employee project resources are approved to implement.	12/31/29