

AUDIT COMMITTEE AGENDA

Audit Committee Meeting
Tuesday, March 2, 2021
Tom Davies Square - Council Chamber / Electronic Participation

COUNCILLOR DEB MCINTOSH, CHAIR

Mike Jakubo, Vice-Chair

4:00 p.m. AUDIT COMMITTEE MEETING
COUNCIL CHAMBER / ELECTRONIC PARTICIPATION

City of Greater Sudbury Council and Committee Meetings are accessible and are broadcast publically online and on television in real time and will also be saved for public viewing on the City's website at:
<https://agendasonline.greatersudbury.ca>.

Please be advised that if you make a presentation, speak or appear at the meeting venue during a meeting, you, your comments and/or your presentation may be recorded and broadcast.

By submitting information, including print or electronic information, for presentation to City Council or Committee you are indicating that you have obtained the consent of persons whose personal information is included in the information to be disclosed to the public.

Your information is collected for the purpose of informed decision-making and transparency of City Council decision-making under various municipal statutes and by-laws and in accordance with the *Municipal Act, 2001, Planning Act, Municipal Freedom of Information and Protection of Privacy Act* and the City of Greater Sudbury's *Procedure By-law*.

For more information regarding accessibility, recording your personal information or live-streaming, please contact Clerk's Services by calling 3-1-1 or emailing clerks@greatersudbury.ca.

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

APPOINTMENT OF COMMITTEE CHAIR AND VICE-CHAIR

Report dated December 17, 2020 from the General Manager of Corporate Services regarding Appointment of Chair and Vice-Chair - Audit Committee.

4 - 5

(RESOLUTION PREPARED)

(The current Chair will call the meeting to order and preside until the Audit Committee Chair and Vice-Chair have been appointed, at which time the newly appointed Chair will preside over the balance of the meeting.)

REGULAR AGENDA

MANAGERS' REPORTS

R-1. Report dated February 13, 2021 from the Auditor General regarding Performance Audit of Service Contract Management Processes.

6 - 14

(RESOLUTION PREPARED)

(This report provides a recommendation regarding the effectiveness of Service Contract Management Processes.)

MEMBERS' MOTION

CORRESPONDENCE FOR INFORMATION ONLY

I-1. Report dated February 12, 2021 from the Auditor General regarding Status Report on the Wrongdoing Hotline.

15 - 22

(FOR INFORMATION ONLY)

(This report provides information regarding the Status Report on the Wrongdoing Hotline for the seven month period ending December 31, 2020.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

Request for Decision

Appointment of Chair and Vice-Chair - Audit Committee

Presented To:	Audit Committee
Presented:	Tuesday, Mar 02, 2021
Report Date	Thursday, Dec 17, 2020
Type:	Appointment of Committee Chair and Vice-Chair

Resolution

THAT the City of Greater Sudbury appoints Councillor _____ as Chair and Councillor _____ as Vice-Chair of the Audit Committee for the term ending November 14, 2022, as outlined in the report entitled "Appointment of Chair and Vice-Chair - Audit Committee", from the General Manager of Corporate Services, presented at the Audit Committee meeting on March 2, 2021.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report outlines the procedure for the election by the Committee of the Chair and Vice-Chair of the Audit Committee for the term ending November 14, 2022.

Financial Implications

The remuneration for the Chair is provided for in the operating budget.

Signed By

Report Prepared By

Danielle Wicklander
Legislative Compliance Coordinator
Digitally Signed Dec 17, 20

Manager Review

Brigitte Sobush
Manager, Clerk's Services/Deputy City Clerk
Digitally Signed Dec 17, 20

Division Review

Eric Labelle
City Solicitor and Clerk
Digitally Signed Dec 29, 20

Financial Implications

Steve Facey
Manager of Financial Planning & Budgeting
Digitally Signed Jan 4, 21

Recommended by the Department

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Jan 4, 21

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 7, 21

Background

This report sets out the procedure for the election by the Committee of the Chair and Vice-Chair of the Audit Committee for the term ending November 14, 2022.

The Procedure By-law provides that a Member of the Committee shall be appointed for a two-year term by the Committee to serve as Chair, and another Member of the Committee as Vice-Chair of the Audit Committee by way of resolution.

Remuneration

The Chair of the Audit Committee is paid \$2,604.96 per annum.

Selection

The selection of these positions is to be conducted in accordance with the City of Greater Sudbury's Procedure By-law. Council's procedure requires that in the event more candidates are nominated for the required position(s), those position(s) will be chosen by a simultaneous recorded vote. Once the candidates have been selected for the positions, a resolution will be introduced confirming the appointment of the successful candidate.

It is always in order for a Member of Council to nominate themselves and to vote for themselves.

Once the successful candidates have been selected, a recommendation will be introduced.

Resources Cited

City of Greater Sudbury Procedure By-law 2019-50: <https://www.greatersudbury.ca/city-hall/by-laws/>

Presented To:	Audit Committee
Presented:	Tuesday, Mar 02, 2021
Report Date	Saturday, Feb 13, 2021
Type:	Managers' Reports

Request for Decision

Performance Audit of Service Contract Management Processes

Resolution

THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Performance Audit of Service Contract Management Processes", from the Auditor General, presented at the Audit Committee meeting on March 2, 2021.

Signed By

Auditor General
Ron Foster
Auditor General
Digitally Signed Feb 13, 21

Relationship to the Strategic Plan / Health Impact Assessment

This report supports the strategic goal of service excellence and the initiative of demonstrating innovation and cost-effective service delivery.

Report Summary

Procurement, risk management and legal staff have implemented improvements to service contract management processes over the last several years to mitigate risks. Notwithstanding these improvements, additional opportunities were identified during this audit to improve management processes for service contracts.

Financial Implications

No immediate financial implications.

Performance Audit of Service
Contract Management
Processes

February 12, 2021

Final Report



OBJECTIVES

The objective of this audit was to assess the effectiveness of service contract management processes.

BACKGROUND

Legal, procurement, finance and risk management staff provide support to user departments which administer hundreds of contracts for goods and services each year to facilitate the delivery of City programs.

METHODOLOGY & SCOPE

Audit procedures included inquiries of staff, inspections of records, reviews of processes, assessments of risks, and tests of internal controls for eight service contracts that were awarded and/or extended between 2016 and 2020. The scope of this audit excluded contracts for goods that are managed by the Purchasing Section of the Finance Division as well as construction contracts which are managed by the Engineering Services Division. It also excluded financial controls that are tested during the annual financial statement.

EXECUTIVE SUMMARY

Procurement, risk management and legal staff have implemented improvements to service contract management processes over the last several years to mitigate risks. Notwithstanding these improvements, additional opportunities were identified during this audit to improve management processes for service contracts.

AUDIT STANDARDS

We conducted this audit in accordance with Generally Accepted Government Auditing Standards which require that we adequately plan audits; properly supervise staff; obtain sufficient, appropriate evidence to provide a reasonable basis for audit findings and conclusions; and document audits. For further information about this report, please contact Ron Foster by phone at 705-674-4455 extension 4402 or via email at ron.foster@greatersudbury.ca

OBSERVATIONS & ACTION PLANS:

A. Maintenance of Insurance

Procurement staff verify that new suppliers have obtained the insurance coverage required by the City. After the contract is established, user departments are required to ensure the continued maintenance of insurance coverages in accordance with contract terms. This audit determined that some user departments were not aware of their responsibility to confirm maintenance of insurance coverage and/or lacked the expertise to confirm continued coverage. While insurance had been maintained on the contracts tested, the potential exists for the City to be exposed to liabilities from contractors with inadequate insurance coverage.

Recommendation:

Introduce processes to ensure that staff verify that contractors maintain appropriate insurance coverage.

Management Response and Action Plan:

Agreed. Purchasing will reinforce to Authorized Persons, in training and upcoming annual Business Partner meetings of their contract administration responsibilities. In addition, the 2021 Purchasing Workplan includes an update to the Purchasing Contract Administration Policy. Improvements will be made to the policy to enhance clarity of roles and responsibilities.

The 2021 Purchasing Workplan includes implementation of modules in the updated bids&tenders bidder submission software platform used by the City. We have initiated this project and by the end of 2021, the Contract Management Module will be utilized for all contracts that Purchasing coordinates. The bids&tenders Contract Management Module will provide the ability for all parties (Purchasing, the Contract Administrator and the Supplier) to view, manage and submit the various contract documents, including insurance. The system will notify the Supplier of an insurance certificate expiry, the Supplier will upload a new certificate and staff can approve/reject the certificate. In addition, Purchasing will have access to a dashboard that identifies expired contract documents for monitoring and further investigation.

In the 2022 Workplan, Purchasing will develop a formal training program for all new management hires that will encompass the Purchasing By-Law and associated policies and procedures.

B. Performance Monitoring of Contractors

Formal processes are not in place to document the performance of service contractors. While the decisions to renew/extend two of the contracts that were examined during this audit appeared sound, they were made without reference to documented records of contractor performance. Performance monitoring processes for other service contracts that we examined during this audit were also not documented consistently. As a result, service contract award decisions may not be fully informed.

Recommendation:

Introduce a formal performance monitoring system to ensure contract extension decisions are supported by contractor performance documentation.

Management Response and Action Plan:

Agreed. Immediately, Purchasing staff will incorporate messages in Business Partner meetings that reinforce expectations regarding the need for actively managing contractor performance management.

In the 2022 Workplan, Purchasing will be developing a formal Contractor Performance Management System. It will be a holistic system that starts with defining contract requirements, conducting contract risk assessments, and developing key performance indicators. There will be a process to record performance and escalate issues to ensure that penalties are appropriate and that issues are escalated to the right people within the City and the Contractor. This formal system will reinforce the current provisions in the Purchasing By-Law "Disqualification of Bidders", to ensure that expectations are clearly defined, proper notice procedures are followed and that penalties are administered systematically to avoid legal challenges. This is not only meant to be a punitive process as satisfactory performance will also be recorded in order to document the City's reasoning for awarding option years on multi-year contracts, to serve as references for future Bid Solicitation process and to recognize Contractors that provide excellent services. The development of a formal system will include the evaluation of the Vendor Performance Management Module in bids&tenders. The bids&tenders Vendor Performance Management Module can provide the ability for all parties (Purchasing, the Contract Administrator and the Supplier) to send, fill-out and receive associated forms, as well as tracking due dates of performance review and records retention.

C. Planning of Procurement Initiatives

The decision to go to tender for a waste collection contract in 2016 yielded only three submissions. Since bidders required significant investments in equipment, two prospective bidders declined to respond because of the tight schedule for the tender as the successful bidder was expected to start performing services only 15 days after the tender closed. While the time lines within the tender complied with applicable laws, some objectives of the Purchasing By-Law such as encouraging competition, maximizing savings for taxpayers and ensuring fairness among bidders may not have been fully achieved.

In January 2019, Purchasing staff issued a Request for Supplier Qualification (RFSQ) for the waste collection function. In February 2019, a tender was issued which closed in April 2019. Bidders were given 42 days to submit a bid and over a year to prepare for a contract with a start date of January 31, 2021. The City received three qualified bids and awarded a contract to the bidder that submitted the lowest bid for both service zones.

In November 2019, Purchasing staff issued an RFPQ for snow plowing for winter control operations. A request for tender was issued in December 2019 and closed in January 2020. The contract that was awarded in April for operations which commenced on November 15 and provided the two successful proponents with sufficient time to acquire the plows required to deliver services.

No recommendation is provided as the current planning process for service contracts is effective.

D. Continuous Improvement

Ongoing improvements have been made to service contract management processes in recent years.

Risk management provides training, sets contract standards, and reviews risk exposures for insured and non-insured risks. Strategies and suggestions to manage non-insured risks include the review and identification of exposures and indemnity clauses for approximately 200 contracts annually. Improvements introduced in recent years by procurement staff include providing notice to departments managing major service contracts at least a year in advance to their expiry to facilitate the procurement process. Legal Services staff have also updated the City's contract templates to improve contract risk mitigation processes.

Table 1 – Summary of Significant Risks

Risk	Total No. of Risks	Inherent Risks (Before Controls)			Residual Risks (After Controls)		
		High (15 to 25)	Med (9 to 14.99)	Low (1 to 8.99)	High (15 to 25)	Med (9 to 14.99)	Low (1 to 8.99)
Reputation	2	2	-	-	-	1	1
Operational	3	3	-	-	-	2	1
Financial	3	3	-	-	-	-	3
Legal	2	2	-	-	-	1	1
TOTAL	10	10	0	0	0	4	6

Table 2 – Significant Risks¹

Risk	Risk Description	Inherent Risk	Residual Risk*
O1/R1	Formal processes may not be in place to effectively monitor and document contractor performance.	20	14
O2/L1	Formal processes may not be in place to ensure contractors maintain required insurance coverage.	20	12
L2/F3	Effective risk mitigation processes may not be incorporated within contracts.	20	8
F2/O3	Procurement initiatives may not be planned effectively.	25	7
F1/R2	Internal controls over contractor payments may not be in place or operating effectively.	20	6

**Note that it is not cost-effective to eliminate residual risks.*

¹ Risks were ranked in accordance with the criteria in Appendix 1.

Appendix 1 – Enterprise Risk Assessment Criteria

Impact	Service Delivery	Technology	People	Strategic	Legal/Reputational	Financial
Extreme (5)	<ul style="list-style-type: none"> Less than 30% of service objectives achieved. Unable to perform several essential services where no alternatives exist. 	<ul style="list-style-type: none"> Unrecoverable loss of information from critical system. External exposure of confidential information Unavailability of critical systems or data loss or corruption. 	<ul style="list-style-type: none"> Death of an employee Major legal judgment against the City in workplace matter. Significant turnover of key employees with ELT Sustained strike of key services 	<ul style="list-style-type: none"> Many actions are significantly at odds with the strategic priorities. 	<ul style="list-style-type: none"> Public/media outcry for change in CAO or Council Senior officials criminally charged or convicted Severe legal judgment against the City in a workplace matter Major integrity breach resulting in complete loss of trust in City Council or Administration. Theft/Fraud>\$1,000,000 	<ul style="list-style-type: none"> Uninsured loss, cost overruns or fines >\$10M Insured loss >\$100M File for bankruptcy Failure to maintain financial capacity to support current demands. City action results in decrease in economic condition.
Major (4)	<ul style="list-style-type: none"> Less than 45% of service objectives achieved. Unable to perform an essential service where no alternative exists. 	<ul style="list-style-type: none"> Unrecoverable loss of information from important system. External exposure of important information Unavailability of significant systems or data loss or corruption. 	<ul style="list-style-type: none"> Serious injury of one or more employees Legal judgment against the City in workplace matter. Turnover of key employees Sustained strike of services. 	<ul style="list-style-type: none"> Numerous actions are significantly at odds with the strategic priorities. 	<ul style="list-style-type: none"> Public/media outcry for change in CAO or Council Public or senior officials charged or convicted Legal judgment against the City in a workplace matter Integrity breach resulting in decreased trust in City Council or Administration. Theft or Fraud>\$100,000 	<ul style="list-style-type: none"> Uninsured loss, cost overruns or fines of >\$1M - \$10M Insured loss of >\$10M - \$100M Unable to pay employees and contractors on a time. Failure to maintain financial capacity to support current demands. City action results in decrease in economic condition.
Moderate (3)	<ul style="list-style-type: none"> Less than 60% of service objectives achieved. Unable to perform 	<ul style="list-style-type: none"> Disruptions of significant systems or data loss or corruption 	<ul style="list-style-type: none"> Multiple employee injuries or long-term disability from one incident. Inability to retain or attract competent staff. 	<ul style="list-style-type: none"> Numerous actions are at odds with strategic priorities. 	<ul style="list-style-type: none"> Public/media outcry for removal of management Long-term damage to City's reputation Citizen satisfaction survey indicates unacceptable performance. 	<ul style="list-style-type: none"> Uninsured loss, cost overruns or fines of >\$100K to \$1M Insured loss >\$1M to \$10M Having to delay payments to contractors/suppliers. >20% current demands cannot be services with

	essential service but alternatives exist.	<ul style="list-style-type: none"> Recoverable loss from important system. 	<ul style="list-style-type: none"> Increase in stress leave, sick leave or WCB claims. Work-to-rule union disagreement or short-term strike. 		<ul style="list-style-type: none"> Complaints elevated to Council level. Results inconsistent with commitments made to citizens Theft or Fraud under \$100,000. 	<p>existing and approved infrastructure.</p> <ul style="list-style-type: none"> City action results in lost revenue for significant number of City businesses.
Minor (2)	<ul style="list-style-type: none"> Less than 75% of service objectives achieved. Unable to perform non-essential service. 	<ul style="list-style-type: none"> Disruptions of systems or data loss or corruption Disclosure of non-confidential but embarrassing information. 	<ul style="list-style-type: none"> Reportable employee injury. Loss of key staff but able to recruit competent replacements Significant increase (>10%) in number of union grievances. 	<ul style="list-style-type: none"> Instances of actions at odds with strategic priorities. 	<ul style="list-style-type: none"> Complaints elevated to the Director level. Short-term repairable damage to City's reputation Public outcry for discipline of employee. Moderate amount of negative media coverage Theft or Fraud of \$1,000 to \$10,000. 	<ul style="list-style-type: none"> Uninsured loss, cost overruns or fines of \$10K to \$100K Insured loss < \$100K - \$1M Inefficient processes City action results in reduced economic development.
Very Minor (1)	<ul style="list-style-type: none"> Less than 90% of service objectives achieved. 	<ul style="list-style-type: none"> Minor disruptions of secondary systems or data loss or corruption. 	<ul style="list-style-type: none"> Minor reportable employee injury. Increase in number of union grievances. 	<ul style="list-style-type: none"> Minor instances of actions that are at odds with strategic priorities. 	<ul style="list-style-type: none"> Small amount of negative media coverage or complaints to City. Non-lasting damage or no reputational damage Theft or Fraud under \$1,000. 	<ul style="list-style-type: none"> Uninsured loss, cost overruns or fines < \$10K Insured loss < \$100K Loss of replaceable asset.

Likelihood	Unlikely (1)	Possible (2)	Probable (3)	Likely (4)	Very Likely (5)
	Less than 20%	>20% but < 40%	>40% but < 60%	>60% but < 80%	80% or more
	Less frequent than every 10 years	May occur in the next 2 years	Will occur this year or next year at least once	May occur regularly this year	Will occur within a matter of months may reoccur often

For Information Only

Status Report on the Wrongdoing Hotline

Presented To:	Audit Committee
Presented:	Tuesday, Mar 02, 2021
Report Date	Friday, Feb 12, 2021
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report demonstrates that our actions align with the values in our strategic plan. We are fair and consistent. We deliver on our promises and acknowledge our mistakes.

Report Summary

This report summarizes the complaints received between June 1, 2020 and December 31, 2020 and provides comparative statistics for the same seven-month period in 2019.

Financial Implications

None

Signed By

Auditor General

Ron Foster

Auditor General

Digitally Signed Feb 17, 21

Status Report on the Wrongdoing Hotline

Seven-Month Period Ended
December 31, 2020

February 6, 2021



BACKGROUND

On June 1, 2016, the City opened its 'Wrongdoing Hotline' for citizens, employees and contractors to report complaints that could be deemed illegal, dishonest, wasteful or a deliberate violation of policy. While the hotline was initially a pilot project, Council voted in 2018 to continue the hotline on a permanent basis to support accountability and transparency within the City.

This report summarizes the complaints received from June 1 to December 31, 2020 and provides comparative statistics for the same seven-month period in 2019. The next status report will be provided in June 2021.

OBSERVATIONS

1. The volume of complaints received during the seven-month period ended December 31, 2020 went from 76 to 146 as a result of the pandemic. A significant number (102) of these complaints did not require a detailed investigation as they fell outside the scope of the hotline, could be closed after referral to others, or could be closed because they lacked sufficient support.
2. The volume of active complaints under investigation at the end of the seven-month period ended December 31, 2020 was 14 compared to 13 in the previous seven-month period ended December 31, 2019.
3. The City incurred no external costs for investigations during the seven-month period ended December 31, 2020 compared to \$3,000 in the previous period. Internal costs to conduct detailed investigations during the period ended December 31, 2020 were approximately \$11,000 versus \$10,000 in 2019.
4. Fifty-nine of the 146 complaints that were received during this seven-month period came from identifiable individuals who filed single complaints; 16 came from three individuals; and 71 came from anonymous complainants.

COMPLAINT STATISTICS

Complaint Source	7 months ended Dec 2019	7 months ended Dec 2020	June	July	Aug	Sept	Oct	Nov	Dec
Total Complaints	83	161	34	19	17	23	17	21	30
Incomplete complaints ¹	(7)	(15)	(4)	(2)	(1)	(2)	(3)	(1)	(2)
Complaints Received	76	146	30	17	16	21	14	20	28
Complaints Closed	(63)	(132)	(30)	(17)	(15)	(18)	(13)	(18)	(21)
Active complaints under investigation	13	14	-	-	1	3	1	2	7

¹ Represents abandoned complaints that were not submitted to the hotline.

Management of Complaints Received	2019	2020
Complaints received in 7 months ended December 31	76	146
Referred to Bylaw for review	(13)	(51)
Referred to 311 or senior management for review	(12)	(8)
Referred to Building Services for review	(3)	(9)
Referred to external agency	(2)	(9)
Vexatious or frivolous	-	(12)
Unrelated to City services	(9)	(12)
Duplicate complaint	(1)	-
Complaints subject to investigation	36	45
Closed as insufficient or no evidence of wrongdoing found	(8)	(16)
Closed with no action planned or required	(5)	(4)
Complaints subject to detailed investigation	23	25
Complaints closed with action planned or taken (see table below)	(10)	(11)
Active complaints under investigation at end of December	13	14

Closed Complaints with Action Planned or Taken at December 31, 2020

Complaint Number	Opened	Closed	Action Planned or Taken for Closed Complaints
20-0127	Jun 18	Jun 22	Staff took steps to review and address tenant's concerns.
20-0142	Jun 24	Aug 8	Management took steps to address the concerns about staff conduct.
20-0145	Jul 1	Jul 17	Management prepared a plan to ensure continued compliance.
20-0155	Jul 20	Jul 30	Staff took steps to prevent a reoccurrence of the concern.
20-0156	Jul 20	Jul 30	Management has taken action to reduce the concerns raised.
20-0163	Jul 31	Dec 21	Management has provided continuous feedback and coaching to address the concerns raised.
20-0174	Aug 16	Oct 19	Management took steps to address the concerns about staff conduct.
20-0179	Aug 27	Sep 2	A review indicated the concerns raised were not supported but additional monitoring will be done to ensure compliance with policy.
20-0185	Sep 8	Sep 10	Management has taken steps to ensure ongoing compliance with bylaws.
20-0213	Oct 20	Dec 31	Management has agreed to review its staff deployment methods.
20-0256	Dec 23	Dec 30	Contract staff have been reminded of COVID-19 policies.

Type of Complaints subject to detailed investigation between June 1, 2020 and December 31, 2020

Type of Complaint Subject to Investigation	Complaints Received	Complaints Closed	Active Complaints
Staff	20	12	8
City Services	24	22	2
Contractors of City	4	3	1
Residents	53	50	3
Businesses	40	40	-
Agencies or boards	5	5	-
Total	146	132	14

Overview of Individual Complaints as at December 31, 2020

Complaint Number	Opened	Closed	Complaint/Allegation	Investigation Outcome
20-0111	NC			
20-0112	Jun 2	Jun 10	Questionable business practices	Not related to the City services
20-0113	NC			
20-0114	Jun 4	June 5	Smoking bylaw infraction	Referred internally
20-0115	NC			
20-0116	Jun 5	Jun 8	Property maintenance infractions	Referred internally
20-0117	Jun 5	Jul 30	Encroachment of resident's	No action planned or taken
20-0118	Jun 5	Jun 7	Concerns about GSPS	Referred to external entity
20-0119	Jun 7	Jun 8	Illegal parking	Referred internally
20-0120	NC			
20-0121	Jun 8	Jun 10	Bylaw infractions by business	Referred internally
20-0122	Jun 8	Jun 11	Unsafe fire pit	Referred internally
20-0123	Jun 9	Jul 17	Lease infractions	No evidence of wrongdoing
20-0124	Jun 10	Jul 3	Parking infractions	Referred internally
20-0125	Jun 15	Jun 15	Business practices	Not related to City services
20-0126	Jun 15	Aug 9	Non-adherence to City policies	No action planned or taken
20-0127	Jun 18	Jun 22	Staff conduct	Action planned or taken
20-0128	Jun 19	Jul 21	Tenant infractions	No evidence of wrongdoing
20-0129	Jun 19	Jun 19	Roads and training	Vexatious or frivolous
20-0130	Jun 19	Jun 19	Pothole repairs and reporting	Vexatious or frivolous
20-0131	Jun 19	Jun 19	Police services	Vexatious or frivolous
20-0132	Jun 19	Jun 19	Education and training grant	Vexatious or frivolous
20-0133	Jun 19	Jun 19	Police services	Vexatious or frivolous
20-0134	Jun 19	Jun 19	Education and training grant	Vexatious or frivolous
20-0135	Jun 20	Jun 20	City spending priorities	Vexatious or frivolous
20-0136	Jun 20	Jun 20	Police services	Vexatious or frivolous
20-0137	Jun 20	Jun 20	Unethical behaviour	Not related to City Services
20-0138	Jun 20	Jun 20	Pothole repairs and reporting	Vexatious or frivolous
20-0139	Jun 20	Jun 20	Roads and City spending priorities	Vexatious or frivolous
20-0140	Jun 21	Jun 21	Police services	Vexatious or frivolous
20-0141	Jun 22	Aug 9	Staff conduct	No evidence of wrongdoing
20-0142	Jun 24	Aug 8	Staff conduct	Action planned or taken
20-0143	Jun 24	Jun 24	Business practices	Referred internally
20-0144	Jun 30	Aug 9	Staff conduct	No action planned or taken
20-0145	Jul 1	Jul 17	Property maintenance infractions	Action planned or taken
20-0146	Jul 2	Jul 3	Unsafe business practices	Referred internally
20-0147	Jul 4	Jul 6	Burning complaint	Referred internally
20-0148	NC			
20-0149	Jul 8	Jul 21	Open pit fire	Insufficient evidence of wrongdoing
20-0150	NC			
20-0151	Jul 13	Jul 21	Unsafe business practices	Referred internally
20-0152	Jul 18	Aug 9	Staff conduct	No action planned or taken
20-0153	Jul 20	Jul 21	Unsafe business practices	Referred internally
20-0154	Jul 20	Jul 30	Lease infractions	Not related to City services

20-0155	Jul 20	Jul 30	Staff conduct	Action planned or taken
20-0156	Jul 20	Jul 30	Staff conduct	Action planned or taken
20-0157	Jul 20	Jul 30	Brush cutting near City property	Referred internally
20-0158	Jul 20	Jul 30	Smell from City's landfill	Referred internally
20-0159	Jul 28	Jul 30	Unsafe business practices	Referred to external entity
20-0160	Jul 30	Jul 30	Unsafe business practices	Referred internally
20-0161	Jul 30	Aug 10	Unsafe business practices	Referred to external entity
20-0162	Jul 30	Aug 2	Staff conduct	Referred internally
20-0163	Jul 31	Dec 21	Staff conduct	Action planned or taken
20-0164	Aug 3	Aug 4	Illegal dumping	Referred internally
20-0165	Aug 3	Aug 10	Graffiti	Referred to external entity
20-0166	Aug 4	Aug 5	Unsafe business practices	Not related to City services
20-0167	Aug 5	Sep 2	Housing rent calculations	Insufficient evidence of wrongdoing
20-0168	Aug 6	Aug 10	Contractor performance	Referred internally
20-0169	Aug 9	Aug 10	Illegal activity	Referred internally
20-0170	Aug 9	Aug 10	Unsafe business practices	Referred internally
20-0171	NC			
20-0172	Aug 14	Aug 18	Unsafe business practices	Referred internally
20-0173	Aug 14	Sep 2	Unsafe practices	Referred to external entity
20-0174	Aug 16	Oct 19	Staff conduct	Action planned or taken
20-0175	Aug 16	Dec 21	Staff conduct	Insufficient evidence of wrongdoing
20-0176	Aug 19	Oct 19	Staff conduct	Insufficient evidence of wrongdoing
20-0177	Aug 20	Sep 22	Noise complaint	Referred internally
20-0178	Aug 23	Dec 19	Building without a permit	Referred internally
20-0179	Aug 27	Sep 2	Lease infractions	Action planned or taken
20-0180	Aug 30	Sep 2	Business in residential area	Referred internally
20-0181	Sep 3	Sep 18	Building without a permit	Referred internally
20-0182	Sep 4	Sep 4	Unsafe business practices	Referred internally
20-0183	Sep 5	Sep 18	Road obstruction	Referred internally
20-0184	Sep 6	Sep 10	Business in residential area	Referred internally
20-0185	Sep 8	Sep 10	Information request	Action planned or taken
20-0186	Sep 10	Oct 8	Non-compliance with lease	Insufficient evidence of wrongdoing
20-0187	Sep 10		Staff conduct	
20-0188	Sep 11	Dec 19	Non-compliant construction	Referred internally
20-0189	NC			
20-0190	NC			
20-0191	Sep 18	Dec 19	Non-compliant construction	Referred internally
20-0192	Sept 20	Oct 19	Road repairs	Insufficient evidence of wrongdoing
20-0193	Sep 20		Staff conduct	
20-0194	Sep 20	Sep 22	Unsafe behaviour	Referred internally
20-0195	Sep 23		Racial policies at City	
20-0196	Sep 23	Dec 19	Illegal construction	Referred internally
20-0197	Sep 23	Dec 19	Staff conduct	Referred internally
20-0198	Sep 24	Sep 24	Parking infractions	Referred internally
20-0199	Sep 25	Sep 28	Illegal dumping	Referred internally
20-0200	Sep 26	Oct 8	Large social gathering	Referred to external entity
20-0201	Sep 27	Sep 27	Illegal fires	Referred internally
20-0202	Sep 30	Nov 13	Noise complaint	Referred internally

20-0203	Sep 30	Dec 19	Construction without a permit	Referred internally
20-0204	Oct 1	Oct 1	Business conduct	Referred to external entity
20-0205	NC			
20-0206	NC			
20-0207	Oct 5	Nov 13	Bylaw infractions	Insufficient evidence of wrongdoing
20-0208	Oct 7	Oct 15	Lease infractions	Insufficient evidence of wrongdoing
20-0209	Oct 8	Dec 1	Staff conduct	Insufficient evidence of wrongdoing
20-0210	Oct 8	Oct 9	Referred internally	
20-0211	Oct 18	Dec 16	Tenant conduct	Not related to City services
20-0212	Oct 20	Dec 19	Garbage collection	Insufficient evidence of wrongdoing
20-0213	Oct 20	Dec 31	Wasteful operations	Action planned or taken
20-0214	Oct 20	Nov 13	Bylaw infractions	Referred internally
20-0215	Oct 24	Oct 27	Unsafe conduct	Referred internally
20-0216	Oct 24	Oct 27	Garbage collection	Referred internally
20-0217	Oct 28	Nov 2	Staff conduct	Insufficient evidence of wrongdoing
20-0218	Oct 30	Nov 5	Unsafe conduct	Referred to external entity
20-0219	Oct 30			
20-0220	NC			
20-0221	Nov 2	Nov 5	Unsafe conduct	Insufficient evidence of wrongdoing
20-0222	Nov 3	Nov 3	Unsafe conduct	Referred internally
20-0223	Nov 5	Dec 3	Planning services	Insufficient evidence of wrongdoing
20-0224	Nov 5	Dec 16	City services	Referred internally
20-0225	Nov 6	Nov 6	Staff conduct	Vexatious or frivolous
20-0226	Nov 6	Nov 10	Bylaw infractions	Not related to City services
20-0227	Nov 6	Dec 16	Waste Bylaw infraction	Referred internally
20-0228	Nov 6	Nov 10	Bylaw infractions	Referred internally
20-0229	Nov 6	Nov 10	Bylaw infractions	Not related to City services
20-0230	Nov 9		Staff conduct	
20-0231	Nov 10	Nov 10	Business conduct	Not related to City services
20-0232	Nov 15	Nov 16	Business conduct	Referred internally
20-0233	Nov 15	Nov 16	Business conduct	Referred internally
20-0234	Nov 16		Staff conduct	
20-0235	NC			
20-0236	Nov 17	Dec 16	Business conduct	Referred internally
20-0237	Nov 17	Dec 16	Business conduct	Referred internally
20-0238	Nov 20	Dec 16	Business conduct	Referred internally
20-0239	Nov 21	Nov 22	Business conduct	Referred internally
20-0240	Nov 25	Dec 3	Business conduct	Referred internally
20-0241	Nov 27	Dec 3	Business conduct	Referred internally
20-0242	Dec 4	Dec 4	Illegal parking	Referred internally
20-0243	Dec 4	Dec 7	Business conduct	Referred internally
20-0244	Dec 9	Dec 10	Business conduct	Referred internally
20-0245	Dec 10	Dec 19	Illegal building	Referred internally
20-0246	Dec 12		Wasteful operations	
20-0247	Dec 13	Dec 15	Illegal parking	Referred internally
20-0248	Dec 14	Dec 15	Business conduct	Referred internally
20-0249	Dec 15	Dec 16	Business conduct	Referred internally
20-0250	Dec 16	Dec 17	Lease infractions	Not related to City services

20-0251	Dec 16	Dec 17	Illegal parking	Referred internally
20-0252	Dec 16	Dec 17	Business conduct	Referred internally
20-0253	Dec 19	Dec 21	Business conduct	Referred internally
20-0254	Dec 21	Dec 22	Illegal parking	Referred internally
20-0255	Dec 22*		Staff conduct	
20-0256	Dec 23	Dec 30	Unsafe work practices	Action planned or taken
20-0257	Dec 23*		Contractor practices	
20-0258	Dec 24	Dec 30	Tenant practices	Insufficient evidence of wrongdoing
20-0259	Dec 24	Dec 29	Unsafe practices	Referred internally
20-0260	Dec 27	Dec 29	Unsafe practices	Referred internally
20-0261	Dec 27	Dec 29	Unsafe business practices	Referred internally
20-0262	Dec 28	Dec 29	Bylaw infraction	Referred internally
20-0263	NC			
20-0264	Dec 29	Dec 30	Resident conduct	Not related to City services
20-0265	Dec 29	Dec 30	Bylaw infraction	Referred internally
20-0266	Dec 30*		Resident conduct	
20-0267	Dec 30*		Staff conduct	
20-0268	Dec 30*		Staff conduct	
20-0269	Dec 31	Dec 31	Resident conduct	Referred to external entity
20-0270	NC			
20-0271	Dec 31*		Resident conduct	

Complaints that were closed after December 31 are marked with an asterisk.

Complaints labeled "NC" were not completed by the complainants and required no investigation.