

STREET SWEEPING PROGRAM AUDIT

Terms of Reference

Independent Office of the City Auditor

December 3, 2025



TERMS OF REFERENCE

Background

The [Service Level of Street Cleaning and Sweeping](#) provides an overview of the City of Saskatoon's (City) annual Street Sweeping Program (Program), as follows:

"Focuses on improving citizen mobility for all modes of transportation, preserving air and water quality, maintaining surface drainage integrity, as well as improving aesthetics of City streets and adjacent infrastructure by removing sand and debris. The program provides sand and debris removal starting in April and city-wide sweeping service from May to June. Repeat sweeping service is provided to high use areas including high traffic streets and high density business districts from May to September. In October, the program focuses on sweeping areas at highest risk for spring flooding."

The Program's 2025 operating budget is approximately \$5M.

In accordance with the approved [2025-2026 Audit Plan](#), the Independent Office of the City Auditor (Office) has initiated an audit of the Program.

Objective & Scope

The objective of the audit is to assess the City's systems and practices to deliver the Program in accordance with the approved Service Level with due regard for the economy, efficiency and effectiveness of resource utilization.

The audit will focus on activities related to the planning, operations and performance measurement of the 2025 Program including the following:

- Spring Debris Removal (April to May);
- Comprehensive Street Sweep (May to June);
- Housekeeping (May to September); and
- Comprehensive Street Cleaning for Drainage Improvement (October).

The audit criteria, summarized in the table below, is aligned with the Plan-Do-Study-Adjust (PDSA) continuous improvement cycle that has been adopted as part of the City's quality management framework and has been agreed to by the Administration.

Criteria – The Administration has adequate processes to:	
Plan	<ul style="list-style-type: none">• Define program strategy, objectives, service levels and performance metrics.• Plan and allocate resources (employees, contractors, equipment) within the approved budget.• Identify, assess, and respond to risks or opportunities that may impact service levels.

Criteria – The Administration has adequate processes to:	
Do	<ul style="list-style-type: none"> Implement the planned strategy including the following: <ul style="list-style-type: none"> Scheduling and deployment of resources (including contractors); Equipment maintenance; Coordination with other City departments; and Communication with public. Ensure employee and public safety during operations.
Study	<ul style="list-style-type: none"> Measure, monitor and report on program performance including: <ul style="list-style-type: none"> Key performance indicators; and Stakeholder feedback (internal and external).
Adjust	<ul style="list-style-type: none"> Take action to prevent and/or address issues. Identify and document lessons learned and apply them in future planning cycles.

The audit scope does not include the following activities, as each are separate functions which would require dedicated audits:

- Budgeting process;
- Procurement process (for equipment, fuel, and supplies); and
- Human Resources Management (including payroll, employee training, performance management, and labour relations).

Approach

The audit will be performed by the City Auditor and Senior Audit Specialist using a combination of procedures including:

- Review of Program documentation;
- Interviews with the department director, manager and other key personnel; and
- Data analysis.

Reporting

At the conclusion of the audit, a draft report will be shared with the Administration which will include the results of the audit, highlighting strengths of the Program along with recommendations related to potential areas of improvement. Findings will be rated based on the Office's established Risk Rating Guide. The Administration will have the opportunity to review and comment on the draft report prior to finalization. The final audit report, including administrative responses and action plans, will be presented to the Standing Policy Committee on Finance and is expected to be complete in Q1 2026.