## 4 Year Continuous Improvement Review Plan (2017 – 2021)

<table>
<thead>
<tr>
<th>Year</th>
<th>Area</th>
<th>Review Type</th>
<th>Review Project Focus</th>
<th>Internal Audit Plan Interaction</th>
<th>Service Saskatoon Business Plan Interaction</th>
</tr>
</thead>
</table>
| 2017 | Roadways & Operations (R&O) | PIC Partnership | • 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 | • 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 | • 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?” |
| 2017 | Water & Waste Stream (W&WS) | PIC Partnership | • 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 | • 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” | • 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?” |
| 2017 | Parks | PIC Partnership | • 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 | • 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. | • 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?” |
<p>| 2017 | Engagement Phase 2 | Civic Service | • Phase 1 was completed in 2016 and focused on documenting what processes, tools, techniques are currently used during citizen engagement | • The Citizen Engagement Process audit area is scheduled for 2018 | • Updated process maps and SLAs for citizens will be added to the corporate knowledge base and civic website after the review is complete. |</p>
<table>
<thead>
<tr>
<th>Review (CSR)</th>
<th>Program Details</th>
<th>Audit Details</th>
<th>Notes</th>
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</thead>
</table>
| Police Fleet  | • 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 | • 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 | No interaction is anticipated |
| Payroll Phase 2 | • 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 | No interaction is anticipated | No interaction is anticipated |
| Private Development | • 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. | • 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 | 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 | • 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 | No interaction is anticipated | 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 | • 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 | • 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 | No interaction is anticipated |
### Utility Cuts (CSR)
- **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.**
- **No interaction is anticipated**
- 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 (IPR)
- **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.**
- **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.**
- 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)
- **This review is being led by resources outside the Organizational Performance team.**
- **No interaction is anticipated**
- 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)
- **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.**
- **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.**
- **No interaction is anticipated**
- 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.

### Graffiti Remediation (IPR)
- **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.**
- **No interaction is anticipated**
- 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)
- **This review is focused 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.**
- **No interaction is anticipated**
- 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.
4 Year Continuous Improvement Review Plan (2017 – 2021)

<table>
<thead>
<tr>
<th>Area</th>
<th>Partner</th>
<th>2018</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Communications</td>
<td>IPR</td>
<td></td>
<td>- 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. The project also includes 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.</td>
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<td></td>
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<td>- No interaction is anticipated.</td>
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<tr>
<td>Major Projects &amp; Preservation</td>
<td>PIC Partnership</td>
<td>- TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized).</td>
<td>- 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.</td>
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<td>- No interaction is anticipated.</td>
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<tr>
<td>Construction &amp; Design</td>
<td>PIC Partnership</td>
<td>- TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized).</td>
<td>- 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?”</td>
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<td>- No interaction is anticipated.</td>
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<tr>
<td>Saskatoon Transit</td>
<td>PIC Partnership</td>
<td>- TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized).</td>
<td>- 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?”</td>
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<tr>
<td>Facilities &amp; Fleet</td>
<td>PIC Partnership</td>
<td>- TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized).</td>
<td>- The Asset Life Cycle Costs audit area is scheduled for completion in 2017 work within</td>
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<td></td>
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<td>- No interaction is anticipated.</td>
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<tr>
<td>Facilities &amp; Fleet</td>
<td>The Facilities &amp; Fleet partnership must consider findings from the audit when developing a work plan.</td>
<td>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.</td>
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<tr>
<td>Planning &amp; Development</td>
<td>• TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized).</td>
<td>• 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 &amp; Development must consider findings from the audit and the Development review when developing a work plan.</td>
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<tr>
<td>Saskatoon Light &amp; Power</td>
<td>• TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized).</td>
<td>• No interaction is anticipated.</td>
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<tr>
<td>Finance &amp; Supply</td>
<td>• TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized).</td>
<td>• 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.</td>
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<tr>
<td>Employee Experience &amp; Performance</td>
<td>• TBD (Updates will be provided throughout 2018 as PIC Partnership work plans are formalized).</td>
<td>• No interaction is anticipated.</td>
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<tr>
<td>Sidewalks</td>
<td>• 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.</td>
<td>• 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.</td>
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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.
### Neighborhood Parks Enhancement Grant Process
- **IPR**
  - An end-to-end review of the Neighbourhood Park Enhancement Grant process including stakeholders from across the Recreation & Community Development division
  - No interaction is anticipated

### Recreation & Community Development Staff Scheduling Process
- **IPR**
  - 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
  - No interaction is anticipated

### High Manholes
- **IPR**
  - This review aims to develop a business case to create a strategy that addresses high manholes throughout the city
  - No interaction is anticipated

### By Request
- **CSRs/IPRs**
  - 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

### By Request - 2019
- **Saskatoon Water**
  - PIC Partnership
  - 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.
  - No interaction is anticipated

- **Communications**
  - PIC Partnership
  - 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
  - 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
  - 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
  - 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
## 4 Year Continuous Improvement Review Plan (2017 – 2021)

### Community Standards
- **PIC Partnership**: No interaction is anticipated
- **ATTACHMENT 2**

### Corporate Revenue
- **PIC Partnership**: 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
- **No interaction is anticipated**

### Saskatoon Land
- **PIC Partnership**: The Infrastructure Investment Evaluation audit area is scheduled for 2019
- **No interaction is anticipated**

### By Request
- **CSRs/IPRs**: A minimum of one PIC is available throughout 2019 to support the organization in any reviews it wishes to conduct.
- **No interaction is anticipated**

### 2020
- **Transportation**: 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.
- **No interaction is anticipated**

### Environmental & Corporate Initiatives
- **PIC Partnership**: 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**

### Building Standards
- **PIC Partnership**: All remaining public facing services are scheduled to have reviews by the end of 2020
- **No interaction is anticipated**

### Materials Management
- **PIC Partnership**: As these reviews are completed updated process maps and SLAs will be added to the corporate knowledge base and civic website as needed on the civic website
- **No interaction is anticipated**

### T&U Business Administration (Utilities Groups)
- **PIC Partnership**: The website content update will follow the standardized SLAs “What can you expect?” “How can you help?”
- **No interaction is anticipated**

### By Request
- **CSRs/IPRs**: A minimum of one PIC is available throughout 2020 to support the organization in any reviews it wishes to conduct.
- **No interaction is anticipated**

### 2021
- **Strategic Negotiations**: 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
- **No interaction is anticipated**

### T&U Business Administration
- **PIC Partnership**: To date no internal audits have been scheduled for this year
- **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**

### ATTACHMENT 2

<table>
<thead>
<tr>
<th>Community Standards</th>
<th>PIC Partnership</th>
<th>No interaction is anticipated</th>
</tr>
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<tbody>
<tr>
<td>Corporate Revenue</td>
<td>PIC Partnership</td>
<td>The Revenue Generation audit area is scheduled for 2017, work within the Environmental &amp; Corporate Initiatives partnership must consider findings from the audit when developing a work plan</td>
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<td>Saskatoon Land</td>
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<td>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</td>
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<td>T&amp;U Business Administration (Utilities Groups)</td>
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<td>Strategic Negotiations</td>
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<tr>
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<td>(Non-Utilities Groups)</td>
<td>CRM, mapping business processes, and building internal familiarity and comfort with the continuous improvement (CI) strategy and tools to complete work through training sessions.</td>
<td>the Service Saskatoon division’s improved customer service strategy and CRM software implementation</td>
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<tr>
<td>CS Business Administration</td>
<td>Specific work plans for PIC Partnerships are developed and signed off by the PIC, EEP Director and the appropriate division Director.</td>
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<tr>
<td>PIC Partnership</td>
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<td>A minimum of one PIC is available throughout 2021 to support the organization in any reviews it wishes to conduct.</td>
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