

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
	<p>Recommendations</p> <ul style="list-style-type: none">03 Revise budget policy (C-FS-05 s.13) for improved alignment to the Municipal Government Act and leading practice governance principles04 Transfer recruitment responsibilities exclusively to the Human Resources and Safety Team05 Formalize the scale and collaborative efforts of the workforce strategy	<p>Recommendations</p> <ul style="list-style-type: none">01 Establish a standardized tactical resource planning document across departments02 Consolidate standardized tactical resource planning documents to support enterprise-wide visibility06 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