



STREET SWEEPING PERFORMANCE AUDIT

Audit Report

Independent Office of the City Auditor

August 5, 2026



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EXECUTIVE SUMMARY

Background

The City of Saskatoon's (City) Street Sweeping Service Line "is provided to improve the quality of life of citizens, meet diverse transportation needs, and reduce environmental impacts."¹

In accordance with the approved [2025-26 Audit Plan](#) and [Terms of Reference](#), the Independent Office of the City Auditor (Office) conducted the Street Sweeping Performance Audit.

Objective and Scope

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

The audit focused on activities related to the planning, operations and performance measurement of the 2025 Street Sweeping Programs, which are described further in the Detailed Report.

The following activities were not part of the audit scope, as each are separate processes and 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).

The audit criteria are aligned with the City's Plan-Do-Study-Adjust (PDSA) continuous improvement framework and were agreed to by the Administration. More information regarding the audit criteria is in the Detailed Report.

Approach

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

- Review of Street Sweeping Service Line documentation (ex. Service Levels, roles and responsibilities document, Standard Operating Procedures, Job Safety Analysis, meeting minutes, close-out reports, budget, schedules, maps, tracking sheets, contractor invoices, etc.).
- Interviews and/or correspondence with the Director, Manager, Superintendent and various members of the integrated Roadways team responsible for delivering the Street Sweeping Service Line.
- Review and analysis of financial and operational data.

¹ City of Saskatoon. [Service Level of Street Cleaning and Sweeping](#). (2017).

- Attempted to compare the City's Street Sweeping activities with that of other Canadian municipalities, however the Office was unable to perform an accurate and valid "apples to apples" comparison based on publicly available online information. Alternatively, an analysis was prepared to compare the City's 2025 program to prior years from a budget and actual spend perspective, while considering impacts of CPI and lane kilometers. Where relevant and appropriate, the Detailed Report refers to the research results from other municipalities.

Conclusion and Summary of Findings

Based on the work performed, the City had established systems and practices that, overall, supported the delivery of the 2025 Street Sweeping Programs in accordance with the approved Service Level and with due regard for the economy, efficiency and effectiveness of resource utilization.

While the audit identified opportunities to enhance program management, as summarized in the table below, these do not represent significant deficiencies or impair the City's ability to meet its service commitments. More details, including the Administration's responses, are in the Detailed Report. Risk ratings are based on the guidance in Appendix A.

Risk	Summary of Findings
Medium	1. Performance Monitoring and Policy Tool Oversight: The Service Level document and corresponding performance measures could be updated to ensure the Program is monitored in line with the expected service approved in the budget. This finding identified an opportunity to strengthen corporate oversight by implementing compliance monitoring and enforcement processes to support consistent application of the Controlled Documents Lifecycle to ensure policy tools remain current across the organization.
Medium	2. Contractor Oversight: Contractor oversight and review procedures could be standardized to include independent verification of work performed.
Low	3. Program Documentation: Certain program documentation, including processes, contractor performance, lessons learned and risk assessment, could be enhanced to help retain institutional knowledge and improve efficiency.
Low	4. Continuous Improvement Opportunities: The Administration has identified improvement opportunities including benchmarking and potential cost savings.

The above Findings and corresponding recommendations are intended to further support the continuous improvement and performance of the Street Sweeping Programs.

Next Steps

The Office is satisfied with the Administration's responses and will follow-up on their action plans to ensure they are appropriately implemented.

DETAILED REPORT

The detailed report is presented in four main sections:

- I. Program Overview
- II. Audit Criteria
- III. Principles of Economy, Efficiency and Effectiveness and an assessment of each
- IV. Findings and Recommendations

I. Program Overview

The Street Sweeping Service Line “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.”²

Street Sweeping includes the following Programs which were included in the audit:

Program	Timing	Description ³
Spring Debris Removal	April to May	Major debris is removed from high traffic streets, medians* and park frontages to reduce debris entering the storm water system, to improve air quality and to improve traction by removing loose material. During this initial spring debris removal, sweepers work around parked vehicles. * The soft median sweep was reduced in the 2024-25 multi-year budget to include 50% annually.
Comprehensive Street Sweep	May to June	Curb-to-curb sweeping of residential streets. This includes ticketing and towing of parked cars.
Housekeeping	May to September	Routine debris removal for high traffic streets and high-density business areas to improve cleanliness and minimize dust in high use areas. Debris removal for special events and emergencies.
Comprehensive Street Cleaning for Drainage Improvement	October	Curb-to-curb sweeping of high flood risk and heavy tree canopy areas to improve spring drainage. This includes ticketing and towing of parked cars. This program is funded through the Storm Water Management Utility Service Line and is not included in the Budget vs. Actual analysis in Appendix B.

The 2025 Street Sweeping Budget was approximately \$4.9 million which funded approximately 20 FTEs, equipment usage (including 17 street sweepers) and contracted support for:

- Towing services to relocate non-compliant vehicles.
- Parking enforcement to write tickets for non-compliant vehicles.
- Trucking assistance for hauling sweeping debris.
- Sweeping assistance for completion of sweeping activities, primarily used for median sweeps.

² City of Saskatoon. [Service Level of Street Cleaning and Sweeping](#). (2017).

³ Adapted from the above and supplemented with information gathered during the audit.

Street sweeping activities are significantly affected by weather conditions and variability. The amount of spring roadway debris is directly related to the severity of winter weather and the operations of the Snow and Ice Program. The start of the spring program is dependent on the pace of snowmelt and late snowfall can halt operations and/or require rework. Temperature shifts and weather events in the fall can impact the volume and distribution of leaves on roadways, wet or compacted leaves are more difficult to remove, can clog equipment and early snowfall can prematurely end fall sweeping. In addition, the unpredictability of weather in both the spring and fall can impact the availability of equipment as Fleet Services may need to support both the Snow and Ice and Street Sweeping Programs at the same time⁴.

II. Audit Criteria

The audit criteria were developed with consideration of, and alignment with, the Plan-Do-Study-Adjust (PDSA) continuous improvement cycle that has been adopted as part of the City's quality management framework.

The audit criteria were agreed to by the Administration prior to the approval of the Terms of Reference.

Under these criteria, Administration is expected to have adequate processes to:



Plan	- 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.
Do	- Implement the planned strategy including the following: - 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	- Measure, monitor and report on program performance including: - Key performance indicators; and - Stakeholder feedback (internal and external).
Adjust	- Take action to prevent and/or address issues. - Identify and document lessons learned and apply them in future planning cycles.

⁴ The audit included review of maintenance data/records related to Street Sweeping equipment but did not assess Fleet Service's overall scheduling and/or work order management, as this would require a separate audit.

III. Principles of Economy, Efficiency and Effectiveness

While the audit criteria are aligned with the PDSA continuous improvement cycle, the audit objective requires assessment using the principles of economy, efficiency and effectiveness (Three Es), which can be “characterized as follows:

- Economy – Getting the right inputs at the lowest cost (or getting a good deal).
- Efficiency – Getting the most from the inputs (or getting a lot for the efforts).
- Effectiveness – Getting the expected results from the outputs (or doing the right things).”⁵

The Three Es are interrelated concepts but generally align to the PDSA framework as follows:

- Economy primarily relates to the Plan phase as it involves planning and allocating resources responsibly but overlaps with resourcing elements of the Do stage.
- Efficiency primarily relates to the Do phase as it involves the processes of delivering the Programs but the Adjust stage also contributes to ongoing process improvements.
- Effectiveness relates to the Study and Adjust phases as they determine whether objectives were met and facilitate ongoing improvement.

a. Economy

Assessment Basis

The assessment of Economy considered whether the Program’s systems and practices support the responsible and cost-effective use of resources. This aligns primarily with the Plan phase of the PDSA framework, which includes defining service levels, allocating resources and assessing risks. Elements of the Do stage also inform this assessment where resource implementation affects cost stewardship.

What Worked Well

Defined Service Levels:

- The [Service Level for Street Cleaning and Sweeping](#) were defined in 2017 and are available on the City’s website which enables residents to understand current services provided including the Service Level Outcomes and Customer Performance Measures that can be expected.

Planning and Allocation of Resources:

- The Municipal Engineering Service (MES) Engineering Intern is responsible for organizing the planning and day-to-day operations of the Street Sweeping program. Interns are hired for 16-month terms with a four-month overlap to allow for transfer of knowledge and on-the-job training.

⁵ Canadian Audit & Accountability Foundation. “Practice Guide to Auditing Efficiency” (2013)

- The City uses a mix of internal and external resources to deliver the Street Sweeping program with most of the work performed by City employees. Based on research, this appears consistent with other Canadian municipalities.
- Contractor spending in 2025 (19%) was consistent with the average CPI-adjusted contractor spending from 2021 to 2025 which was 19.3% (see Appendix B). The Administration acknowledged an opportunity to reduce contractor costs by performing all the sweeping internally, however this would negatively impact Service Levels as it was estimated that the spring sweep would take one month longer to complete.
- Although the procurement process was not in scope, the Administration indicated that contractors are selected based on low-bid evaluation processes. For certain services (i.e., towing and trucking assistance), multiple contracts are awarded and based on discussion and documentation review (program reports and sample invoices), the lowest-cost contractors performed most of these services.
- After the fall sweep program, the street sweepers undergo a preseason inspection and maintenance before returning to service in the spring. Checklists are used to ensure consistent inspections and checks are performed. Based on discussion, observation and review of a sample of maintenance records, all street sweepers were maintained between the 2025 and 2026 programs. At the time of the audit, one machine was awaiting parts before returning to service.

What Could Be Improved

Performance Monitoring and Policy Tool Oversight (Finding #1):

- There is an opportunity to refresh the 2017 Service Level document to align with the programs/sub-services listed in the Multi-Year Business Plan and Budget document (see Appendix C for comparison) and to establish Customer Performance Measures for each program/sub-service.

Contractor Oversight (Finding #2):

- The level of contractor oversight and invoice review procedures varied by type of service and could be strengthened across the program.

Program Documentation (Finding #3):

- Although the Administration demonstrated risk awareness and viewed the Program's risk profile to be relatively stable, this is not formally documented.

Continuous Improvement Opportunities (Finding #4):

- There is an opportunity to consider alternative methods for informing the residents about sweeping plans which may be able to reduce the cost of sign management. Research indicated that other municipalities offer email or text notifications⁶ or mobile app push notifications⁷ to their residents. The Administration had identified this and are exploring opportunities to reduce signage costs for this program.

⁶ www.calgary.ca/roads/maintenance/spring-street-cleaning.html (last accessed May 6, 2006)

⁷ www.winnipeg.ca/people-culture/our-city-our-stories/annual-spring-cleanup-takes-roughly-500-employees (last accessed May 6, 2026)

b. Efficiency

Assessment Basis

The assessment of Efficiency considered whether the Program's systems and practices support timely, consistent and coordinated service delivery. This aligns primarily with the Do phase of the PDSA framework, which includes scheduling, deployment, coordination and communication. Elements of the Adjust stage also inform this assessment where continuous improvements contribute to smoother operations.

What Worked Well

Scheduling and Deployment of Resources:

- Although the budget development process was out of scope for this audit, it was noted that the approved budget has increased year-over-year except in 2024 when the service level for soft surface median sweeps was reduced to be swept once every two years (i.e., 50% swept per year) resulting in a \$200,000 (~4%) budget reduction. However, when considering the impact of CPI, the adjusted budget and actual amounts have remained relatively stable over the period 2021 to 2025 (see Appendix B).
- The Planning and Scheduling Group (PSG) maintains a list of "rules" to prevent the residential sweep schedule from conflicting with community activities (ex. community garage sales, neighborhoods with high street parking due to sports field usage, etc.).

Operational Documentation:

- Roles and Responsibilities are documented, and various Standard Operating Procedures (SOP) and Job Safety Analysis (JSA) exist.
- SOPs and JSAs are regularly reviewed to ensure they remain current and are circulated to relevant employees and contractors for their acknowledgement prior to the start of the annual sweeping program.
- Street Sweeping Quality Guidelines are documented to clarify expectations for the contractors providing sweeping assistance.
- Web forms are used to collect daily operational information from the field supervisors and contractors which is used to track program performance and progress.

Sustainability:

- Although not in scope for the audit, the 2025 capital budget included \$50K to develop a long-term strategic plan for street sweeping debris disposal and management. The final consulting report was not completed at the time of audit completion.

What Could Be Improved

Program Documentation (Finding #3):

- During the audit, staff prepared some documents to describe various existing processes. These processes were not previously documented and should be formalized as part of procedures to help retain institutional knowledge and improve efficiency in the future.

c. Effectiveness

Assessment Basis

The assessment of Effectiveness considered whether the Program is achieving its objectives and meeting the approved Service Level. This aligns with the Study and Adjust components of the PDSA framework, which include measuring and monitoring performance, reviewing results and addressing issues and applying lessons learned to strengthen future performance.

What Worked Well

Service Delivery:

- Discussions with program personnel demonstrated a strong awareness and focus on the Customer Service Measures. Review indicated that the Customer Service Measures were substantially met for 2025 and have been consistently met for the last few years (see Appendix D) indicating that the Service Levels were achieved.

Budget Monitoring:

- Although not included in the audit scope, the program follows the City's forecasting and variance reporting process which provides reasonable oversight of expenditures. The 2025 Street Sweeping spending exceeded budget by approximately \$283,000 (-5.8%) which is higher than the five-year average of approximately \$157,000 (-3.3%) (see Appendix B). However, the Street Sweeping Program is impacted by the prior winter season, which according to the [2024-25 Winter Maintenance Summary](#), the prior winter had the most snow in seven years (approximately 115 cm).

Internal Communications and Program Reporting:

- Communications and coordination across the various internal stakeholders are managed through cross-functional meetings including kickoff, close-out and regular meetings throughout program delivery.
- Close-Out Reports are prepared, circulated and discussed internally for both the Spring and Fall Street Sweep operations. These reports include various information including timelines, service level commitments, performance measures, spend analysis, lessons learned and recommendations for further improvements.
- Summary level information is reported to the Standing Policy Committee on Transportation as part of Summer and Winter Road Maintenance Reports which provides the Committee an opportunity to ask questions about the program.

External Communications and Feedback:

- A variety of communication models are used externally including signage, the City's [Street Sweeping webpage](#), [service alerts](#), social media and an interactive [City-Wide Street Sweeping map](#).
- The City conducts an annual Civic Services Survey to gather insights into residents' experiences and perceptions of civic services. For this survey, Street Sweeping is included within Road Maintenance along with roads, bridges, overpasses, sidewalks, back lanes, cycling facilities, pathways and traffic noise sound walls. Although Road Maintenance is among the lowest areas of satisfaction for citizens (5.7 or 5.8 out of 10)

in the latest survey⁸ it is not possible to isolate the levels of satisfaction specific to the Street Sweeping Program.

- Processes exist to follow up on resident inquiries and complaints. Service Saskatoon receives calls or online submissions and either addresses them directly or creates a CRM case when further action is required. For example, complaints are routed to be assessed by crew supervisors who oversaw the relevant work. There is potential lack of independence in reviewing one's own work, however, the Administration does not consider it practical to segregate this activity as knowledge of the work area, condition and circumstances are needed to make an appropriate assessment. Based on data review, the Street Sweeping program represents a small percentage of all Roadways-related calls and CRM cases (4.5% and 3.2%, respectively).

What Could Be Improved

Performance Monitoring and Policy Tool Oversight (Finding #1):

- The 2025 Spring Close-Out Report was completed in August and in prior years have been completed in July, which can create discrepancies due to timing when comparing the cost information from the Close-Out Reports to the ERP. Also, the Housekeeping sub-service continues until September and therefore is not final at the time of Spring Close-Out Report, which prevents analysis of unit of cost (i.e., cost per meter) and Customer Performance Measures in these areas (see Appendix D).

Contractor Oversight (Finding #2):

- Internal complaints, specifically regarding contractor performance, are addressed during regular program meetings but are not tracked outside of meeting minutes to facilitate easier trending of potential contractor performance issues.

Program Documentation (Finding #3):

- Lessons learned and recommendations for future are identified in the Spring and Fall Close-Out Reports. These could be more formally tracked to retain institutional knowledge and ensure proper resolution and closure.

Continuous Improvement Opportunity (Finding #4):

- The City is a member of the Canadian Infrastructure Benchmarking Initiative (CIBI) which strives to “directly assist all public organizations to find better ways to deliver services...that will result in tangible cost savings and/or service level improvements”⁹. The Administration identified the use of CIBI metrics as an improvement opportunity in the 2025 Fall Sweep Close-Out.

⁸ City of Saskatoon. [Civic Services Survey](#). (September 2025)

⁹ www.nationalbenchmarking.com (last accessed May 6, 2026)

IV. Findings and Recommendations

Medium Risk	Performance Monitoring and Policy Tool Oversight
Finding #1	<u>Street Sweeping:</u> Service Levels were initially defined in 2017 but have not been updated to reflect changes made during the multi-year budgeting process and not all Customer Performance Measures are monitored and reported in the Close-Out Reports due to timing and/or data availability (see Appendix D). Improved alignment would help ensure program performance is monitored in line with the service approved in the budget. <u>Quality Management:</u> This finding revealed a broader issue that applies City-wide and is not specific to the Street Sweeping Program. Service Level documents are considered Standards under the current Quality Management Framework and are subject to a minimum five-year review cycle requirement. However, this language and requirement did not exist when the Service Levels were defined in 2017. The Controlled Documents Lifecycle along with supporting tools and templates were issued in 2023, but adherence to the minimum five-year review cycle has not been monitored and/or enforced. As a result, there is a risk that outdated policy tools could remain in use.
Recommendation #1	The Administration should: a) Review and update the Service Level Document including Outcomes and Customer Performance Measures to align with the approved Multi-Year Budget and update operational and reporting procedures to ensure all key performance measures are monitored. b) Communicate the minimum five-year scheduled review cycle requirement for policy tools and the corporate support for compliance available through the City Clerk's Office. Provide corporate-level monitoring for policy-tools published within the City's DocHub, in accordance with the City's policy governance framework.
Administrative Response (a. Roadways)	<i>Response: The Administration agrees with the recommendation.</i> <i>Action Plan:</i> a) <i>The Administration will complete a review of the Service Level Document and have it re-approved by City Council if any adjustments are proposed. This work will be carried out by the end of 2028.</i> <i>The Administration will adjust monitoring procedures and timing of close-out reports to ensure the key performance measures in the Service Level Document are monitored and reviewed annually. As the program is well underway during the audit process, adjustments to monitoring procedures and report timing will be implemented for the 2027 season.</i> <i>Target Date: End of 2028</i>

Medium Risk	Performance Monitoring and Policy Tool Oversight
Administrative Response (b. Quality Management)	<i>Response: The Administration agrees with the recommendation.</i> <i>Action Plan:</i> <i>b) Internal communications regarding these requirements and the support offered through City Clerk's Office. Flagging of documents that are out of date or will be out of date by end of 2027. Continue to provide ongoing support to facilitate policy compliance.</i> <i>Target Date: Quarter 4, 2026</i>

Medium Risk	Contractor Oversight
Finding #2	Contractor prepared information is used for entry of Service Entry Sheets in SAP to facilitate invoice payment. However, not all contractors are subject to a consistent level of on-site independent oversight and verification of work performed. Total 2025 contractor spend was \$985K of which: • Street Sweeping Assistance (\$489K) are paid by the hour and distance swept with varying rates for equipment and types of sweeping (i.e., median, curb-to-curb, etc.). Contractors submit shift reports using the City's online web form. A former employee oversaw the tracking of this information and matching of invoiced amounts, but the procedures used were not documented for future reference and could not be verified during the audit. • Trucking Assistance (\$285K) are paid by the hour and type of truck. On-site City supervisors report work performed by these contractors using web forms which is used by the MES Engineering Intern to support invoice review and operational reporting purposes. • Towing Assistance (\$166K) are paid for the number and type of tows. Contractors enter this information into an app that is used (1) by the MES Engineering Intern to match invoiced amounts and (2) by residents to locate their vehicles. Contractor entered information is not verified by on-site City personnel. • Parking Enforcement (\$45K) is paid by hour and vehicle allowance. Contractors submit daily manual timesheets with hours and tickets issued, which are entered into a spreadsheet by the MES Engineering Intern to match invoiced amounts and facilitate operational reporting purposes. Contractor timesheets are not verified by on-site City personnel. A risk of fraud, error or inappropriate payment exists without independent review to confirm that reported hours, quantities, and tasks accurately reflected the work performed.
Recommendation #2	The Administration should implement independent review procedures whereby an appropriate City representative, with on-site knowledge, verify and confirm contract work performed (i.e., hours, quantities, etc.) in the field.

Medium Risk	Contractor Oversight
Administrative Response (Roadways)	<i>Response: The Administration agrees with the recommendation.</i> <i>Action Plan: To complement existing verification processes, the Administration will investigate options to implement independent verification of contractor work hours in part during the 2027 Spring Sweep season and will request any additional funding that may be required for independent verification in the next multi-year budget and will implement independent verification in full during the 2028 Spring Sweep season.</i> <i>Target Date: End of 2028</i>

Low Risk	Program Documentation
Finding #3	During the audit, it was noted that there were opportunities to enhance the current program documentation which could help retain institutional knowledge and improve program efficiency in the future. <u>Process Documentation:</u> In preparation for the audit, the MES Engineering Intern documented some existing processes to help explain them to the audit team. These could be formalized to retain institutional knowledge for future staff. <u>Lessons Learned:</u> The 2025 Spring Close-Out Report included 10 lessons learned, of which four were also identified in the 2024 report. Administration indicated that these were either expanded upon from the 2024 report and/or were included as reminders or to emphasize the importance for the 2026 Program. Recommendations and lessons learned identified in the Close-Out Reports could be tracked centrally over time to ensure proper resolution and closure. <u>Contractor Performance:</u> Internal complaints, specifically regarding contractor performance, are discussed during regular program meetings. However, there is no process in place to track potential issues for trending purposes and/or to inform contractor performance evaluations. <u>Risk Assessment:</u> A formal risk assessment has not been documented for the Street Sweeping Program. As a result, current risk considerations rely on staff knowledge and experience, which increases the potential for inconsistency and/or loss of critical insight in the event of staff turnover.
Recommendation #3	The Administration should: - Formalize the process documentation created for the audit, into work instructions, procedures or append them to other existing documents. - Establish and maintain centralized tracking of all lessons learned and recommendations identified in the Close-Out Reports to ensure

Low Risk	Program Documentation
	consistent monitoring and timely closure. Tracking should include assigned owners, target completion date, action taken and status, enabling effective oversight and improving accountability for implementation. c) Implement tracking of complaints regarding contractor performance to facilitate the identification of potential trends and to inform contractor performance evaluations, which should be considered in subsequent contract renewals or procurement competitions. d) Formalize a risk assessment for the Street Sweeping Program in collaboration with Corporate Risk.
Administrative Response (Roadways)	<i>Response: The Administration agrees with the recommendation.</i> <i>Action Plan:</i> a) <i>The Administration will ensure all program documents developed for the audit are formalized. Documents will be developed and updated by the end of 2027.</i> b) <i>The Administration will establish a log of lessons learned and follow-up items for the program separate from the annual close-out reports. This log will be established by the end of 2026.</i> c) <i>The Administration will establish a log of contractor performance concerns in order to establish trends and inform contractor performance evaluations. This log will be established for the 2027 sweep season.</i> d) <i>A formal risk assessment for the Street Sweeping program will be completed in 2027.</i> <i>Target Date: End of 2027</i>

Low Risk	Continuous Improvement Opportunities
Finding #4	During the audit, the following continuous improvement opportunities were noted, which the Administration had previously identified. These have been noted for follow-up purposes. <u>Potential Cost Savings:</u> The City spent approximately \$288K on sign management to inform residents about parking restrictions to enable sweeping. This represents approximately 5% of the Street Sweeping Budget and based on research, there may be options to leverage technology to inform residents and potentially reduce the number of signs needed (and therefore the costs). <u>Benchmarking:</u> The City is a member of the Canada Infrastructure Benchmarking Initiative (CIBI) which publishes an annual Benchmarking Review comparing 13 Canadian municipalities against different KPIs. At the time of the audit, these metrics had not been fully leveraged to compare the City's Street Sweeping Program against other municipalities. The

Low Risk	Continuous Improvement Opportunities
	Administration indicated that the Roadways metrics are relatively new to CIBI and are expected to expand in the future.
Recommendation #4	The Administration should consider: a) Exploring alternative methods to inform residents of parking restrictions related to the Street Sweeping Program which may be more cost-effective. b) Leveraging CIBI resources for benchmarking purposes with a view to identifying further continuous improvement opportunities including potential cost savings and/or service level improvements.
Administrative Response (Roadways)	<i>Response: The Administration agrees with the recommendation.</i> <i>Action Plan:</i> <i>a) The Administration will consider alternative methods for informing residents of parking restrictions in their area as a cost saving measure. This analysis will be carried out throughout 2027.</i> <i>b) The Administration will continue to leverage access to CIBI and network with the participating municipalities in the national benchmarking program to help identify further continuous improvement opportunities including cost savings and service level enhancements.</i> <i>Target Date: End of 2028</i>

APPENDICIES

Appendix A – Risk Rating Guide

The Independent Office of the City Auditor has introduced a risk rating to prioritize the audit recommendations in the report. The benefits of the rating are to:

- Help Administration and City Council to assess results quickly.
- Help Administration to prioritize implementation of the recommendations.
- Provides the basis for prioritizing audit follow-up.
- Makes cross-organizational comparison easier.

Criteria	Risk Rating
Corporate level loss, material reporting misstatement, critical reputation, or financial impact; critical impact on operational performance, the occurrence of fraudulent activities, critical unethical conduct or a critical breach in laws and regulations/policies and procedures. Remediation of the finding should be immediately prioritized.	Critical
Significant impact on the achievement of objectives. Significant risk of service disruption, a threat to timely and effective service delivery affecting clients or a high possibility of occurrence of fraud. High-risk impact on reputation, financial or operations. A significant breach in laws and regulations and policies and procedures.	High
Moderate impact on the achievement of objectives. Moderate risk of service disruptions, a threat to timely and effective service delivery affecting clients or occurrence of fraud. Moderate risk impact on reputation, financial or operations. A moderate breach in laws and regulations/policies and procedures. Requiring process change/improvement to reduce the likelihood or impact of the risk in the future.	Medium
Minor impact to the achievement of objectives. Low/minimal risk of service disruption, threat to timely and effective service delivery affecting clients. Low risk impact on reputation, financial or operations or occurrence of fraud. Minor breach in laws and regulations / policies and procedures with limited consequences. Value added process improvement or enhancement.	Low

Appendix B – Budget vs. Actual Comparison

The following table compares the City's 2025 Street Sweeping program budget and actual to prior years, while considering impacts of CPI and lane kilometers.

Note that lane kilometers provide a simplistic comparison of year-over-year efficiency and does not factor in that some components of the program (ex. Housekeeping) include covering the same priority/high traffic areas monthly from May to September. This type of analysis could be considered by Administration as part of Finding #1.

								2025 vs AVG	
		2021	2022	2023	2024	2025	AVG	\$	%
Budget vs Actual Analysis									
Budget	1	4,463,000	4,540,600	4,848,500	4,756,100	4,903,800	4,702,400	201,400	4.1%
Actual	2	4,466,985	4,776,861	5,180,412	4,685,806	5,186,618	4,859,336	327,281	6.3%
Surplus / (Deficit)	=	(3,985)	(236,261)	(331,912)	70,294	(282,818)	(156,936)	(125,881)	44.5%
% Variance	=	-0.1%	-5.2%	-6.8%	1.5%	-5.8%	-3.3%		
Budget vs Actual Analysis (CPI Adjusted to 2025)									
CPI	3	141.60	151.20	157.10	160.90	164.20			
Budget (Adjusted)	=	5,175,315	4,930,996	5,067,624	4,853,646	4,903,800	4,986,276	(82,476)	-1.7%
Actual (Adjusted)	=	5,179,936	5,187,570	5,414,536	4,781,910	5,186,618	5,150,114	36,504	0.7%
Adjusted Actual Cost per Lane KM									
Lane KM	4	4,361	4,382	4,431	4,431	4,431			
Actual (Adjusted) / Lane KM	=	1,188	1,184	1,222	1,079	1,171	1,169	2	0.2%
Contractor Costs vs Total Spend									
Actual	5	918,325	969,928	1,032,462	774,345	984,999	936,012	48,987	5.0%
Actual (Adjusted)	=	1,064,894	1,053,321	1,079,123	790,227	984,999	994,513	(9,514)	-1.0%
% of Total Spend	=	20.6%	20.3%	19.9%	16.5%	19.0%	19.3%	-0.3%	-1.4%

Note/Sources:

- 1 – Multi-Year Business Plan and Budget
- 2 – ERP System (Cost Centre 100289)
- 3 – Consumer Price Index (CPI) Portal (Statistics Canada)
- 4 – City of Saskatoon Municipal Manual
- 5 – Street Sweep Close-Out Reports
- = – Calculated

Appendix C – Service Level and Budget Alignment

The following tables are from the [Service Level for Street Cleaning and Sweeping \(2017\)](#) and [2026-27 Multi-Year Budget](#) documents, respectively and both exclude Dust Palliation as this was out of scope. The shapes to the left of each table show how the Programs in the Service Level document map to the Sub-Services listed in the Budget document. The Comprehensive Street Cleaning for Drainage Improvement program is funded through the Storm Water Management Utility Service Line and is not included in the Budget table below.

	Programs within Service Line	Service Attributes and Customer Values	Service Level Outcomes	Customer Performance Measures
★	Spring Debris Removal	Responsiveness, Efficiency, Environmental Responsibility, Safety	Major debris is removed from high traffic streets, medians, and park frontages to reduce debris entering the storm water system, to improve air quality, and to improve traction by removing loose material.	Pick up at least 25% of winter operations debris. Complete program prior to the end of May.
▲	Comprehensive Street Sweep	Quality, Safety, Aesthetics	Curb-to-curb sweeping of residential streets.	Complete program prior to the end of June. Relocate and fine less than 4,000 vehicles per year. No-Parking signs posted no less than 36 hours in advance of sweep. Vehicle locations available within Find My Vehicle App within 5 minutes of relocation.
■	Housekeeping	Responsiveness, Accessibility, Aesthetics, Quality of Life, Economic Prosperity, Safety	Routine debris removal for high traffic streets and high density business areas to improve cleanliness and minimize dust in high use areas Debris removal for special events and emergencies.	Remove debris from high traffic driving lanes once per month from May to September. Remove debris from Business Improvement Districts once per month from June to September.
	Comprehensive Street Cleaning for Drainage Improvement	Quality, Fiscal Responsibility, Safety	Curb-to-curb sweeping of high flood risk and heavy tree canopy areas to improve spring drainage.	No-Parking signs posted no less than 36 hours in advance of sweep. Relocate and fine less than 1,000 vehicles per year. Vehicle locations available within Find My Vehicle App within 5 minutes of relocation.

	Sub-Service	Service Levels		
		2025	2026	2027
★	Median Sweep	Annually complete 50% of soft medians in the city prior to the Residential sweeping program.		
■	Priority Street Sweep	Performed once every three weeks or as needed.	Performed once per month from May to September.	
★	Expressway Sweep	Once per year beginning in May and estimated to finish at the end of June.	Once per year beginning in May and estimated to finish at the end of May.	
▲	Residential Sweep	Once per year beginning in early May and completed by the end of June.		
■	Business Improvement District Sweep	The sweeping takes place once per month in May (weather dependent) and ending in October.		
■	Summer Maintenance Sweep	Work is performed on an as needed, complaint driven basis.		
■	Bridge Wash	Structures swept and washed annually.		

Appendix D – Customer Performance Measures

The following table summarizes the performance of the Street Sweeping Programs from 2022 to 2025 against the Customer Performance Measures included in approved and published [2017 Service Level](#) document.

As the audit scope included the 2025 activities, the 2025 performance were validated by reviewing supporting documentation. The 2022 to 2024 metrics are presented for comparison/trending purposes and were obtained from the corresponding Spring and Fall Sweep Close-Out Reports but not verified to supporting documentation.

Program / Metric	2025	2024	2023	2022
Spring Debris Removal				
Pick up at least 25% of winter operations debris.	√ (1)	√ (1)	√	√
Complete program prior to the end of May.	(2)	(2)	(2)	(2)
Comprehensive Street Sweep				
Complete program prior to the end of June.	√ (3)	√	√	√
Relocate and fine less than 4,000 vehicles per year.	√	√	√	√
No-Parking signs posted no less than 36 hours in advance of sweep.	√	√	√	√
Vehicle locations available within Find My Vehicle App within 5 minutes of relocation.	Administration is working on addressing data challenges to be able to better track and calculate this in the future (4).			
Housekeeping				
Remove debris from high traffic driving lanes once per month from May to September.	Not reported. Activities are ongoing when Spring Close-Out Reports is prepared (4)			
Remove debris from Business Improvement Districts once per month from June to September.				
Comprehensive Street Cleaning for Drainage Improvement				
No-Parking signs posted no less than 36 hours in advance of sweep.	√	√	√	√
Relocate and fine less than 1,000 vehicles per year.	√	√	√	√
Vehicle locations available within Find My Vehicle App within 5 minutes of relocation.	See comment for same metric under Comprehensive Street Sweep, above (4).			

Notes:

√ – Customer Performance Measure was substantially met

√ (1) – Reported metric was approximately 18% and 23 % in 2025 and 2024, respectively. The Administration indicated that this does not factor in the removal of snow from priority streets, and the winter operations debris therein. The Administration reasonably assumes that the difference would be made up by the debris that was removed along with the snow; however, this is not recorded and could not be confirmed.

(2) – Not specifically reported in the Spring Close-Out Reports. Considered as precursor to Comprehensive Street Sweep.

√ (3) – Residential sweep completed by end of June 2025. Industrial sweep completed July 18, 2025, but this is not specifically referenced in the defined Service Levels.

(4) – Refer to Finding #1.