

Year	Area	Review Type	Review Project Focus	Internal Audit Plan Interaction	Service Saskatoon Business Plan Interaction
2017	Roadways & Operations (R&O)	PIC Partnership	<ul style="list-style-type: none"> Defining service levels for all R&O service lines, mapping processes to highlight opportunities to improve efficiency and citizen-centric service, developing performance measures for critical programs and activities, building capacity for continuous improvement through diverse training opportunities Specialized sub-projects include: traffic restrictions communications, and a joint review with Water & Waste Stream and Construction & Design divisions on the utility cut process 	<ul style="list-style-type: none"> Both Road Maintenance and Snow and Ice Management service lines were audited in 2015-2016 PIC Partnership is focused on building on audit findings and supporting R&O on addressing recommendations as well as new projects like defining service levels 	<ul style="list-style-type: none"> Service Saskatoon (SS) Business Plan lists this work as a review (CSR/IPR) taking place between Jan–Dec 2017 Following this review stage the update of corporate knowledge base documents and website content is scheduled to occur in 2018 The website content update will follow the standardized service level agreement (SLAs) of “What can you expect?” and “How can you help?”
	Water & Waste Stream (W&WS)	PIC Partnership	<ul style="list-style-type: none"> Defining service levels for all W&WS service lines, mapping processes to highlight opportunities to improve efficiency and citizen-centric service, developing a dashboard for performance measures for critical programs and activities, building capacity for continuous improvement through diverse training opportunities Specialized sub-projects include: reviews of the Valve App, the waste management business model and incident reporting and investigation processes 	<ul style="list-style-type: none"> Garbage Collection is a program under the W&WS division The internal audit on the efficiency and effectiveness of the Garbage Collection is unscheduled at this time Work to review the waste management business model and recommend improvement options prior to the internal audit will ensure efficiency and effectiveness assessments are done on the current model for the Garbage Collection program, not a model that is “on its way out” 	<ul style="list-style-type: none"> SS Business Plan lists this work as a review (CSR/IPR) taking place between Jan–Dec 2017 Following this review stage the update of corporate knowledge base documents and website content is scheduled to occur in 2018 The website content update will follow the standardized SLAs of “What can you expect?” and “How can you help?”
	Parks	PIC Partnership	<ul style="list-style-type: none"> Defining service levels for all Parks service lines, mapping processes to highlight opportunities to improve efficiency and citizen-centric service, building capacity for continuous improvement through diverse training opportunities, working with management team to better prepare staff for changes through utilization of change management Specialized sub-projects include: internal communications, Parks’ fleet management, and irrigation 	<ul style="list-style-type: none"> The Parks and Recreation audit area is scheduled for 2017-2018 Work completed within the PIC Partnership to define service levels will be used by the internal auditors to measure controls against the identified risk to assess the appropriateness of the risk ranking. 	<ul style="list-style-type: none"> SS Business Plan lists this work as a review (CSR/IPR) taking place between Jan. – Dec. 2017 Following this review stage the update of corporate knowledge base documents and website content is scheduled to occur in 2018 The website content update will follow the standardized SLAs of “What can you expect?” and “How can you help?”
	Engagement Phase 2	Civic Service	<ul style="list-style-type: none"> Phase 1 was completed in 2016 and focused on documenting what processes, tools, techniques are currently used during citizen engagement 	<ul style="list-style-type: none"> The Citizen Engagement Process audit area is scheduled for 2018 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is

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		Review (CSR)	<p>programs at the City of Saskatoon; the review also proposed a high-level direction for the future of engagement based on other municipalities and industry best practices</p> <ul style="list-style-type: none"> Phase 2 will be led by the new Communications and Engagement Manager 	<ul style="list-style-type: none"> Work to understand how citizen engagement is currently done at the City of Saskatoon and the identification of gaps and inconsistencies within the internal review process will allow this program time to improve performance prior to the internal audit 	<p>complete as appropriate in order to support the Service Saskatoon division's improved customer service strategy and Customer Relationship Management (CRM) software implementation</p>
	Police Fleet	CSR	<ul style="list-style-type: none"> Review activities focused on shop space usage, maintenance and reporting practices, life cycle costing analysis in both the corporate fleet and police fleet work groups Specialized sub-projects include: 5S exercise in Police Fleet shop space 	<ul style="list-style-type: none"> The Fleet Maintenance audit area is unassigned to date Work within the internal review process will better prepare Fleet Services and Police Fleet staff well to take part in the internal audit process 	<ul style="list-style-type: none"> No interaction is anticipated
	Payroll Phase 2	CSR	<ul style="list-style-type: none"> Phase 1 of this project focused on internal processes within the Corporate Payroll Office Phase 2 expands the review to include all areas in the organization that support payroll processes in order to create a comprehensive "who does what" responsibility chart which can be used to line balance workloads and identify quick wins to current state processes 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> No interaction is anticipated
	Private Development	CSR	<ul style="list-style-type: none"> The goal is a clearly defined Development process from end-to-end to ensure a consistent application and treatment for a Developer every time. Also, to gain clarity on the City's role in Development, internal roles and responsibilities, and reduce redundancy in the Development review process. 	<ul style="list-style-type: none"> The Infrastructure Investment Evaluation audit area is scheduled for 2019 The work on the private development review may better prepare any "overlapping" individuals or processes to participate in the internal audit process 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division's improved customer service strategy and CRM software implementation
	Back Lanes and Tree Trimming	CSR	<ul style="list-style-type: none"> This joint CSR came from conversations with the Urban Forestry, Bylaw, and Fleet Services workgroups in 2016 The project focused on taking a holistic look at all service provided in back lanes (including tree trimming, collections, roadway maintenance) and ensuring these services are coordinated and streamlined moving forward 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division's improved customer service strategy and CRM software implementation
	Multi-Year Business Plan and Budget	CSR	<ul style="list-style-type: none"> The support level and role for a PIC on this work will be determined by the Project Manager for the Enterprise Resource Planning and Multi-Year Business Plan and Budget projects 	<ul style="list-style-type: none"> In 2016, Multi-Year Budgeting was identified as an emerging issue by the Risk Committee, if this becomes an audit area coordination with the on-going internal review work will be critical to ensure value-for-money in both processes 	<ul style="list-style-type: none"> No interaction is anticipated

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Utility Cuts	CSR	<ul style="list-style-type: none"> This review aims to improve coordination of the current utility cut program eliminating issues such as untracked cuts and a lack of quality control. The review will also look at price increases and a permitting system for utility cuts discouraging cuts in newly reconstructed roadways. 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division's improved customer service strategy and CRM software implementation
Defining Service Levels	Internal Process Review (IPR)	<ul style="list-style-type: none"> This project is focused on creating a service level template for the City of Saskatoon and coordinating the development and delivery of defined service levels for eight core services to City Council in 2017 	<ul style="list-style-type: none"> Many of the audit areas speak to acceptable service levels This internal project ensures City of Saskatoon service levels are clearly defined in order to create a solid baseline for work on improvements and/or decreases to begin 	<ul style="list-style-type: none"> This IPR created the service level template used for the first eight core services presented to Committee and City Council in 2017 The template will be used for all other public facing services prior to 2020
Right of Way	IPR	<ul style="list-style-type: none"> This review is being led by resources outside the Organizational Performance team. 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division's improved customer service strategy and CRM software implementation
Employee Development	IPR	<ul style="list-style-type: none"> This project focuses on employee development programs and policies including tuition reimbursement, conference attendance, post-secondary training, and acquisition/maintenance of professional designations. An output of this review is a decision-making guideline to create program management for the initiatives. 	<ul style="list-style-type: none"> The Human Capital Planning and Management audit area is scheduled for completion in 2017, coordination with the on-going internal review will be critical to ensure value-for-money in both processes 	<ul style="list-style-type: none"> No interaction is anticipated
Graffiti Remediation	IPR	<ul style="list-style-type: none"> To improve customer service by clearly defining and documenting the process, and streamline the current graffiti remediation and response across multiple divisions to become one centralized program. 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division's improved customer service strategy and CRM software implementation
Claims Process	IPR	<ul style="list-style-type: none"> This review is focussed on citizens claim against the city and the communication that occurs between internal departments when investigating claims Outcomes includes updated website submission forms and use of SharePoint to communicate internally 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division's improved customer service strategy and CRM software implementation

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	Internal Communications	IPR	<ul style="list-style-type: none"> This project has three focus areas: defining internal email standards, improving communication with “unplugged” employees, and creating an overarching strategy for internal communications moving forward Specialized sub-project outcomes include strategies to reduce the number of “extra” emails sent corporately: removing PSAs and Daily Road Reports from employee inboxes by way of RSS feeds, creating an internal ‘announcements’ area within MyCity and implementing a moderation function to limit the number of ‘everyone work-related’ emails sent corporately. 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> No interaction is anticipated
2018	Major Projects & Preservation	PIC Partnership	<ul style="list-style-type: none"> TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized). 	<ul style="list-style-type: none"> The Bridge Maintenance audit area is scheduled for 2019 The work within this partnership may better prepare any “overlapping” individuals or processes to participate in the internal audit process 	<ul style="list-style-type: none"> No interaction is anticipated
	Construction & Design	PIC Partnership	<ul style="list-style-type: none"> TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized). 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> SS Business Plan lists this work as a review (CSR/IPR) taking place between Jan. – Dec. 2017 Given PIC resources both the review stage and the update of corporate knowledge base documents and website content will occur in tandem in 2018 The website content update will follow the standardized SLAs “What can you expect?”; “How can you help?”
	Saskatoon Transit	PIC Partnership	<ul style="list-style-type: none"> TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized). 	<ul style="list-style-type: none"> The Transit Staff Scheduling audit area is scheduled for 2017, work within the Saskatoon Transit partnership must consider findings from the audit when developing a work plan 	<ul style="list-style-type: none"> SS Business Plan lists this work as a review (CSR/IPR) taking place between Sept. 2017 – May 2018 Given PIC resources both the review stage and update of corporate knowledge base documents and website content will occur in tandem during the above timeline The website content update will follow the standardized SLAs “What can you expect?” and “How can you help?”
	Facilities & Fleet	PIC Partnership	<ul style="list-style-type: none"> TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized). 	<ul style="list-style-type: none"> The Asset Life Cycle Costs audit area is scheduled for completion in 2017 work within 	

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				<p>the Facilities & Fleet partnership must consider findings from the audit when developing a work plan</p> <ul style="list-style-type: none"> • The Building Maintenance audit area is scheduled for 2019 • The work within this partnership may better prepare any “overlapping” individuals or processes to participate in the internal audit process 	
Planning & Development	PIC Partnership	<ul style="list-style-type: none"> • TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized). 	<ul style="list-style-type: none"> • The internal audit area Regional Growth Plan is unscheduled at this time, it will review the City’s current growth plan and risks/efforts related to align efforts with neighbors • The partnership work within Planning & Development must consider findings from the audit and the Development review when developing a work plan 	<ul style="list-style-type: none"> • Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division’s improved customer service strategy and CRM software implementation 	
Saskatoon Light & Power	PIC Partnership	<ul style="list-style-type: none"> • TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized). 	<ul style="list-style-type: none"> • No interaction is anticipated 	<ul style="list-style-type: none"> • Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division’s improved customer service strategy and CRM software implementation 	
Finance & Supply	PIC Partnership	<ul style="list-style-type: none"> • TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized). 	<ul style="list-style-type: none"> • The Infrastructure Investment Evaluation audit area is scheduled for 2019 • The work within this partnership may better prepare any “overlapping” individuals or processes to participate in the internal audit process 	<ul style="list-style-type: none"> • No interaction is anticipated 	
Employee Experience & Performance	PIC Partnership	<ul style="list-style-type: none"> • TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized). 	<ul style="list-style-type: none"> • The Human Capital Planning and Management area is scheduled for 2017. Work within the Employee Experience & Performance partnership must consider findings from the audit when developing a work plan 	<ul style="list-style-type: none"> • Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division’s improved customer service strategy and CRM software implementation 	
Sidewalks	CSR	<ul style="list-style-type: none"> • This review aims to improve coordination of the current sidewalk program at the City of Saskatoon as well as create a process for a dedicated sidewalk complaint inspections. 	<ul style="list-style-type: none"> • The Sidewalks audit area is scheduled for 2018, coordination with the on-going internal review will be critical to ensure value-for-money in both processes 	<ul style="list-style-type: none"> • Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division’s improved 	

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					customer service strategy and CRM software implementation
	Neighborhood Parks Enhancement Grant Process	IPR	<ul style="list-style-type: none"> An end-to-end review of the Neighbourhood Park Enhancement Grant process including stakeholders from across the Recreation & Community Development division 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> No interaction is anticipated
	Recreation & Community Development Staff Scheduling Process	IPR	<ul style="list-style-type: none"> A review of current overall staff scheduling processes to determine improvements to manual procedures and data entry within the current system. Defining “what does success look like?” in order to identify requirements for a new or updated staff scheduling software system 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> No interaction is anticipated
	High Manholes	IPR	<ul style="list-style-type: none"> This review aims to develop a business case to create a strategy that addresses high manholes throughout the city 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> No interaction is anticipated
	By Request	CSRs/IPRs	<ul style="list-style-type: none"> A minimum of one PIC is available in the third and fourth quarters in 2018 to support the organization in any reviews it wishes to conduct 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
2019	Saskatoon Water	PIC Partnership	<ul style="list-style-type: none"> Work in PIC partnerships focuses supporting divisions in creating efficiencies in their work, defining service levels, building the corporate knowledge base for the implementation of the CRM, mapping business processes, and building internal familiarity and comfort with the continuous improvement (CI) strategy and tools to complete work through training sessions. Specific work plans for PIC Partnerships are developed and signed off by the PIC, EEP Director and the appropriate division Director. 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division’s improved customer service strategy and CRM software implementation
	Communications	PIC Partnership		<ul style="list-style-type: none"> The Citizen Engagement Process audit area is scheduled for 2018, work within this partnership must consider findings from the audit when developing a work plan 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division’s improved customer service strategy and CRM software implementation
	Recreation & Community Development	PIC Partnership		<ul style="list-style-type: none"> The Parks and Recreation audit area is scheduled for 2017-2018, work within this partnership must consider findings from the audit when developing a work plan 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division’s improved customer service strategy and CRM software implementation

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	Community Standards	PIC Partnership		<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support the Service Saskatoon division's improved customer service strategy and CRM software implementation
	Corporate Revenue	PIC Partnership		<ul style="list-style-type: none"> The Revenue Generation audit area is scheduled for 2017, work within the Environmental & Corporate Initiatives partnership must consider findings from the audit when developing a work plan 	<ul style="list-style-type: none"> No interaction is anticipated
	Saskatoon Land	PIC Partnership		<ul style="list-style-type: none"> The Infrastructure Investment Evaluation audit area is scheduled for 2019 The work within this partnership may better prepare any "overlapping" individuals or processes to participate in the internal audit process 	<ul style="list-style-type: none"> No interaction is anticipated
	By Request	CSRs/IPRs	<ul style="list-style-type: none"> A minimum of one PIC is available throughout 2019 to support the organization in any reviews it wishes to conduct. 	<ul style="list-style-type: none"> No interaction is anticipated 	<ul style="list-style-type: none"> No interaction is anticipated
2020	Transportation	PIC Partnership	<ul style="list-style-type: none"> Work in PIC partnerships focuses supporting divisions in creating efficiencies in their work, defining service levels, building the corporate knowledge base for the implementation of the CRM, mapping business processes, and building internal familiarity and comfort with the continuous improvement (CI) strategy and tools to complete work through training sessions. Specific work plans for PIC Partnerships are developed and signed off by the PIC, EEP Director and the appropriate division Director. 	<ul style="list-style-type: none"> To date no internal audits have been scheduled for this year The CO₂ Reduction Initiatives audit area is scheduled for 2017, work within the Environmental & Corporate Initiatives partnership must consider findings from the audit when developing a work plan 	<ul style="list-style-type: none"> All remaining public facing services are scheduled to have reviews by the end of 2020 As these reviews are completed updated process maps and SLAs will be added to the corporate knowledge base and updated as needed on the civic website The website content update will follow the standardized SLAs "What can you expect?"; "How can you help?"
	Environmental & Corporate Initiatives	PIC Partnership			
	Building Standards	PIC Partnership			
	Materials Management	PIC Partnership			
	T&U Business Administration (Utilities Groups)	PIC Partnership			
	By Request	CSRs/IPRs	<ul style="list-style-type: none"> A minimum of one PIC is available throughout 2020 to support the organization in any reviews it wishes to conduct. 		
2021	Strategic Negotiations	PIC Partnership	<ul style="list-style-type: none"> Work in PIC partnerships focuses supporting divisions in creating efficiencies in their work, defining service levels, building the corporate knowledge base for the implementation of the 	<ul style="list-style-type: none"> To date no internal audits have been scheduled for this year 	<ul style="list-style-type: none"> Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete as appropriate in order to support
	T&U Business Administration	PIC Partnership			

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	(Non-Utilities Groups)		<p>CRM, mapping business processes, and building internal familiarity and comfort with the continuous improvement (CI) strategy and tools to complete work through training sessions.</p> <ul style="list-style-type: none"> • Specific work plans for PIC Partnerships are developed and signed off by the PIC, EEP Director and the appropriate division Director. • A minimum of one PIC is available throughout 2021 to support the organization in any reviews it wishes to conduct. 		<p>the Service Saskatoon division's improved customer service strategy and CRM software implementation</p>
	CS Business Administration	PIC Partnership			
	By Request	CSRs/IPRs			

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