

**Continuous Improvement and Innovation
March 2006**

***Opportunity Log
Including Department Responses***

Sections:

1. City Manager
2. Community Services
3. Corporate Services
4. Engineering & Works
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CITY MANAGER'S DEPARTMENT

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|--|--|--|-----------------------|
| 17 | Partner with the Regina Public Library and the Regina Exhibition Association. | | Already partner with both organizations and others to an extent that benefits both parties. If additional review is warranted initial steps could be to document current state, and then with the support of the various departments establish listing of areas where both organizations could benefit from additional partnerships could be undertaken. This could be extended to all community partners as well (not limited to Library and Exhibition Association). | Underway |
| 64 | The City should investigate creating a centre of excellence for business process review and modeling. | | Further consideration of this opportunity is possible. RREDA has recently completed business process reviews within the Development field and found that Regina provides the most timely support to the development community in Canada. Revenue Administration and Information Systems also use process review methodology. | Further Consideration |
| 117 | Regina Police Services or Regina Fire Department could realistically perform the Emergency Planning Coordinator role. | Perception of importance may be diminished if Emergency Planning Coordinator role was to move from the City Manager's Office to one of the First Responder Agencies. | This suggestion requires significant review and analysis of the benefits and risks related to changing the structure of this role and would need to be considered with RPS, Fire and probably EMS. The current model where the position is shared with Occupational Health and Safety in HR is working very well. | Further Consideration |
| 118 | Existing emergency equipment used in responses will need to be reviewed and updated. | Back-up communication needs to be reviewed to ensure consistent capability of interagency contact in a response situation. | An audit of the Command Bus was completed in 2005 and determined that with minor repairs the bus will continue to be operational and effective until 2011. ARES and Search and Rescue group equipment is maintained and enhanced annually. | Complete |
| 119 | Dedicated admin support is something that will be required for the Coordinator's role. | | Support staff in the Human Resources Dept are providing this service effective Jan 2005. | Complete |
| 120 | Discussion is ongoing about the feasibility of satellite phones being available for the Police Command Bus, and EOC in case cell phone & two-way communications is not available. | | Research into a portable system is underway and will continue in 2006. The strategy is to consider a system that would meet the need for back up to cell phone and 2-way radio communication and in addition, could also have a wider usage. This approach would maximize the chosen system and ensure that system does not just sit idle in one vehicle. | Underway |
| 121 | Discussion is ongoing on having a back-up better quality (newer technology) repeater communication antenna, in case the main antenna (two-way radio system) is put out of service. | | Discussion and cost analysis required which will involve Police and Emergency Planning. Options currently exist and some initial discussions of alternative antenna locations have taken place. Project to be considered for 2006. | Further Consideration |
| 131 | Implement a Councillor's Ward Fund that they could choose to spend within their Ward boundaries, at their own discretion. | This could be used to handle requests for service from Councillors for specific situations that fall outside programs delivered by the City. | Members of Council receive \$3,800 annually for service support, including technology. They receive \$5,000 annually for ward communications, registrations and travel. They also receive communications support from the Communications division and administrative support from the City Clerk's office. Changes to these policies would be a matter for Council to determine through regular policy review processes undertaken through the Secretariat Committee. | Not Proceed |
| 225 | Increase the Regina Urban Environmental Advisory Committee's focus on big picture discussions. | | That is the mandate of RUEAC. | Complete |
| 526 | Councillor "benefits" should be scrutinized. | | The Secretariat Committee has responsibility for the review of Councillor benefits. | Not Proceed |

| Strategic Planning | | | | |
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| 155 | Implement a Strategic Planning process. | Greater effort required to flesh out the City Vision, so the majority of staff can understand corporate goals and service level targets. | Extensive work with Executive Committee in early 2006 has resulted in the six strategic themes that provide a basis for future strategic alignment within the organization. The six themes are currently being shared within the organization's management team. Next steps include City Council revisiting A Vision for Regina based on the results of the ongoing Shaping Regina initiative. The new City Manager will be tasked with carrying through the strategic alignment process. | Underway |
| 567 | Integrate long range and strategic planning functions presently carried out in a fractured way throughout City Departments, RPS and some external bodies (ie. RREDA, various advisory committees) into one coherent functional area. | The City's vision and the necessary strategic plans, policies, targets and financial/budgetary requirements could be integrated in one coherent document for effective implementation and ease of presentation to the public and other stakeholders. | | |
| 887 | Communicate the corporate strategic plan, processes, policies to employees. | | | |
| 624 | Expand program review function to be a PMO that includes change management strategy and leadership. | | The program review function has been adjusted to encompass the program management function for the implementation of the Core Services Review. As the strategic alignment process moves forward, the organization through the nature of the process will be involved with some Change Management and Leadership initiatives. Whether those functions are best managed through Program Review will be determined as the process progresses. | Underway |
| 657 | Create a strategic planning division within the organization. Align the organization and work of the departments to City Councils vision. | | The current strategic alignment process includes Program Review working with the Senior Management team. Over time, as the corporate alignment process becomes established, further consultation and work can be considered to develop an appropriate program to align the departmental and divisional plans with the corporate plan. | Further Consideration |

COMMUNITY SERVICES

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
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| 298 CLS | Introduce a less formal process for response to Commission issues. | Replies to deferrals or requests for further information must be submitted back to the Commission through the full formal reporting process. A less formal process would increase efficiencies of staff time. | An evaluation of the Regina Arts Commission and how it operates will take place over the next two years. This is a medium priority. | Further Consideration |
| 298 UP | Introduce a less formal process for response to Commission issues. | Replies to deferrals or requests for further information must be submitted back to the Commission through the full formal reporting process. A less formal process would increase efficiencies of staff time. | Not Recommended Commission acts as a body and requests must be formalized. Real issue is how to anticipate requests or convince commission that certain requests are not required for decision making. Action is underway to provide additional training for RPC members (stronger orientation) and to make them aware of the implications of significant requests - staff resources required. | Underway |
| 1142 POSM | Go to 9 hour shifts, but maintain all week coverage (i.e., Mon to Thurs & Tues to Fri). | | Shift changes are reviewed every year in context of operation requirements and changes are made as appropriate. 9 hour shifts are not practical for all work units and would not be implemented across the Division. This opportunity should not be pursued. | Not Proceed |
| 1142 CLS | Go to 9 hour shifts, but maintain all week coverage (i.e., Mon to Thurs & Tues to Fri). | | Not possible on a consistent basis in this division. | Not Proceed |

COMMUNITY SERVICES

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|-------|--|--|---|-----------------------|
| 301 | Partner with more community schools, levels of government, social agencies, sport, culture and recreation groups for program delivery. | Where community groups take on a City function, they expect to be compensated through grants. | Partnerships for the delivery of services is a priority and existing partnerships will continue to be maintained if deemed a priority for the City. There is still work to be done with community schools, Community Associations, the health authority, social agencies, and sport, culture, and recreation organizations... | Underway |
| 302 | Discontinue discounts for groups that have affiliation agreements with the Community Associations & Zone Boards. | These groups would be paying rental fees for all space they rent at Neighbourhood Centres. | To be reviewed in 2006 to determine what impact this will have on resources, community needs, and usage. | Further Consideration |
| 303 | Charge community groups for the storage of program equipment at all Neighbourhood Centres, offices and facilities. | Could be charged rent via lease agreement. | A review will be conducted in 2006 to determine what impact this will have on resources, community needs, and usage. | Further Consideration |
| 304 | Charge all tenants rent in Neighbourhood Centres. | This includes Community Associations, Zone Boards, and sport groups (and reflect this in their grants). | To be reviewed in 2006, including the potential revenue implications. | Further Consideration |
| 306 | Centralize booking of all facilities. | Save time, resources and increase customer service. | The centralization of booking at the facilities is a priority for the division for 2006. The centralization of bookings should create more effective and efficient customer service, free up resources to provide other services, and avoid duplication. | Underway |
| 307 | Centralize the scheduling of all casual staff. | Will allow program staff to concentrate on program development; it will be more efficient and there will be less grievances. | This is a long term initiative that will potentially create efficiencies in staff resources and administration. Further review and research will take place after centralization of registrations and bookings. | Further Consideration |
| 310 | Develop a volunteer development strategy. | This will increase the skill of volunteers, and may alleviate retention problems. | A strategy is now complete and will be implemented in 2006. | Complete |
| 317 | Introduce a user fee to recover a portion of the costs for the provision of Sports fields and Parks for Festivals. | Currently, no revenue is collected, except for some specific service fees. | This will be considered as part of the Fees and Charges review in 2006 - 2007. | Further Consideration |
| 324 | Use golf facilities in non-peak season. | Use clubhouse in winter months for other activities, or for other events during the season. | Utilizing these facilities for programmable spaces is an opportunity that could be pursued. Not a priority at this time. | Further Consideration |
| 328 | Introduce a mural development staff charge for mural projects. | Projects such as mural development could be charged a staff charge. Work would only proceed when the project is led or funded by the business sector, not the non-profit sector. | Will not proceed. | Not Proceed |

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| 331 | The Administration needs to clarify its role at the annual committee orientation for the Regina Arts Commission and reinforce the roles and process whenever necessary. | | There is merit to this opportunity and will be pursued in 2006. | Further Consideration |
| 332 | More resources would be beneficial to managing the number of customer requests for Heritage incentive applications and inquiries. | These applications and inquires as well as requests for support information from cultural groups are time sensitive. | This is underway as the division restructures to free up existing resources to manage this portfolio better. | Underway |
| 333 | The development of simplified contracts to engage individuals would save time. | | Development of a Facility Services section in our division for 2006 will address this. This is underway. | Underway |
| 334 | Partner with outside organizations to market leisure opportunities. | In the past partnerships with YMCA, YWCA, U of R have been unsuccessful due to timing or mandate differences. | This opportunity has merit and will be addressed in the 2006 division marketing strategy. | Further Consideration |
| 335 | Provide more market research to meet divisional needs. | Needs exceed allocated resources. | An addition has been requested in the 2006 budget for the addition of a Market Researcher to add to the marketing team. An increase in customers and revenues is expected. | Further Consideration |
| 336 | Use CLASS software and web view for facilities to provide more effective program registration, payment, scheduling and customer interface. | This will result in higher customer satisfaction. | The CLASS software is in the process of being upgraded with Information Systems. | Underway |
| 342 | Implement Leisure Program Registration via the Internet. | This will be easy and beneficial for customers, it may alleviate waiting time. | This is underway through upgrade of the CLASS system and will increase customer service. Implementation in 2006. | Underway |
| 344 | Ensure Leisure Program registration process properly resources during heavy registration periods to reduce wait times for customers. | Examples include having employees dedicated to Playline and phone inquiries, having some staff serving the public in person. Internet registration may help with this as well. | Centralization of registration and booking systems will occur in 2006 and will reduce wait times and improve customer service. | Underway |
| 617 | Create a centralized customer services kiosk at the Sportplex. Currently, there are two kiosks - one for the Fieldhouse the other for Lawson. | | This is a capital budget item and is not the priority of this facility at this time. | Further Consideration |
| 777 | Add fee for pre-authorized payments for recreation programs. | | This initiative along with the technology will be investigated. | Further Consideration |
| 908 | Centralize scheduling services for facilities, permits and community services statistics. | | These functions are to be centralized in 2006. | Underway |
| 910 | Add new programs and activities to leisure facilities such as massage, physio etc. | | This has merit and will be reviewed along with business plans for each facility. | Further Consideration |
| 947.1118 | Allow City employees a discount at City owned leisure and fitness facilities. | This would increase health and fitness of employees which may in turn increase productivity and reduce absenteeism. | If this initiative was to be pursued, it would result in reduced facility revenues and would need to be subsidized by taxpayer dollars. Currently there is an in motion program that encourages employee physical activity but without employee discounts. | Not Proceed |

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| 1058 | Community Associations should take over the Recreation Centres and the Community Gardens. | | Community Associations operating Recreation Centres is a low priority as there is little interest in doing this in the community and it is not necessarily a viable option in meeting community needs. A policy for Community Gardens is being developed. | Further Consideration |
| 1090 | Reduce the cost of entry for children to City leisure facilities. | | The fees and charges will be reviewed in 2006 - 2007. | Further Consideration |
| 1114 | Consider the redeployment of Senior Lifeguard/Instructors and use them as City wide First Aid Instructors (since they are already qualified). | | This opportunity will be reviewed along with other training initiatives but is not a priority at this time. | Further Consideration |
| 1141 | Assign personnel to communicate between customer groups and athletic field maintenance personnel on condition of fields prior to events. | | This will be addressed as the division restructures and implements a special events programmer for this area. | Underway |
| 1210 | Close the 22 outdoor non-boarded skating sites. | These sites have limited use. | The current Outdoor Ice program operates at a number of locations throughout the city. Some sites have two ice surfaces - boarded and non-boarded, while other sites have only one non-boarded ice surface. This opportunity will be considered further and may be presented as an option for the 2006 - 2007 season. | Underway |
| 1211 | Review the level of involvement and support the City provides to the lawn bowling facilities. | These facilities serve a small number of users. | This opportunity is underway and will result in a recommendation to PC&S in 2006. | Underway |

Community Services

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
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| 271 | Park maintenance for Wascana Park should be taken over by the City. | 316-Parks Maintenance should incorporate other land management jurisdictions within the city. Wascana Center Authority, School Boards, Airport Authority, and the University of Regina could be considered. Merging these jurisdictions would require merging various authorities including reporting structures, budgets, bargaining units, etc. 419-Consider partnership between City and Wascana Centre Authority. There are many similar functions and both organization could benefit from each others successes. For example volume buying of materials to flower bed services and maintenance. 399-Wascana Centre Authority and the City should combine tree nurseries. It maybe practical to grow trees in the nurseries that would serve both jurisdictions. It could result in a reduction of duplication of equipment and man power. | Wascana Centre consists of 930 hectares in the heart of Regina. The Wascana Centre Act, established in 1962, unites the Province of Saskatchewan, University of Regina and the City of Regina in a partnership. The Act establishes that Wascana Centre Authority is responsible for the development and management of the Wascana Centre. The City of Regina has no maintenance jurisdiction within the Centre controlled lands nor any mandate to engage in discussions with the Authority on any matter that is within the Authorities jurisdiction. The Administration has initiated discussion with WCA to determine if there are opportunities to enter into strategic partnerships in various service and program areas which strengthens the need for the City to retain the nursery operation. | Further Consideration |
| 286 | Resources at the Tree Nursery are underutilized and mismanaged. | | There is nothing constructive about this statement that would provide any guidance in resolving an issue or creating an opportunity. A study in the 1990's concluded that the City needed to remain in the nursery business. The Urban Forestry Management Strategy reinforced the need for our own tree nursery. In recent years it has become increasingly more difficult to obtain suitable trees from suitable outside sources at reasonable prices. | Not Proceed |
| 287 | Close the Tree Nursery. | Partnership with Wascana. | | Complete |
| 288 | Sell Tree Nursery stock after closing. | | Wascana Centre Authority may have an interest in partnering with the City to operate a tree nursery at the City location. The Administration has initiated discussion with WCA to determine if there are opportunities to enter to strategic partnerships in various service and program areas. The City tree nursery grows a limited and select number of tree species for City purposes only. There is no mandate to grow material to compete with private tree nurseries. On the occasion that there are excess numbers of trees that are reaching a point that they cannot be successfully relocated, we would consider allowing community groups the opportunity to move the trees into public spaces at the cost of moving the material. This opportunity should not be pursued. The City will be implementing a new asset management system (SPL). Part of the implementation process will involve establishing reporting and tracking protocol with the City Central RFS system (Hansen) and the new SPL System. The RFS reporting process will be evaluated and amended as part of this corporate level project. | Further Consideration |
| 290 | Sell some plant material from the Tree Nursery to local green houses to offset operating costs. | | | Not Proceed |
| 292 | Streamline the RFS reporting system once it gets to Parks. | | | Underway |
| 311 | Partner with Funeral homes to provide an integrated funeral and interment facility. | This could include the provision of catering and reception facilities. However, it may threaten the viability of the private managed funeral homes and cemetery. | The City was approached by a local funeral company on this very matter. We expressed interest although we advised that the concept would require Council approval and may involve a process to determine if there would be any other parties interested in such a partnership. The funeral company agreed to develop a more detailed conceptual development and management plan and submit it for our perusal. This was approximately 3 years ago and we have not heard from them since. The Administration believes any such partnership in this area needs to be lead by the funeral industry. The administration will contact the funeral company to determine their continued interest in this area | Further Consideration |

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| 312 | Partner with private industry to provide flowers or memorial supplies. | This may threaten the viability of the privately managed funeral homes and cemetery. As well, it could have bargaining unit implications. | Further Consideration |
| 313 | Add an administrative fee for cemetery services. | This would include inspection and records update for the installation of monuments. | Underway |
| 314 | Use penetrating radar to locate unused graves that could be sold. | | Not Proceed |
| 315 | Use the internet to sell cemetery plots. | | Further Consideration |
| 322 | Golf course maintenance activities currently performed by City of Regina employees may be performed by the course marshal. | 323-Perform other duties for golf courses including general clean up of property, painting, flower maintenance, etc. | Not Proceed |
| 326 | Implement new technology for irrigation pump stations. | Improve irrigation system performance. | Underway |
| 385 | Recover pest control costs for services to external jurisdictions (local School Boards). | | Not Proceed |

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| 387 | Provide a booklet of general pest problems to City Central. | This should reduce the number of RFS's and reduce the requirement to provide general information. | The Parks and Open Space Management Division has developed a location on the Intranet site entitled Horticulture and Pest Control Info. The site provides detailed information on approximately 75 pests including treatment to control each. The information is available to City Central operators and all City employees that have access to e-mail. City Central staff currently access the information to assist in their response to citizen inquiries. They can also print from the site and mail information to clients as appropriate. There is no opportunity here. | Complete |
| 389 | Separate Pest Management and Forestry to alleviate the recruitment issues. | Every year there are fewer applicants that possess the required licenses and experience for Pest Management. There are different skill requirements needed between these two areas. As these areas are now combined, the Collective Agreement makes it difficult. | The fact that there are fewer applicants to select from that possess the required licenses to work in the Pest Control Section has nothing to do with the fact that for the purpose of Recall and Lay Off casual employees are in the same "Division" as per the City of Regina & CUPE Local 21 Collective Agreement. The initiator of this opportunity is mistaken in their belief that the relationship afforded through the "Division" is an obstacle to recruiting qualified seasonal employees. This opportunity should Not Proceed. | Not Proceed |
| 399 | Wascana Centre Authority and the City should combine tree nurseries. | It may be practical to grow trees in the nurseries that would serve both jurisdictions. It could result in a reduction of duplication of equipment and man power. | The Department has held initial discussions with WCA to determine the feasibility of an integrated tree nursery. Future discussions will include a broader look at services to determine if there are other areas of our respective operations where a benefit would be gained through a partnership arrangement. | Underway |
| 400 | Sell firewood that accumulates from tree pruning and removals. | Alternatively recycling activities such as tree mulch could be undertaken. | Elm wood would not be available for sale because of Dutch Elm Disease restrictions. This opportunity needs to be investigated to determine its feasibility and cost benefit. | Further Consideration |
| 402 | Forestry should provide better information about their services to other departments. | Other departments lack knowledge of proper pruning requirements and some times work too close to existing trees; sometimes in violation of Forestry Bylaw 2002-48. | All department managers and supervisors have access to the Corporate Intranet-include. Forestry services including the Forestry Bylaw are listed on the site. There is no reason for a department to suggest they are not aware of their responsibilities with respect to City trees in the Urban Forest. The Department has also recently launched a web-site on the City of Regina web site entitled "Everything Trees". The new site provides additional information about trees including policies. The Administration will direct department managers/supervisors to the intranet site for more information on trees. | Underway |
| 403 | In winter move Forestry staff to a winter maintenance program. | Winter pruning is very inefficient due to ice & cold. Use the funds saved to contract out or increase the workforce during the season. | There is merit in pursuing this opportunity. Changes in Dutch Elm Disease regulations in 2005 have extended the pruning ban on elm trees by an additional 6 weeks. To achieve a 5 to 7 year pruning cycle for elm trees it will be necessary to increase resources in the Forestry Section by adding another aerial lift and crew or increase the use of private contractors. Assigning Forestry crews to other winter maintenance activities would free up resources that would be used to increase pruning productivity by deferring work to the summer, spring and fall periods. | Further Consideration |
| 405 | Improve quality of trees purchased through tendering. | Forestry employees should be involved in the selection of the healthiest stock. | The Forestry Section is responsible for preparing the tender for trees purchased through outside sources. They make every effort to purchase from known, credible nurseries. They do periodically inspect nurseries and the tender specification sets quality standards. If trees do not meet the quality standard they are not accepted. There is no opportunity here. | Not Proceed |
| 407 | Forestry bylaw needs to be amended to allow the Director of Community Services the authority to remove trees. | There is a great deal of time spent preparing reports for tree removals. For the most part they are just rubber stamped by the committee. | The Forestry Bylaw was amended in 2005 to provide the Director with limited authority to order the removal of trees. This opportunity has been completed. | Complete |
| 544 | Use bicycles to provide the Dutch Elm disease monitoring program. | Staff assigned to this program log more than 100 km/day. They are also required to carry equipment and tools needed to take tree samples. The use of a bicycle is not cost effective or practical. This opportunity should not be pursued. | Staff assigned to this program log more than 100 km/day. They are also required to carry equipment and tools needed to take tree samples. The use of a bicycle is not cost effective or practical. This opportunity should not be pursued. | Not Proceed |
| 653 | Offer discounts to employees for the purchase of a cemetery plot. | It is City policy not to discount employees for any service provided to the public. This opportunity should not be pursued. | It is City policy not to discount employees for any service provided to the public. This opportunity should not be pursued. | Not Proceed |

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| 654 | REVISED: More aggressive sales of interment choices | REVISED: Consider discounted rates for Niches, especially at Regina Cemetery | Underway |
| 655 | Create some sort of privacy tree /shrub line along the intersection at Broad & 4th Avenue. People do not like the columbarium there as there is no privacy. | | Further Consideration |
| 656 | Amalgamate into one service area all of the environmental programs to ensure consistent messages and goals. | Environmental issues addressed from various departments are related (i.e. water conservation and climate change and horticulture extension have similar messaging...reducing greenhouse gas emissions and reducing waste and composting and are related). | |
| 687 | Move the Cemetery Admin office people to Parks Admin office. | Reduce the staff coverage on vacations and DDOs, and also improve the job assignments when work piles up in either office. 1046-Combine Parks Yard Office and Cemetery Administration (Coordinator supervises both). Combine into one clerical pool to reduce training to fill positions. | Not Proceed |
| 904 | Increase and improve public education related to Forestry. | Forestry bylaw and general tree care practices need to be met. | Complete |
| 906 | Add additional resources to parks to improve maintenance standards. | Parks standards are difficult to maintain, tree replacement and life cycle replacements are behind. Additional resources to tasks may reduce pesticide use. | Complete |
| 907 | Modify golf course maintenance activity schedule to take place during off peak hours. | | Not Proceed |
| 909 | Extend Central Irrigation Control system management to other equip (lights, power etc). | | Complete |
| 980 | Use the traffic division to block off areas where chipping or pruning is taking place. | | Not Proceed |

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| 981 | Split the chipping crews so one operates from 7:00 to 16:00 and the other from noon to 21:00 to allow all the lumber will to be picked up the same day. | | This matter was discussed with forestry crews to understand the benefits of shifting the crews. The consensus was that there would be no value to the suggested shift change and it was unanimous to retain current shifts. | Not Proceed |
| 982 | Make "no parking" billboards available to be posted in areas of pruning by crews. | | The current posting of "no parking signs" on trees in areas where pruning is taking place is more effective. Billboards work well for services such as street clearing where crews would maintain a large number of streets at a time. Tree pruning takes much longer to complete so more localized signage is more effective than billboard postings. This opportunity should not be pursued. | Not Proceed |
| 983 | Have all aerial trucks prune on one street at the same time when block pruning. | | This opportunity was discussed with all forestry personnel and it was confirmed that it only makes sense to assign all aerial lifts at the same location when pruning is required along a major arterial. On these occasions it is often necessary to close or restrict vehicle access while the work is in progress. Assigning all aerial lifts on these occasions poses the least disruption to the public. This reflects current practice. | Not Proceed |
| 985 | Forestry crews should monitor for Dutch Elm Disease. | | Forestry crews are trained to observe trees for a variety of conditions including Dutch Elm Disease. There is no opportunity here. | Complete |
| 986 | More crews working on small trees to shape them before it is too late to do so. Crews could be taken away from stumping and root pruning if homeowners are required to hire private companies. | | Crews could be taken away from stumping and root pruning if homeowners are required to hire private companies. While there is merit in assigning a higher priority to shaping small trees it would not be appropriate to expect homeowners to pay for stumping and root pruning services that are the result of City owned trees. It would require additional resources to provide this service. This opportunity needs to be pursued but may require additional resources. | Further Consideration |
| 988 | Review the classification of aerial pruner positions. | | The Forestry positions are currently under review. | Underway |
| 999 | Minimize duplication of work assignments & duplication of costs (tree supply and plantings). | | This opportunity provides no clear indication of what is required. This opportunity should not be pursued. | Not Proceed |
| 1000 | Review responsibilities for the irrigation central control system. | | The responsibilities for the maintenance and operation of the system and associated components are clearly defined. There are no efficiencies to be gained by any review. This opportunity should not be pursued. | Not Proceed |
| 1031 | Review the Parks maintenance standards in comparison to best practice in other municipalities (i.e. amount of irrigation, etc.). | | Parks Maintenance standards were reviewed by Committee and Council as part of the 2002 Annual Operating Budget process. The report prepared at that time identified the current level of maintenance and associated costs applied to the various types of open space managed by the City. Although, the maintenance service levels have been developed over time to reflect local conditions, (soil, weather) and public expectations, the City of Saskatoon was used as a reasonable comparison because of its similarities. It was Council's decision to retain the current level of service because of customer satisfaction. Since then Parks Maintenance continues to earn one of the highest levels of customer satisfaction. In 2005 the City of Regina Omnibus Survey reported that 84% of residents used a City park and that citizen satisfaction with parks was second only to Fire Service. | Complete |
| 1047 | Combine Forestry and Integrated Pest Management. | | This has some merit and will be pursued as an opportunity. | Underway |
| 1048 | Combine Golf Courses, Irrigation and Parks Maintenance. | | The portfolio for these areas is too large to combine under one manager. This opportunity will not be pursued. | Not Proceed |
| 1049 | Review possibility of Cemeteries and private Funeral Homes working more cooperatively and effectively sharing costs. | | The Cemeteries Advisory Committee is the vehicle used to encourage and foster stronger working relationship and partnership. There are numerous examples of the benefit of this partnership. Most recently the City arranged to coordinate the purchase and management of burial maintenance on behalf of the funeral homes. | Complete |

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| 1050 | Review the responsibilities for flower planting. | | <p>The responsibilities for flower planting was reviewed and amended several years ago. The current structure organizes the management of the City floral program under the Horticulture Extension Officer. This position has horticultural expertise that ensures the appropriate selection, design and maintenance of floral beds and street flower planters are provided. The Horticulture Extension Officer partners with the Parks Maintenance to assist in the installation of floral beds and street planters and then sustains them with a specialized crew of 4 staff. The current structure works well and ensures that staff with the appropriate skills manage the product in this area. This opportunity should not be pursued.</p> | Not Proceed |
| 1053 | Discontinue weed and tree spraying. Cut weeds more often. | | <p>In 2002 and 2003 City Council considered this issue in some detail and has provided the Administration with a number of directions in this regard. Due to the recent consideration of this opportunity the recommendation is that this opportunity should be considered to have been dealt with.</p> | Complete |
| 1054 | Eliminate Private Tree inspections. Private companies do this. | | <p>The City manages private and public trees as part of an integrated urban forest. Tree insect and diseases do not differentiate between private and public trees, therefore, it is important that we continue to monitor private trees on a limited basis. This opportunity should not be pursued.</p> | Not Proceed |
| 1057 | Consider outsourcing the digging and back filling at cemeteries. | <p>This could reduce overtime costs.</p> | <p>We have no mandate to contract out maintenance services of this nature. It would require a full time commitment of a contractor and equipment to perform this task and it would not be efficient to outsource just this task without considering all other maintenance performed at the cemetery. This opportunity should not be pursued. Overtime relates to weekend interments only. A Supplemental fee is charged to cover this additional expenditure. While there would be a reduction in overtime costs for the City, any private contractor would have to be paid. There would not be a significant saving and likely significant problems expecting a contractor to perform all interment duties on weekends and then only infrequently.</p> | Not Proceed |
| 1062 | Co-ordinate tree watering through one primary service area. | <p>1074-Co-ordinate tree watering through one primary service area.</p> | <p>The coordination of watering new trees is already done through the Supervisor of Forestry. The Business Case presented in the Core Review was flawed. It assumed that tree mortality is primarily the result of a lack of water. It did not properly assess the reason behind tree mortality. This opportunity should not be pursued.</p> | Not Proceed - Note: the Division has provided supplemental information to the mini-business case prepared by the CSR team to support the recommendation that the opportunity not be pursued. |
| 1073 | Review the annual Casual Employee Draft process and consider increasing from 3 to 4 districts to improve effectiveness. | | <p>The Administration and Union concluded an agreement in 2005 that resolved issues associated with the "Draft." The Administration reduced the number of maintenance Districts from 4 to 3 several years ago in support of a cost reduction measure. This opportunity should not be pursued.</p> | Not Proceed |
| 1075 | Review the management responsibility for herbicide spraying. | <p>Spraying levels have been decreasing, allowing weed growth and creating increased requirements to clean crusher dust. 1100-Amalgamate all spraying in one section instead of two. Weed control could move to Integrated Pest Management (IPM) rather than Parks Services.</p> | <p>The management responsibility for herbicide spraying was recently reviewed and it was determined to leave the program under the responsibility of the Parks Maintenance Section. Parks staff manage turf grasses through a combination of sound horticultural practices (water, aeration, soil and site preparation, fertilizer, etc), mechanical means and as a last resort, through the use of pesticides. While the use of a pesticide is not the method of choice, it is an important tool when it is applied in a timely, and effective manner. The decision to leave the pesticide turf pesticide spray program under the control the Parks Maintenance Section was made to ensure that full accountability for turf grass health remained under the control of the Section that had responsibility for turf grass; they are responsible and accountable for all inputs to maintain the product. This opportunity should not be pursued.</p> | Not Proceed |
| 1081 | Train casuals on all Parks and Open Space Equipment to increase effectiveness. | | <p>It is not practical to train casuals on the operation of all equipment. It would not be cost effective, efficient or safe to train approximately 150 casual employees that are short term seasonal to operate approximately 100 types of equipment. This opportunity is not practical and should not be pursued.</p> | Not Proceed |

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| 1082.1 | Review the practice of lowering wages at the end of the season. | | The current collective agreement determines that employees (casual) receive pay for work performed. If their duties change at the end of the season, they are paid accordingly. This opportunity should not be pursued. Not Proceed |
| 1082.2 | Review park development plans and equipment purchases to meet the needs of the service areas. | | This opportunity need not be considered further. Development plans are currently reviewed by both the maintenance section and by Project Services and Landscape Design Division to provide a high quality, sustainable open space system. All equipment replacements and new acquisitions are reviewed thoroughly to ensure they meet the current and future needs of the operation. Not Proceed |
| 1085 | Assign responsibility for tree planting to the Forestry section. | | The Forestry Section previously had responsibility for tree planting. While Forestry crews were planting in the spring and the fall it took them away from their pruning responsibilities. All tree planting is now consolidated under the Landscape Trades Section which is more cost effective and efficient. This opportunity should not be pursued. Not Proceed |
| 1126 | Provide more wash room facilities in the Parks and Opens Space sub-depots. | Wouldn't have to travel as far to get to a washroom. | |
| 1134 | Consolidate the Cemetery Admin and Parks Yard Admin areas to provide one service that back-fills for each other. Reorganize operating areas so that each area only has 1 manager, 1 foreman and then leadmen as necessary. | | The Cemetery and Parks Yard Administration have always functioned as an integrated group with each supporting the other. The Cemeteries Section was recently re-organized so the entire Section is now under the Open Space Services Coordinator. This opportunity should not be pursued. Complete |
| 1136 | Provide Parks Foreman with wages that are reflective of responsibility in relation to subordinate staff. | Classification issue. | The Foreman positions were recently reclassified. They are now supervisor positions and their pay class was adjusted accordingly. This opportunity should not be pursued. Complete |
| 1137 | Stop watering with manually operated irrigation systems. | 1139-Convert all manual sprinklers in parks to automated systems. | This opportunity should not be considered further. Approximately 60% of the irrigation systems are manually operated irrigation systems. To stop using them would reduce maintenance standards to a class C level. Although the systems are somewhat dated the costs of converting them is more than current resources allow. The Administration does have a program to upgrade older systems and will continue with that program as resources allow. The Administration has a Capital budget program in place to upgrade irrigation systems. This program continues at a pace relative to the available resources. Although it may not be practical to convert all systems, older systems are being converted to allow operational efficiencies and Complete |
| 1140 | Sell all City golf courses. | | This initiative needs to be driven by Council and by Finance. Further Consideration Underway |
| 984 | Create a full time leadman position in Forestry. | | We are creating a Manager of Urban Forestry & Pest Control Services. The primary role of the Manager will be to provide strategic direction, planning and organization and leadership. One of the immediate needs will be to evaluate the current organizational and functional structures of the Pest and Forestry areas to ensure they are effectively meeting our operational objectives. Please note that this initiative should be Prioritized. Further Consideration Underway |
| 943 | Charge a fee for the provision of Forestry advice to external parties. | | Forestry staff receive very few public inquiries related to forestry/tree matters. Those requests or questions that are posed to staff are generally dealt with very efficiently and effectively by staff. Introducing a fee for these instances is not practical nor appropriate. The Parks and Open Space Management division recently developed and launched a comprehensive web-section that is part of the City of Regina web-site. The site contains a comprehensive list of tree facts, policies and procedures that are both informative and educational for all age groups. It is one of the most comprehensive tree web-sites available and contains useful links to other tree related sites. The division would be preparing a communication plan that would create public awareness about the site. The information available through this site would provide the answer to just about any question related to trees and how we manage the City urban forest. The development and promotion of this site would assist in alleviating the few questions that are currently directed to the forestry staff. Not Proceed |

Community Services

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|-------|---|--|--|-----------------------|
| 289 | Restrict planning of parks to utilize existing material in Tree Nursery. | | The Urban Forest Management Strategy (UFMS) sets the policy to use the city's nursery as the first source for stock for park & streetscape projects. There is also an existing Trees for Community Program that provides community groups with trees from the nursery for planting in public space. At times specific species or specimens are required and it is not feasible for the nursery to handle all. | Complete |
| 308 | Have a central Grant Department. | Accountability would be better; it would be more efficient and organized. | Program and policy element for grants should be dealt with by Community Services (PS&LD and C&LS) All funding should be covered by a program with set criteria and adjudication. Various Grant Program Reviews will assist in providing background for responding to this question. A central coordination/administration position already exists within Community Services. | Further Consideration |
| 330 | More resources are needed for grant follow up and reporting in terms of client performance evaluation. | This can be quite subjective due to the absence of standards. | Consideration for this needs to be done on an ongoing basis. There may be potential for more resources through reassignment, however, the need for more resources must first clearly be identified. This will be considered as part of Reviews of Community Investment Programs that are being undertaken in 2006 by Project Services & Landscape Design and Community & Leisure Services. | Underway |
| 410 | Charge groups & individuals that contact Community Services (Project Services & Landscape Design) for planting, landscape plans, air photos etc. | | To be reviewed with Engineering & Works and Finance in 2006 to determine feasibility. | Further Consideration |
| 411 | Seek Corporate sponsors to pay for things like the printing of the bicycle route map/brochure | | PS&LD assumed responsibility for the bicycle route map in 2005 (from E&W) and will pursue sponsorship in 2006. | Further Consideration |
| 417 | Grant & Review process needs to be consistent across the corporation. | Processes & procedures for reviews need streamlining. | Require a policy around event support and/or grants. All should be handled by one Dept and be within a Program with defined criteria & adjudication. This will be considered as part of the Reviews of Community Investment programs being undertaken in 2006 by Project Services & Landscape Design and Community & Leisure Services. | Underway |
| 542 | Review the dual approval requirements currently in place for landscape plans submitted with building permits. | Substantial time and effort was provided by the Project Services & Landscape Design Division in the re-development of chapter 15 of the zoning bylaw (2002). However, the requirement for landscape plans to go to the Project Services & Landscape Design DMI | The Project Services & Landscape Design Division reviews all landscape plans for both the public and private land, in accordance with Chapter 15 of the Zoning Bylaw. It is essential to review the interface between public and private property when reviewing landscape drawings and there is some duplication in the review of drawings as related to the private property. Project Services & Landscape Design and Urban Planning will meet to review how Project Services & Landscape Design can assist in making this a more efficient process. | Underway |
| 614 | Amalgamate land use and infrastructure planning responsibilities in one work unit. | This opportunity would be consistent with Council's vision for population growth. | PS&LD is responsible for parks & recreation land use and soft infrastructure planning. This role is identified within the Division's strategic plan and annual work plans and is achieved through collaborative approaches both internally & externally. Continued efforts to strengthen relationships with UP and E&W in this area would be beneficial and this should be done jointly with all three divisions | Further Consideration |
| 659 | Review annual grant process and internal reporting structures. | | Review of Social Development Community Investments, the Plains Museum, Community Association funding and the Self Help Program are underway. Both the Project Services & Landscape Design division and the Community & Leisure Services division are involved in these reviews. | Underway |
| 665 | Review the structure of the PS&LD Division for transfer of positions and support directly to the areas to whom they provide services - eg urban planning, open space etc. | Opportunity Revised Apr 13/05 to reflect review of Division vs. specific positions. | PS&LD provides landscape consultation, review, advice and design services to P&OSM, UP, E&W, Corporate Services & Fire. Emphasis is put on integrated planning & decision making which counters the silos that divisional structures can create. Without this integration in one division there is a greater chance of duplication of effort or a loss of efficiencies in these services. We intend to continue networked communication and approaches. | Further Consideration |

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| 789 | Review grant application review process to ensure there is no duplication. | | Review of Social Development Community Investments, the Plains Museum, Community Association funding and the Self Help Program are underway. Both the Project Services & Landscape Design division and the Community & Leisure Services division are involved in these reviews. | Underway |
| 963 | Review use of red landscaper rock in city maintained areas. It is very labour intensive to maintain. | | In consultation with P&OSM. There are some locations where red shale may not be the best product and this will be further reviewed in 2006. | Underway |
| 1030 | Allow arterial boulevards to naturalize. | | In consultation with E&W and P&OSM. Requires further research, development or refinement of a definition of naturalized and review of the relationship to development standards | Further Consideration |
| 1065 | Revisit the policy regarding "naturalized parks" to reduce the number of complaints from citizens. | | In consultation with E&W and P&OSM. Requires further research, development or refinement of a definition of naturalized and review of the relationship to development standards | Further Consideration |
| 1133 | Review current design and development practices for open green space to reduce the amount of rework and additional maintenance that is required. | More consideration needs to be given to the types of trees/shrubs to be used in an area. This would reduce maintenance costs and waste of plant materials. | There is an ongoing review of development standards, in consultation with P&OSM related to both maintenance and irrigation of park spaces. | Underway (ongoing) |
| 1138 | Eliminate Shrub Beds in parks | | There is an ongoing review of development standards in consultation with P&OSM. Shrub within parks enhance the design and function. Shrub beds have been found to be the most efficient design | Not Proceed |
| 1209 | Review the strategic choice to provide grants and have a clearly defined purpose. | | This requires a corporate direction/decision. PS&LD and C&LS should initiate recommendations in this regard based upon community program needs. Further input will be gathered during the reviews of Community Investment programs in 2006. The City Manager's Office and the Finance Department also need to be involved. | Further Consideration |

Community Services

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|-------|---|---|--|-----------------------|
| 378 | Implement a web-based development application process. | Customers will be able to apply on-line, saving time. | Interdepartmental Initiative Could explore idea with Manager of e-government and with potential users (development community). | Further Consideration |
| 379 | Share costs with the RM of Sherwood for planning qualification. | This will reduce the need of City staff to provide planning expertise to the RM of Sherwood. Currently, increased involvement with planning in Sherwood may be perceived as trying to control the RM. | Cost share agreement in place. Issues concerning planning qualifications can be dealt with within current agreement, or through revision to current agreement. Discussions with the RM on this matter are ongoing. | Underway |
| 381 | Designate a single committee to consider all aspects of housing project applications. | Regina Planning Committee should be considered. | Previously Done - Not Recommended The former Housing Advisory Committee (HAC) was recently disbanded due to lack of activity. Regina Planning Commission reviews housing applications from a planning perspective. The HAC disbanded on their own initiative. | Not Proceed |
| 597 | Place the answers to repetitive questions received by Urban Planning on the City's website. This can reduce time spent by the staff answering the more basic questions. The website is not utilized to its potential as a means to disseminate information. | Some examples of common questions would include: current estimate of Regina's population; can I subdivide one lot into two; what is required to rezone property, convert a building into condos. | Interdepartmental Initiative Could explore idea with Manager of e-government and with potential users (development community). | Further Consideration |
| 669 | Review Chapter 5 of Zoning Bylaw to reduce the number of discretionary uses, which would reduce the number of discretionary use applications. Manage through performance standards. | | Recommended This opportunity is currently on the Division's work plan, but not for 2005. Consideration will be given for 2006. | Further Consideration |
| 825 | Speed up the zoning approvals for Business License applications. | | This opportunity will be considered as part of review of the home business regulations. It is possible that Urban Planning could reduce their role in the process with a better application form and clear regulations. | Further Consideration |
| 1041 | Revise bylaws to promote small business. | | Underway Division is currently reviewing home business regulations in the zoning bylaw. | Underway |

Community Services

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|-------|---|--|---|-----------------------|
| 296 | Increase cost recovery fees for the Building division from 75% to 100%. | Ensure that expenditures of the other divisions and departments involved in the permit review process are included. Currently the City of Regina only includes the direct costs of the building division staff when calculating the expenditures to be recovered. | This topic was the subject of an extensive study by the Division with two reports submitted to the Planning Commission in 2000 and 2002. The opportunity to recover additional revenues was presented at that time. In response to the presentations of the involved builder representatives, the Commission did not concur with the proposal at that time. The Division would suggest that this opportunity be first raised as part of the larger corporate review with respect to the City's philosophical position on fee structures and cost recoveries. | Further Consideration |
| 392 | Bylaw Enforcement should contract services to outlying municipalities. | Create revenue from doing outside building & plumbing inspections. | The City of Regina had been the inspection authority for the RM of Sherwood until approximately ten years ago. The RM decided to engage their own inspection services after that time. The City did not identify a profit in this activity and seems to have been initially involved more as a service to the RM. After this time, the City was invited to bid on a proposal to supply inspection services to Lumsden. The City's costing was prepared without profit margin. The contract was awarded to a private inspection company. The City would need additional resources to be involved in this type of activity as staff are currently stretched to address the current level of building activity. There are many cost efficiencies within the City which would not be available when moving to outlying areas such as further travel distances and fewer projects. Past analysis of this issue would suggest that there is not a benefit to the City. | Not Proceed |
| 571 | Review Building Inspection process to ensure that inspections include meter and plumbing installations from the point of view of the utility. | 586-Processes should be updated to ensure that Utility Billing receives multi-residential property maps as soon as the buildings are occupied and the maps are finalized. Utility Billing Department needs to know when these properties can be metered. 588-Procedures for Building Inspection and Utility Billing, working together to ensure that new water customers are billed as appropriate need to be reviewed and updated. | The issue is one of water consumption being billed at the completion of a building project. Discussions have been held between the Building Division Utility Billing and the Meter Shop for a number of years. The Building Division has implemented new procedures to assist in the matter as agreed to by the group, but there continues to be a need to revisit the issue on the part of these agencies. The opportunities represent predetermined solutions to the issue that do not have consent of the whole group. Discussion continues on the matter. The Building Division does not view this as being a topic for resolution under this review | Underway |

Community Services

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|-------|---|--|--|----------|
| 67 | Implementation of Bylaw Enforcement software, as the majority of their work is generated through RFSs. | 393-Install laptop computers into Bylaw officers cars. Having an integrated computer in the car would provide the inspector more relevant information and eliminate the need to come back to City Hall. This would allow the inspectors to start actions quicker, resolve more problems and complete more daily inspections. 27- Field staff use laptop computers to track vacant property. | <ul style="list-style-type: none"> - The assignment is appropriate. - Preliminary work has been initiated with Information Systems and will continue accordingly into 2006 with involvement from City Central. | Underway |
| 297 | Combine positions of part time casual in charge of Residential Rehabilitation Assistance Program (RRAP) and Property Standards Inspector. | Difficult to staff RRAP area efficiently as compared to the schedule of the activity. The current part time casual position was in response to the number of applicants and level of funding. | <ul style="list-style-type: none"> - The assignment is appropriate. - This opportunity is a high priority. - The new combined position was filled in August 2005. | Complete |
| 391 | Bylaw Enforcement could issue tickets for bylaw infractions. | This would lessen the need for prosecution and increase compliance from the general public. | <ul style="list-style-type: none"> - The assignment is appropriate. - The development of a generic ticket has been the subject of preliminary discussions with the Legal Department and will continue accordingly into 2006. | Underway |
| 903 | Combine Bylaw Enforcement & Property Standards roles and responsibilities. | 1230-Review the assignment of duties and responsibilities to the staff within the Bylaw Division to allow for a more timely response to issues/concerns. | <ul style="list-style-type: none"> - The assignment is appropriate. - Preliminary discussions regarding generic inspectors have been discussed with the Human Resources Department and will continue accordingly into 2006. | Underway |
| 1135 | Enforce littering bylaws and fine violators. This will reduce the amount of spring and on-going clean-up required by Parks. | | <ul style="list-style-type: none"> - The assignment is appropriate. - The opportunity will be examined as part of a re-evaluation of service levels in winter 2006. | Underway |
| 1231 | Review the procedure to deal with untidy properties (e.g., junked vehicles) to ensure that concerns are dealt with in a timely manner and that property owners comply with notifications. | A process similar to how the City deals with noxious weeds may prove effective in this area. The process to handle noxious weeds complaints includes an inspection, notification to the property owner, a specified time frame for the property owner to comply | <ul style="list-style-type: none"> - The assignment is appropriate. - This opportunity will be examined as part of a re-evaluation of service levels in fall 2005. | Underway |

CORPORATE SERVICES

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|--|--|-----------------------|
| 94 | The 777-7000 call centre could partner with SIAST for training initiatives and vacation coverage for Call Centre staff. There may also be opportunities to charge a fee for handling general inquiries for other agencies and City partners (Tourism, RREDA). | The Call Centre handles a large amount of external agency calls (always the number one category for inquiries) and so consideration should be given to recovering costs. Additional Call Centre staff may be needed. | This is something that could be explored more, however there would need to be an incentive for outside organizations as City Central is already doing this for free. Additional staff and training would be required. We could enter into discussions with city partners about handling their call volumes. This could be an opportunity reviewed under the 311 concept. | Further consideration |
| 96 | Develop integrated computer information system connected to Hansen to provide timely and accurate information to callers. Functional computer kiosks could be set up for customer use on the main floor. | Merge other databases together. | Hansen could be interfaced with Applications such as Tax, Utility Billing and Building Permits. Almost any oracle database could be interfaced if there was a purpose. This is currently being done with the SPL asset management software which will improve service delivery by allowing city central access to planned work, details of work orders and maintenance schedules. A self serve kiosk will allow the public to submit a request online, find their destination using the online City Amenities Map, and search for info about programs and services. Brochures and application forms ranging from City to Tourist Info will be available. | Underway |
| 97 | All service areas should have computer access to Hansen. | This will result in more timely response to receive customer requests and close out of rfs. | Hansen is almost corporate wide with approx 90 users and those who do use the system continue to expand its use. The number of users continues to grow based on the needs of the service area. Transit, Fleet Services, Information Systems, Customer Service (Main floor), Licensing, Finance – 14th floor, Real Estate, Revenue Admin – 3rd floor, Pension & Benefits, Fire and Assessment are the only divisions remaining to have Hansen implemented. Transit will likely begin using Hansen in 2005/2006. This may require the purchase of additional licenses. Awareness of Hansen's benefits will be increased through Corporate Communication Strategy. A corporate commitment to customer relationship management would support and encourage the use of Hansen across the organization. | Further consideration |
| 105 | Develop a more accurate method to distribute RFS to service areas. | They are often misdirected to the various service dept. Increase the training of CSR's to understand where and to whom they are sending RFS's. | City Central already follows a detailed list of codes which are preset in Hansen. If something is sent to another area incorrectly it is usually because the problem is a grey area that involves more than one department/division. Significant training is provided to the staff in the area to ensure RFS's are directed accurately. | Complete |
| 106.1 | An integrated tool with updated information would provide accurate, timely information for callers. | Receiving departments need to record comments/responses, send requests directly to departments/field staff, encourage all users to log calls/requests in Hansen, remind/encourage Council to use web based Dynamic Portal as this is convenient and accessible from anywhere there is an internet connection for sending requests on behalf of citizens. | See #85. Legal is following up with key departments to ensure adequate information is provided on Service Requests. The contract agreement with the vendor states that only the public and Council Members may use the online request form as other City employees should be using Hansen to create the request. Council should be using the portal or contacting City Central directly with concerns rather than going directly to the department manager. This ensures all customer concerns are logged and treated equally and fairly. This also helps to develop a call history and call trends. When Council goes outside of the standard process and directly to departments this can mean that hard copy requests can sit in files, have the potential to be lost and require more manual effort to retrieve. This issue will be included in the Communication Strategy for the Division. | Underway |
| 107 | Require better communication with City departments and City Central. | Need to know where service areas are with respect to backlogged RFS's, etc. | All divisions have been provided with an outstanding service request report and reminded of the two-week follow up. 81% of service requests are being inspected and resolved in the two-week window. This will be included in the Communication Strategy for the Division. | Underway |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|--|--|-----------------------|
| 108 | Train all staff to use Hansen. | Not all staff have access to City computers. | There are gaps in training for most departments using Hansen. There are some features of Hansen that are not being used that require further analysis. These are the Caller Log, Service Request, Inspection and Dispatch screens. Unfortunately, there is only Hansen training in the corporation and the time required to create a proper training program has not been the focus due to other priorities and areas of focus. When Hansen was first launched business processes were left as they were for user departments. It's clearer now that City Central needs to put a consistent business process in place and retrain according to it. Refresher training will be provided to most users when Hansen is linked to SPL. It was a decision of Administration not to customize Hansen, so there are no new looks for the system. | Underway |
| 145 | Update program policies to deal with RFS's within the confines of the program rather than as individual issues. | Inefficient use of work crews require that issues are dealt with individually. | Dealing with RFS's within the confines of the program require departments to have work plans and schedules available for City Central. City Central continue to work with departments to develop proactive responses rather than reactive, through call trend analysis and mapping. | Underway |
| 226 | Implement a better process for dealing with RFS from City Central. | | Original process to deal with RFS's is for City Central to process requests immediately and advise the citizen of action taken. Departments receiving the request are to reply directly to the citizen when required or report to City Central directly. Departmental responsibilities are to ensure prompt response and finalization of all requests. Departments are expected to take such action as is consistent with the City Policies when settling requests. They are responsible for notifying City Central whenever a change in policy is indicated. City Central advises the Department Head when a trend in requests reveals that a change/review in City policy is advisable. Requests that have not been finalized within two weeks are to be redirected to the Department Head responsible for the function. This process still works, however it has not been communicated corporate wide in 15yrs. There is a lack of understanding of what City Central's role. The process will be reviewed prior to implementing City Central's communication strategy in 2006. | Underway |
| 396 | Anonymous complaints should not be taken. | Often complaints are personality driven not a infraction from the city's point of view. Complainants name and number become crucial for follow up and more info. | Not every call is a complaint, but rather a request for assistance. There is no standard procedure in place where every caller is asked for contact information however the area continues to send over their request if this information is not provided. Employee and Service Complaints are not accepted without contact information. Citizens should not be denied a service just because they don't feel comfortable leaving their contact information? City Central could work with departments to identify RFS categories for which contact information is mandatory. However it would be more efficient to ensure City Central is aware of the appropriate response whether contact information is given or not so that we can advise future callers and offset similar requests. | Complete |
| 421 | Integrate the call centre with the department/division support staff. | Provide the caller with a touch pad choice based on subject if not press "0" for the call centre operator. Support staff are already dealing with most of the call centre referrals. Faster response to the customer should be the focus. 1153-Allow callers to 7000 to directly connect to depts rather than having City Central create RFS's to route to depts. 1044-Establish a call centre with a menu to direct calls to affected department and "0" to speak with an operator. | In 2004, 60% of calls received were handled by City Central staff, not support staff. IVR is impersonal and we frequently receive bouquets from the public thanking us for not switching to this system. This system frustrates citizens and by the time they get to the operator, they are upset with all the buttons they have had to press. This may be a reason why the City receives so many external agency inquiries. Amalgamation of some areas would be beneficial and will be considered where it makes sense and City Central should be in direct contact with all field staff to improve customer service. 1153-moves towards decentralization and that was not the original mandate of City Central. 1044-Not in favour of this system and it would be a cost to the city. -Corporate Services is moving in the direction of a 311 Communications Centre. This opportunity should be included in that review. This project would be a minimum of 2-5yrs depending on when/if it begins. | Further consideration |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|---|--|-----------------------|
| 658 | Utilize 777-7000 for a measure of "how we are doing" | Look at patterns of calls to see if residents are concerned about common things, i.e.: Same general issue, but may not be in the same locations or in the same timeframe. | This is currently being done. Call trend reports are being used by E&W and Bylaw Enforcement. Service Requests are also being plotted on a map to identify problem areas. Awareness will be increased through the 2006 Communication Strategy for City Central. | Complete |
| 1042 | Centralize Request for Service requests to reduce duplication. | Could be searched by name or address in a Database. Some calls could be answered more efficiently by the affected department. | Procedure in place where all calls received by City Central are searched by locations, problem type or customer information to ensure reduced duplication. Hansen version 8 is also being looked at as it does the search automatically to eliminate duplicate requests. Users of Hansen are also trained in searching for prior calls. Business Proposal was presented to IS for Hansen 8. This is currently on hold due to increased costs of moving to this version. CSR's are reminded regularly about searching for previous calls. | Further consideration |
| 1150 | Do not generate RFS's for opinion calls when the caller will not leave any contact information (no name or number). | | Opinion calls are valuable behavioural data and contribute to call trend analysis | Not Proceed |
| 1151 | Provide statistics to division managers about the calls that come in to City Central. | | Already being done weekly, monthly and annually. Reports also provided when a hot topic arises. Awareness of reports will be done through our communication strategy. Departmental needs are being met for the departments who are aware of what can be provided and who are utilizing the information City Central holds. Reporting has already lead to process changes in some areas. Statistical reporting is also being used for reports to Council and for establishing business cases. City Central has taken steps that will lead to customized Crystal Reports training program where departments will be trained to run their own reports from Hansen. Hopefully, this training program can be implemented in 2006 depending on resource requirements and other priorities. | Underway |
| 1152 | Use GIS to put a location on an RFS. | | Used to some extent, could be used more frequently. This can be accomplished within the year, however there are some locations that do not exist in GIS. This would be in the area of business and commercial property. Some multi-unit complexes are also not contained in GIS. The city does not have one system that holds all civic addresses. | Further consideration |
| 1154 | Refer specific calls directly to field staff. | | Calls that require immediate attention are forwarded directly to field staff by way radio dispatch, computer aided dispatch (Hansen) or by call transfer. Field staff generally receive RFS's where an inspection and/or work is required. Some divisions receive their requests directly from City Central (i.e., Pest Control and Forestry). No admin staff are the middle person between City Central and field staff. Calls may be dispatched by City Central, 49 or admin support for various divisions. There is potential for this step to be reviewed and restructured across the organization. Field staff contact us directly to discuss various situation or to follow up on service requests and customer responses. A remedy to this would be a 311 concept or amalgamation of certain areas. Other departments would be required to provide input into business processes. | Further consideration |
| 1155 | Provide a direct line to call for pick-up of garbage, junk and dead animals. | | 777-7000 is the direct line. | Complete |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|--|------------------------|---|-----------------|
| 1232 | <p>Improve the process of ensuring that Requests for Service (RFS) generated via Hansen, either by City Central or one of the Departments are assigned, appropriate action taken and prior to the RFS being closed off, updated in Hansen with the specifics of what was done to resolve the RFS. The process must include methods to bring forward RFS's that have not been closed off within a specified time frame.</p> | | <p>This issue will be included in the 2006 Communications Strategy.</p> | <p>Underway</p> |

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|-------|--|---|---|--|
| 2 | In house fabrication of trailer dump boxes, sanders etc. | | This is not feasible. There is a lack of required resources, low volumes | Not proceed |
| 3 | Buy tandem axle sanding and dump trucks not single axle. | New Single axle trucks are not capable of hauling heavy loads, as a result must rent tandems and park our single axle. 1019- Consider using more tandem trucks. Results would be less trucks and drivers | Five single axle dump trucks are currently being replaced with tandems, with a possible four more in 2006. No results to report at this time, as the tandem axle trucks have not arrived yet. | Complete |
| 7 | The lube shack located at the main City yard 4th & Albert, should be reviewed. All products could be supplied from Fleet Stockrooms. | This would give better control over consistency of product. At this point the lube shack does not have all of the different products associated with our diversified Fleet. Two separate service areas are providing the same service to internal customers. i.e. the dispensing of auto lubricants and fluids. This should be supplied by one section only | The lube shack is planned to be taken out of service by June 30, 2005. With the closure of the Lube Shack in June 2005, Fleet Services is the only issuer of lubricants | Complete |
| 9.0 | Look at bringing together all of Fleet Maintenance under one roof. | This would probably mean a new building; a great opportunity to be Environmentally responsible (from building it to daily operating expenses). 84- Consideration should be given to integrating all corporate fleet activities, including fuelling services and disposal of surplus fleet assets. There is good potential for increased disposal revenues to reduce total cost of ownership and apply to future equipment purchases. Integration may also result in sufficient purchasing workload to justify a 'dedicated' buyer that would be assigned to fleet | Consolidation of fleet maintenance garages is a recommendation of the Yard Study report | Further consideration-2 - 5 yrs |
| 11 | Fleet shops that produce used oil could supplement the heating of their areas by installing used oil furnaces or boilers. | | Used oil is currently being recycled and this is the least cost and most environmentally friendly way of disposing of the product. | Complete |
| 12 | Extend natural gas re-certifications (mandatory inspection) to outside sources like Sask Energy. | Vehicle manufacturers are discontinuing natural gas vehicles. The City as well as other organizations have fleets that require natural gas to operate. | 1) The City currently performs its own recertification of CNG vehicles. SaskEnergy outsources their recertifications to a local business. While it may be possible to do this work for SaskEnergy, doing so would mean competing with the private sector and should be approved by Council. 2) If City staff are unable to handle the required recertifications at any time, a local business is available to perform this work. This is a satisfactory arrangement. | Further consideration |

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| 52.0 | Fleet Maintenance application (M4) has shortcomings, could review the use of Synergen instead. | This would eliminate vendor paid software maintenance (\$25K), and possibly decrease the level of internal support required for current application. 85-The Maintenance Management Information System (M4), as a fleet system should be expanded/modified to allow assembling and reporting of vital information that both Fleet Maintenance and Fleet customers require in order to make effective equipment management decisions. Fleet needs to improve both the methodology utilized to communicate and its overall willingness to share detailed information with clients. The M4 system is only capable of producing very weak or inadequate reports, is ineffective at measuring significant indicators of equipment performance such as downtime and lacks adequate financial analysis tools. | The Synergen product does not offer the features of a comprehensive Fleet Management Information System (FMIS). A new Access database has been developed and implemented to supplement the functionality of M4. Customers are now provided with more fleet information than ever. More or different information is provided based on requests and discussions with customers. Although it is not feasible to use Synergen as the primary FMIS, Fleet's MSA-access application (Fleet Info) may be able to effectively interface with both M4 and Synergen to provide more useful fleet management reports than are available from either one. | Complete |
| 80 | Re-examine the feasibility of Fleet Services assuming responsibility for providing fuel services. | Required infrastructure is in place, business plan should consider nature of relationship and added liability/cost of insurance. The fuel operation has the potential to increase fuel sales to external service providers. | Should be looked at. | Further consideration |
| 86 | Increase education to all Departments on Fleet's methodology, as well as their Department's role and responsibilities, in determining and controlling fleet operating costs. | Operational damage costs and fuel consumption (excessive idling) are two areas that the users have significant control of for potential cost reductions. | Improved focus on communication with Fleet clients, reporting of fleet costs, maintenance issues. New fleet maintenance, cost, and replacement reports are provided to customers. Meetings are held to discuss mutual concerns and issues. | Underway |
| 87 | Partner with other municipalities to develop in-house expertise to train equipment operators. | Expand training to other municipalities. Develop instructional/interactive DVDs or videos on how work is done within the urban city. Training cost would remain internal, quality could be controlled, programs could be tailored, immediacy can be addressed. | | |
| 88 | A Driver Instructor/Examiner would prove practical and beneficial to the corporation. | New employees could be pre-screened prior to hire, training cost would remain internal, quality could be controlled, programs could be tailored, immediacy can be addressed and accommodated. There is potential to expand training to other municipalities or agencies. | A Driver Instructor position is planned for 2006. | Complete - 2006 |
| 89 | Acquisition of a Driver Simulator to screen applicants and provide driving Skills enhancement | This may turn out to be a good tool that could also be used by other agencies at a cost. | Cost/benefit analysis should be undertaken. 2 - 5 yrs | Further consideration |
| 90 | Field training facility west of landfill could be expanded and rented to outside clubs and agencies. | Improve paving of the driving surface to support the different driving requirements. Need to secure area with chain link fencing due to liability issues. Construct portable building to provide classroom, observation area, control area. | In 2005, some improvements were made to the driving surface and the fencing. At this time, there is no funding in place or planned to provide a training facility at this location. | Further consideration-2 - 5 yrs |
| 98.2 | Upgrading the current Fuel System which requires vehicle information to be entered manually and updated overnight with a new system that will receive automated information directly from the vehicle in real time. | | | |

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| 137 | Fleet Services should partner with other vehicle agency(s) to become a larger buyer. | | For most types of vehicles and equipment, this is not practical due to widely different specs among organizations. The exception is light trucks, and a 'partnership' with SPMC was in place for three years, but was discontinued by SPMC because of pressure from the manufacturers. Recent information shows that the City's cost for light vehicles is very comparable to that paid by the Federal government. | Not proceed |
| 156 | Rent specialized equipment (globally) to external parties to generate revenue. | The City has equipment that could be rented out to generate revenue and lower the ownership costs. | Generally, specialized equipment owned by the City would be needed by other parties at the same time the City needs the equipment. Fleet's primary mandate is to ensure that City operating departments are provided with the equipment they need to deliver their programs and services. It would be more practical for the operating departments to provide their services, including the required equipment, to outside parties. However, this would place the City in competition with the private sector and may require Council approval. | Further consideration |
| 249 | Address issues with aging fleet equipment as downtime is excessive. | | 5 year Fleet Replacement Initiative started in 2003 | Underway |
| 291 | Add a smaller aerial truck to the fleet and eliminate the Eagle lift. | The Eagle lift is dangerous and useless. This change will increase capacity for ground crew pruners. | Equipment configuration options and scheduling of fleet replacement equipment are reviewed with the operating departments as a normal part of the replacement process. The eagle lift is scheduled for replacement in 2006, however if the customer wants to replace it with an aerial truck, that would be considered an 'enhanced replacement' which requires customer funding and FURC approval. | Underway |
| 325 | Implement new technology for mower reel sharpening. | This would speed up the work and create a labour savings. | A new reel sharpener has been acquired and is in service. | Complete |
| 327 | Review Fleet priorities and schedules for repair and availability of equipment to recognize customer needs. | 1034.2-Ensure timely maintenance for equipment. | Fleet Maintenance staff communicate and meet regularly with customer groups to discuss mutual concerns and issues. However, implementation of a more 'formal' communication process is a priority for Fleet Services. | Further consideration |
| 401 | Improve fleet service functions. | Long oil changes, lack of manpower to devote to timely repairs and long wait for parts. | Fleet Replacement Initiative will result in a fleet that requires a lower level of breakdown repairs, freeing up man-hours for PM activities. Service level issues are discussed with customers at least 2 times year at meetings between customer and Fleet staff. Issues are also dealt with as the are brought forward. | Underway |
| 629 | Review hours of operation in the Equipment Garages to ensure equipment is available to the crews during the day. | 1176-Perform night maintenance of all machinery. This would reduce downtime. | Garage hours of operation are reviewed annually. Any proposed changes require discussion with CUPE Local 21 | Complete |
| 630 | Outsource oil changes for 1/2 ton trucks if more cost effective. | | While this may be less expensive in the short-term, lifecycle costs typically increase due to breakdown repairs required by lack of thorough PM inspection. 'Quick Lube' type of businesses typically employ untrained personnel who only change oil, filter and check fluid levels. In-house PMs are done by certified technicians or apprentices and include a more complete mechanical and safety inspection. | Not proceed |

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| 778 | Have one system for Central Stores & Fleet. | Currently working in 2 systems and requires Financial Services to manually match info. 113 -Stockroom personnel at Fleet should be given access to the Oracle P.O. module. This will eliminate the need for Fleet stockroom personnel to write P.O.s in hard copy then have someone else in Finance transpose this into Oracle at City Hall. Each year, the Fleet stockrooms prepare more than 4000 handwritten requisitions (many of which have multiple line items) that are sent to Finance to be entered into Oracle's PO module. Providing the stockroom staff with access to the PO module. 792 -Integrate M4 Fleet system with Oracle financials. 83 -An interface is required between Oracle Financials and M4 to eliminate the need to enter invoices into both systems separately (accounts payable and fleet management). 98.1 -Improvements to the current database in Central Stores are about to take place which will improve reconciling the inventory system to the payables system. | | |
| 950 | Review the small tools policy and process. | 951 -Review the small tools policy and process 952 -Review the small tools policy and process. | New maintenance strategy and reduced rates have been implemented. | Complete |
| 953 | Review the temporary use of salvage vehicles by fleet services. | | The use of 'salvage' vehicles has been discontinued. | Complete |
| 954 | Review fleet services maintenance standards, policy and billing procedures. | | Input is requested from Fleet customers whenever new or revised policies/procedures are being developed, however there is still room for improvement in this process. Ensuring equipment is used properly is primarily the responsibility of the user. | Underway |
| 955 | Review equipment repair policy to ensure future equipment needs and availability are considered to limit any redundant repair. | | All major repairs are reviewed prior to proceeding, repairs to units being replaced are normally limited to routine maintenance and safety related items. | Complete |
| 956 | Review fleet replacement policy and rental rates to ensure they reflect actual equipment in use | | Equipment lifecycles have recently been reviewed, rental rates only apply to Pool and Small Tool units, these rates are reviewed annually | Complete |
| 957 | Ensure use of fleet vehicles matches the vehicles lifting capacity to minimize breakdown and repair. | 1094.2 Improve the process for utilizing equipment | The Fleet Training and Safety section always includes this information in training sessions on existing and all new equipment brought into the fleet. Capacities for vehicles and equipment are posted on each unit. Replacement vehicles and equipment are spec'd to the capacities required to perform the work as described by the customers. | Complete |
| 958.0 | Review the viability and cost benefit of Natural Gas Vehicle Conversions. | 180 -Review and implement truck conversions to alternate fuels. This will reduce exhaust emissions and fuel costs. 236 -Discontinue the use of natural gas vehicles for service areas outside the central hub. Refueling requirements are not practical 990 -Review the benefit of natural gas use in city vehicles. | A review of the CNG program is planned to be completed in 2005. Review of the CNG vehicle program is an element of Fleets proposed GreenFleet Initiative. | Further consideration-2006 |
| 959 | Improve consultation with Service Areas to ensure fleet specifications are appropriate and meet the areas needs. | | Fleet Services plans to implement an <i>Equipment Application Study</i> process for major fleet purchases. All fleet replacement schedules and specifications are discussed with the customers, and that will continue to be the standard procedure. The EAS will introduce a better methodology to develop specifications and describe major equipment needs based on documented job requirements. | Further consideration-2006 |

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| 995 | Investigate employee carpool service (City of Richmond) so that City vehicles taken home are used to collect 2 or more employees to reduce parking requirements and be more environmentally conscious. | | Complete - a new carpool website has recently been launched that facilitates carpooling in the entire community. The suggestion that City vehicles be used for carpooling is not viable given the corporate policy that no City vehicles be taken home. | Complete |
| 1143.0 | All parks tractors should have cabs, instead of heat housings. | 948-Equip tractors with cabs to improve operator safety. | Options for fleet replacement equipment are reviewed with the operating departments as a normal part of the replacement process. | Complete |
| 1144 | Improve training for small equipment repair personnel, to improve repair times for weed-whackers, chainsaws, tillers, etc. | | New maintenance strategy has been implemented which includes two certified technicians for this work. | Complete |

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| 530 | Change the calculation for pension benefits so that it does not include overtime. | | | Not Proceed |
| 798 | Include Risk Management focus for Pension Plan Management | Complex process, expensive software | <p>Formal risk assessments are done periodically through Asset/Liability Studies. We are currently doing one in 2005. There are other risk assessment models being used by pension plans that involve ongoing consulting (not necessarily expensive software). An investigation into alternative methods was done in 2004 and it was determined that the output from the A/L Study was still the most appropriate for this plan given its size and the fact that the major concerns are the liabilities.</p> <p>Other tools used by the Boards for risk assessment are the triennial valuation and the annual review of plan funding status. Also the performance measurement services provided to the Boards by Northern Trust provide a tool to measure and manage the Investment Managers' results against predetermined benchmarks and targets which are set out in the Statement of Investment Policies and Procedures.</p> <p>Other risks associated with pension plans such as meeting the requirements of the regulatory authorities are monitored on a monthly basis by the Boards through its annual Activity Plans and Tabled/Referred listing.</p> | Complete |
| 891 | Provide training opportunities for members of the Pension Investment Board | | <p>The PIB prepares an annual budget for approval by the Administrative Boards which includes a training allocation. In addition, all members are required to attend the Pension Investment Management School in order to sit on the Board.</p> <p>The Administrative Boards also allocates an annual budget to training and regularly attends events and seminars put on by the Canadian Pension Benefits Institute.</p> <p>The Boards regularly look for learning opportunities and will continue to do so.</p> | Underway |
| 1115 | Send pension information via interoffice mail (marked confidential) rather than incurring the cost of regular mail to employees' home addresses | | <p>Communication with plan members is a critical issue in today's pension world and for certain matters such as plan amendments or annual statements it is a legal requirement that all members be notified. The major challenge faced in facilitating communications is the fact that well over half of our plan members do not work inside City Hall or the City of Regina. Approximately one half of members work in hospitals, schools and libraries. We have received many complaints in the past regarding communications that were delivered to work sites for distribution. The majority of members claim not to receive these therefore, a decision was made to incur the cost of the mailings in order to insure members are informed.</p> | Not Proceed |

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| 20 | Communications could use outside agency resources for community events and corporate advertising production. | Large events such as royal visits could be contracted out or partnered (i.e. Government of Saskatchewan - Princess Ann visit). Using an outside agency for corporate advertising to ensure professional and consistent look and messages. | 1. We already work in partnership with province for Royal visits. We contract out when events are large enough and we have budget (i.e.: Regina Centennial). 2. We use ad agencies for ad design where funds allow and are considering tendering for an agency of record to do all ad design. Currently, we do work together on City Image initiatives and share costs when possible. | Complete |
| 21 | The City could share advertising for City image with City partners. | E.g. RREDA, Tourism Regina, Chamber of Commerce, Regina Downtown, ROWDA. | | Complete |
| 25 | More corporate sponsorships in City venues. | Advertising | Community Services Marketing area secures outside corporate advertising for some facilities. Communications would not have the expertise or resources at present to take on this role. | Further consideration-over 5 years |
| 99 | Increased promotion of city sponsored functions through City Life and InSite. | | We do this now and could increase without difficulty. A 2006 initiative is to conduct a comprehensive Internal Communications Review and implement recommendations from the review. | Further consideration-2006 |
| 228 | Utilize visible services and assets such as message boards to enhance the Public Engagement process | Examples include advertising on garbage trucks. | Communications tools (including bill boards, message boards, bus shelters bus boards, media releases, print and electronic advertising, advertising on vehicles etc.), which are used to promote/advertise/communicate any program or service are considered in all communications plans, depending on what's most effective for that individual project and what the budget is. For now, the City and I Love Regina logos, 777-7000, www.regina.ca, I Love Regina Licence Plate and Crimestoppers logo are placed on every City vehicle. There is no advertising on garbage trucks but it could be done if in the communications planning process, it was determined an effective tool for communicating a certain program or service. There is no policy preventing this. This has been discussed in the past, but so far hasn't been deemed the most effective tool with the budget available. Bill boards are expensive and while they are considered in the communications planning process, they often can't be done due to budget. The City uses bus boards often and benches and shelters where there is a fit with budget and appropriate. | Complete |
| 384 | Provide Public Education on Not in my Back Yard (NIMBY). | Issues currently raised add little or no value. Education could address some frustrations. | Communications does not have the expertise to educate on NIMBY, but a Public Involvement Manual (See #100) could help on this. | Further consideration |
| 514 | Ensure more vigilant consideration of public relations initiatives such as the 'I love Regina' monument at City Hall. | | This is not in our control if mandated by City Council. Generally, the communications planning process is used to help determine the promotion of new initiatives regarding programs and services. The client department and communications consultant work together to determine the most effective way to communicate to the targeted audiences. | Complete |
| 595 | Investigate the feasibility of operating a City of Regina tourist information centre | | Currently, this is the role of Tourism Regina and we do work with them closely. This would have to be a corporate decision. Would not be an effective use of resources given it would be a redundant service with what Tourism Regina provides. We already work in partnership with Tourism Regina on many initiatives, such as I Love Regina, Mayors Task Force, City Image Committee etc. We also already provide Tourism-related brochures on the main floor of City Hall and will increase our capacity to do so with redesign of the main floor/kiosk area, scheduled for 2006. | Not Proceed |

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| 607 | Create a Corporate Sponsorship/Grants Coordinator position. | Create this new position to pursue corporate sponsorship for ideas such as a City Bikeway System Map; some environmental grants could be pursued however the resources to prepare and manage the applications do not exist right now | This would be an effective way to generate revenues. | Further consideration-over 5 years |
| 627 | Reinstate Corporate Awareness Days. | This is an opportunity for employees to learn about the organization. | This is being looked at as part of the Employee Recognition Project. | Underway |
| 647.1 | Test communication strategies with external focus groups prior to implementing a communication. | Test public and internal communications, rollouts of new software, policies, procedures. | Focus groups are used when budgets allow. Their use could be increased. | Further consideration-2-5 years |
| 647.2 | Test communication strategies with internal focus groups prior to implementing a communication. | Test public and internal communications, rollouts of new software, policies, procedures. | This is done now informally, but could be done more extensively and more formally. | Further consideration-2-5 years |
| 676 | Strengthen the relationship between the City of Regina and the media. | | We believe we have a strong relationship with the media. We generally receive very good response to media releases we send out and excellent media coverage of news conferences or events we hold. We've received direct comments from members of the media expressing their satisfaction with our response to their needs. There was even a case when a CTV reporter looked at doing a story on the City's process of handling media inquiries and how effective it is. | Complete |
| 867 | Enhance process to provide information to employees in terms of internal communications and data management. | | This will be considered as part of the Internal Communications Review. | Underway |
| 893 | Clarify the role of Councillors, public and the administration at public forums. | Balancing the expectations of the councillors and the public. The intention of public meetings is to delivery information and answer questions. | Belongs in Corporate Services. This is a corporate issue as all departments arrange public forums and meetings. City Clerk's office is not involved. Public Affairs assists when requested by the department. Public Affairs is working on a public involvement model which will include a reference to public meetings. This would be included in a Public Involvement Manual. | Further consideration-2-5 years |
| 894 | Develop strategy for public engagement. | Not clear on the level of public review required for various Council decisions. When doing infrequently, not clear on methods and who the stakeholders are. 168-Develop a best practice guide for public engagement. 383-Develop a set of rules of conduct for public engagement. Might result in a more meaningful exchange of info at meetings. 418-Public engagement process needs to be consistent across the organization. Processes and procedures for reviews need streamlining. 100-Public Affairs should offer presentations on public involvement. | We are planning to develop A Public Involvement Manual. Internal education on the Manual could be included in the plan. | Further consideration-2-5 years |
| 942 | Allow corporate advertising on city vehicles including police vehicles. | | For City vehicles, this is allowed. Communications has no jurisdiction over Police vehicles. Right now, the City and ILR logos, 777-7000, www.regina.ca and Crime Stoppers logo are displayed on every City vehicle. During the implementation phase, the AMR logo was also displayed on vehicles used for water meter reading. There is not much more room for advertising, but logos for new initiatives like AMR could be added where possible. | Further consideration-2006 |

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| 1052 | Ensure that Communications has involvement in department employee newsletters. | | This is an excellent idea. It would be up to each department to ensure they involve Public Affairs in the process. This will be considered as part of the Internal Communications Review. | Further consideration-2006 |
| 1066 | Consider providing City of Regina clothing to employees to boost morale and visually represent the City. | | This is an excellent idea but would need increased budget to do so. This should be linked to the employee recognition initiative. It would not only help to promote employee morale but also help to promote the City at the same time. | Further consideration-2-5 years |

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| 8 | <p>The cost benefit and return on investment should be the approach to this group. Utilities and non-renewable resources are becoming a constant topic of public awareness. Utilities make up a cost associated to overhead, this cost won't go away so impacting</p> <p>10-The City should engage in alternative energy use (solar, & wind) for emergency lighting, heating etc. Install roof top solar panels and incorporate them into the buildings power system to help buildings generate the power they consume. The incinerator building has very little use but it is too expensive to take down - solid structure that could be used as a solar panel.</p> <p>115-Partner with Sask Power in a co-generation project using wind/ solar generation on City Hall. Could directly use power produced to supply City Hall. Any excess could be put into the SaskPower grid. Kyoto - possible federal funding to help purchase infrastructure</p> | <p>Develop an alternative energy focus group; this group would be responsible to constantly be looking for efficiencies and researching of new ideas.</p> | <p>Opportunity 8, 10.0, 10.115 and 10.13 are all similar and should be rolled into one. We would suggest that a focus group be established to consider alternate energy options for City facilities including solar, wind, co-generation, etc. The focus group could look at alternate fuels for equipment and vehicles as well. 941-This is a Corporate initiative that may be outside City jurisdiction</p> | <p>Further consideration.</p> |
| 8 | <p>13-Begin a power cogeneration project for major facilities such as City Hall, Fieldhouse, Engineering and Works yard etc. Use solar power panels on roof tops of facilities and invert into AC to supplement building requirements for electricity. Can meet Kyoto targets and possibly get federal funding to help with solar. Will reduce energy costs in the long term. Install roof top solar panels and invert into AC to supplement building requirements for electricity.</p> <p>941-Allow solar panels and wind mills for residents/corporations and provide credits on bills to encourage energy conservation.</p> | <p>Develop an alternative energy focus group; this group would be responsible to constantly be looking for efficiencies and researching of new ideas.</p> | <p>Opportunity 8, 10.0, 10.115 and 10.13 are all similar and should be rolled into one. We would suggest that a focus group be established to consider alternate energy options for City facilities including solar, wind, co-generation, etc. The focus group could look at alternate fuels for equipment and vehicles as well. 941-This is a Corporate initiative that may be outside City jurisdiction</p> | <p>Further consideration.</p> |
| 18 | <p>Central Stores could offer external customers volume discounts.</p> | <p>E.g. Regina Public & Separate School Boards, Regina Public Library, various infrastructure contractors, etc. Fuel could expand its partnership with outside agencies to provide fuel and lube products.</p> | <p>Complete - the City already has partnerships with outside public agencies. Where appropriate and beneficial to them they can acquire goods, including fuel, through Central Stores. We do not sell to the private sector because we do not want to compete with other private suppliers.</p> | <p>Complete</p> |
| 23 | <p>Partner with Non-Profit Organizations or community groups for post event clean ups.</p> | <p>E.g. Taylor Field. Pay non profits for services. May be legal and jurisdictional issues.</p> | <p>This is already being done on a limited scale, to do it on a larger scale would mean replacing existing Local 21 jobs with contract employees and would require Senior Management and likely City Council approval. FEM currently contract with the Mental Health Association to clean up the area around Taylor Field after a football game. Some of the area cleaned is private some on the street but it is not work that Local 21 members would normally do. If we wanted to clean up one of our facilities (which is work normally performed by City staff) after an event using a similar group as the MHA this would have to be discussed with Local 21 before we could proceed and the outcome of the discussions is predictable. If any opportunity comes up where we can expand the use of non-profit labour it will be pursued.</p> | <p>Complete</p> |

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| 24 | Increase employee parking fees for all City parking lots. | | Implementation of this opportunity would increase the revenue to the employee parking reserves; however, the benefits have to be weighed against the negative impact of charging employees more for parking, who are, in many cases required to have their vehicles at work to conduct City business. The current parking rates are under review and will be revised if deemed necessary, prior to the end of 2006. | Further consideration |
| 26 | Develop a best practices outline for Facility Operations to improve and enhance services. | | This opportunity is currently being pursued. | Underway |
| 98.3 | Writing a Salvage policy to keep pace with the policies in the new Regina Administration Bylaw should be considered. | Note: Opportunity # 98 in main doc has been split into 3 separate issues. | This is a Facilities Opportunity that is a budget initiative and is currently being worked on. Draft policy is being reviewed by Legal | Underway |
| 103 | Reduce turnover by making jobs more attractive. | Consider converting the Cleaner positions at City Hall to casual positions, thus eliminating the appeal to gain permanent status via this means. Alternatively set a time frame that keeps staff in their new positions, be it Facility Operators, Caretakers 674-Review the employment status (casual or permanent) of City Hall cleaning staff to reduce turnover and ensure an efficient use of staff time. | This opportunity has potential and should be considered in more detail. | Further consideration |
| 153 | Partner with Communities of Tomorrow to develop a Sustainability Model for a Liveable Community. | Collaboration, research and development are needed to achieve this. | The City is a partner with the Communities of Tomorrow and can coordinate this initiative but in our opinion this is a Corporate initiative because it affects many Depts. This project should be categorized as "Underway". The Mayor's Task Force on Regina's Future has initiated a project to develop a sustainability framework for the community. The Communities of Tomorrow is a member of the committee developing the framework which should guide the community toward a sustainable future. | Underway |
| 237 | Review Power usage within the organization to ensure reduction in off hours and during unoccupied periods. | | This opportunity has potential and should be considered in more detail. | Further consideration |
| 239 | Review Air Quality within the organization. | Minimize employee's health and safety effects and negative impacts on citizens. | This is a Facilities Opportunity that has been and continues to be implemented on a regular basis. | Complete |
| 305 | Improve maintenance at Neighbourhood centres. | The maintenance is not adequate on week-ends indoors. In the winter snow removal is an issue and weeds in the summer. | This opportunity has potential and should be considered in more detail. | Further consideration |
| 319 | Define ownership and responsibilities for facilities. | Clear responsibility for specific amenities may not be defined. For example, for Athletic fields someone does turf maintenance, someone does parking lots and buildings, and someone else manages use. Is there someone that has ultimate responsibility? | This opportunity has potential and should be considered in more detail. | Further consideration |
| 506 | The Facilities Admin Office could be merged with the Parks and Open Space Management Admin office. | They both are in buildings that are quite old and are in need new infrastructure. 686-Amalgamate Facilities Admin office with Parks Admin office. Reduce the duplication of resources and business machines, and upgrade one building instead of two. | This is a Facilities Opportunity that is being considered through a yard study. The Yard Study implementation is a multiple year process | Underway |
| 521 | Place recycle bins for bottles and cans at all City facilities (i.e. Neil Balkwill Centre). | 543-Place recycle bins at the City's arenas and Community Centres. 19-Salvage could partner with non-profit organizations to collect and dispose of recyclables such as bottles, cans, cardboard, etc. | This opportunity has potential and should be considered in more detail. | Further consideration |

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| 527 | Building and office improvements are required at 1212Z Winnipeg Street (Facilities). | | This is a Facilities Opportunity that is being considered through a yard study. | Underway |
| 532 | Install "panic" or security buttons in reception areas. | | This opportunity has potential and should be considered in more detail. | Further consideration |
| 565 | Enhance security within City Hall. Expand the Commissioner's function by ensuring the public reports to the Commissioner first to obtain access to the building. The Commissioner in turn could also be responsible for providing customer information. | Employees will feel safer knowing that the public can not just wander around the building freely. 648-Review public access policies at all City facilities. | This is a Facilities Opportunity that was addressed during the security review at City Hall and rejected. Opportunity could be reviewed in the current environment. | Further consideration |
| 584 | Make repairs to the City Hall parkade. | Water leaks in the stairwells when it rains and pools at the bottom of the stairs. This is a safety issue. | This is a Facilities Opportunity that is currently being implemented. This project is currently under construction | Underway |
| 609 | Replace paper towels in washrooms with electric hand dryers. | | This opportunity has potential and should be considered in more detail. | Further consideration |
| 636 | Establish an Asset Management program for office furniture and other larger office equipment. | For example, desks replaced on a schedule instead of only when funds can be found. This would create consistency between areas and ensure that staff are working on ergonomically appropriate equipment. 1222-Develop an Asset Management Program /Strategy for Office Equipment and Furniture. Put furniture and other larger office equipment on a asset management program so that desks (for example) are replaced on a schedule instead of only when funds can be found. This would create consistency between areas and ensure that staff have ergonomically correct work stations. | This should be a Corporate initiative as it involves all Departments. Facilities is not responsible for furniture. Acquisitions should co-ordinate this opportunity. 648-Review public access policies at all City facilities. | Further consideration |
| 679 | Review the safety and efficient use of the Parks Yard building (i.e. washroom taps, etc.). | | This is a Facilities Opportunity that is being considered through a yard study. Yard Study implementation is a multiple year process | Underway |
| 715 | Address the service delay issues in the Facilities division of Corporate Services to improve building maintenance, upgrades, service and repairs. | Extended delays sometimes results in having to outsource for service rather than use city resources. Cost of repairs billed back to departments from outsource company is often high. 1145-Do office renovations only in the evenings, and schedule/complete work in smaller pieces to be less disruptive. 1034.1-Ensure timely maintenance for facilities | This opportunity has potential and should be considered in more detail. | Further consideration |
| 911 | Review potential in-house security monitoring of City facilities. | | This opportunity has potential and should be considered in more detail. | Further consideration |
| 962 | Implement formal preventative maintenance system to take better control and manage facility assets. | | This is a Facilities opportunity that we are currently pursuing. Part of the implementation of the SPL asset management system is the implementation of a PM system for facilities. The full implementation of a PM system at all facilities will take several years but work will start on it in 2006 when SPL is initiated | Underway |

CORPORATE SERVICES

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|--|---|---|-------------|
| 57 | Electronic Document Management would facilitate the retention, distribution, version control and check in/out of documents of the organization. | The cost would be about \$600,000 and the return would be measured by the reduction in disk space (traditionally 60%) and the reduction in administration time employees spend in managing and looking for documents. 862-Improve filing system for general and topic information. Records retention for email and personal files needs to be expanded beyond individual staff. Proper training for clerical staff - be consistent throughout the City. 793-Improve records management. | This initiative is currently underway. Software for the management of records (TRIM) has been purchased. The system is currently being implemented, first for paper records and then will be reviewed for electronic documents. | Underway |
| 65 | Move more towards the use of electronic files rather than paper files. | Paper consumption is high (i.e. on average an agenda is 300 pages and reproduced a minimum of 12 times) and could be reduced by providing electronic files only and access for City Council members to information via laptops in council chambers. | This has been reviewed in the past. Members of Council and Senior Administration would have to maneuver through a 300 page document on a lap top computer. This is not the most efficient way of doing official business at formal meetings. If all members of City Council wanted to pursue this initiative, it would be explored further. Opportunities to reduce paper consumption are constantly underway. The Division continues to monitor opportunities that will allow them to use more electronic methods of communication and integrate into the governance process with City Council, in terms of the ongoing focus on moving to electronic files whenever feasible and practical. | Underway |
| 77 | The City of Regina web site needs to be updated to allow for more efficient placement and access to Council and committee information. | | This includes Public Affairs and Information Systems. A review of the website is underway. We are limited by the technology available on our website- 2 additional staff have been appointed and the project is proceeding. Included as part of the e-gov web re-design project. | Underway |
| 78 | Additional resources are required to train staff in the corporation and to efficiently implement the recently acquired Records Management Software in the corporation. | | This initiative is currently underway. Two positions have been approved in the 2005 budget to assist with the records management initiatives. | Underway |
| 122.2 | Councillors do not use the City's scheduling system (GroupWise). | | Councillors are not employees and as such, may not be on the GroupWise system on a regular basis. The Councillors use different methods to maintain their individual calendars. This will continue to be a challenge. As technology advances there may be new and emerging options which the Division will monitor on an ongoing basis. | Not proceed |
| 167 | A Corporate Document Management System could automate a fair portion of correspondence, tracking system and free up administrative resources to be used elsewhere. | A request response tracking system would complement this system. | Software for the management of records (TRIM) has been purchased. The system is currently being implemented, first for paper records and then will be reviewed for electronic documents. Hansen and TRIM will complement each other. There may be an opportunity to consider the benefits of using Hansen for request tracking. City Clerks Division will work with the Communications Division to consider options. The roll out for the entire organization will continue over a 5 year period, the Division will identify Divisions for roll out annually with implementation of electronic document management to follow. | Underway |
| 329 | Rules of conduct for Boards, Committees and Commissions need to be standardized and more consistently enforced. | | City Council's Procedure Bylaw applies to all committees of Council; however, some committees are authorized to adopt their own procedures. The City Clerk's office has recently taken added responsibility for providing support to all committees of council. This will help ensure consistent application of process and procedure. | Complete |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|--|--|-----------------------|
| 524 | City Council should review all of the Ad Hoc Committees of Council that currently exist. | | This is a City Council matter. This initiative has been completed. The Procedure Bylaw states that City Council must review its committees every three years. Recently a review was completed for all advisory committees, resulting in some principles for advisory committees being adopted and included as part of The Procedure Bylaw. Committees are required to provide an annual report to Council including an recommendation on whether or not the committee should continue. | Complete |
| 742 | Corporate-wide filing system (i.e. naming conventions, memo numbering, etc.) for consistency. | The current delay in Corporate Records Management means uncertainty in beginning this process; currently there is difficulty retrieving filing, so this would reduce time in retrieving files. | This initiative is currently underway. Software for the management of records (TRIM) has been purchased. The system is currently being implemented, first for paper records and then will be reviewed for electronic documents. Part of the review includes review and implementation of a corporate file plan. Will come with the records management implementation. There will be a new corporate file plan. A disciplined naming convention is part of the records management system. | Underway |
| 794 | Better access to corporate documents. | Provide more documents online. Specials needs customers need large print documents. | Information Systems and Public Affairs also involved. This is a corporate issue. More information is required on the types of documents needed. Large print documents are provided on request. Additional information is placed on InSite on a regular basis. We are currently limited by the technology available on our website. Should be considered during the e-go web re-design project. | Further consideration |
| 823 | Charge a fee for copies of bylaws. | | Is a corporate issue as other departments provide copies of bylaws. The City Clerk's Office provides the first 20 pages free of charge to encourage public engagement. A rate of \$.25/page is charged for more than 20 pages. Fees are currently charged where appropriate. A corporate review of fees and charges related to provision of information could be undertaken with the Department concerned. | Further consideration |
| 890 | Improve Boards & Reports Process. | When tracking outstanding board reports, list all departments involved. Ensure analysis by others is available when needed - Planning and resource issue. Develop a centralized list of common stakeholders for reports. | Departments are listed on Lists of Outstanding Items and the lists are circulated as required. The City Manager and Executive Committee review the lists once each year. The processes identified in the issues and considerations section are already in place. Outstanding items are tracked with the Department concerned. | Complete |
| 1060 | Clerical staff from the clerks office who have knowledge and experience in taking minutes could provide support to the advisory committees. | | The City Clerk's office has recently taken added responsibility for providing support to all committees of council. This will help ensure consistent application of process and procedure. | Complete |

CORPORATE SERVICES

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|---|--|----------------------------|
| 32 | Could outsource IT application development and support. | Positive implications include less recruiting and performance management time, and acquiring staff with appropriate technical training. Negative implications include higher staffing costs (currently over 85% of operating budget), impact on collective bargaining agreements. | We don't do much straight coding. Investigated contracting off-shore resources. The fees were more reasonable than in North America, but we don't have the volume of work to make it worth their while. The analysis side requires understanding of the business, which is gained over time. | Not proceed |
| 37 | As the City implements additional automation and technology, there has been no consideration given to increasing the ongoing resources required to maintain the existing support levels. | | "One-time capital" from other sources can often be found to hire resources (consultants, terms) to implement new solutions. The ongoing support & maintenance is left to IS's existing resources. This is a top priority, and have started with one "addition" request in the 2006 budget. | Further consideration |
| 39 | Resource constraints in IS are a bottleneck to other City departments in their implementation of automation. | | Perhaps, The City can only absorb a certain amount of change at any one time. IS certainly does not have the resources required to support the new systems being implemented. Capital is often found to install the equipment and software, but resources for the ongoing support, maintenance and upgrading is not being approved in Operating budgets. Any operating savings being realized through automation are staying with the client departments. This will be an even larger concern as departments attempt to implement many of these great opportunities. This resource deficit has once again been identified in the 2006 Operating budget submission. We need support from Dept Heads to show it is a priority with them as well. | underway |
| 41 | Online Meeting and Project rooms would facilitate the collaboration effort and reduce the amount of time employees spend in meetings and forwarding documents, which ties up IT resources (disk space and network bandwidth). | Online project rooms would benefit anyone working in a team, group or project environment within the City or with outside agencies. | Looking at various options for this in 2006. | Underway - 2006 |
| 42 | Instant messaging (IM) has been very successfully implemented in most organizations to facilitate and speed up the communication between employees. | The presence awareness of IM allows direct access to support personnel when integrated into applications (and over the web). It also provides more timely feedback than email. | There is a business case for a project being developed for review for possible 2006 implementation. | Further consideration-2006 |
| 43 | Partner with external IT organizations to provide Help Desk services to replace parts or all of the services provided by the Client Support area. | The negative implications include higher staffing costs which currently makes up over 85% of the operating budget, less control, changes to collective bargaining agreements, increase in time spent on contract management and paperwork, and potential decrease in service to the customers. | Have found through experience that users are provided better service by dealing with staff who know them & their business, plus the history. An External IT organization (Getronics) does our desktop deployment, installs, and disposals. We use outside resources from local consulting firms in projects like corporate software upgrades. We use a remote management tool (ZENworks) to keep the desktop software updated, and have the initial software loaded onto new desktops by our hardware provider (DELL). | Not proceed |
| 44 | Outsource the print and mail service to external service providers. | The negative implications of outsourcing Print/Mail Services are: turnaround time including potential loss of quality of service; more costly in terms of time spent by City Departments researching which service providers are best suited to meet their print needs. 1023 -Evaluate the cost-benefit of Print Services in comparison with external providers. | Our yearly mail costs are very low, and we cross-train so that the two areas (Mail & Print) cover each other in peak periods, or when there's vacations, sickness, etc. We do outsource some printing work, plus act as the City's focal point for that, ensuring that the departments get the best value for their money. The City outsourced the printing of water bills at one time to ISM but brought it back in house as turn around was quicker plus it was cheaper. | Not proceed |
| 45 | Delays in receiving the customer's final approval for printing shortens the recommended printing/mail insertion time and has an impact on the overall quality and production schedule. | | Print Services will continue to work with their customers and provide awareness through methods such as CityLife to ensure business areas understand the importance of receiving final approval for printing in a timely manner. Awareness through CityLife has been done as well as Print Services has been doing more critical path planning with its' customers which has helped address delays. | Underway |
| 46 | Add an image setter & processor device (approx. cost is \$15K for used model) in the Print Shop. | This would allow increased productivity by staff by 20% and reduction in costs (cost to outsource is \$25/plate versus cost to produce in-house which is approx. \$5). | A cost benefit analysis should be done that includes a review of what is currently produced on the press. Our strategic direction is to move to digital but there will continue to be situations where producing on a press is more cost effective. Doing it in-house or outsourcing are options to be considered. It is included in the 2006 operating budget. | Further consideration-2006 |

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| 47 | Upgrade of the existing press in the Print Shop to an enhanced technology press (approx. cost is \$50K for used with trade in). | This would increase productivity by 30% in the press area by providing new functionality such as automatic wash up, plate loading as well as increased run speed. | Further consideration-2007 |
| 49 | Partner with external IT organizations to provide infrastructure services to replace parts or all of the services provided by the Infrastructure area. | Negative implications include higher staffing costs (over 80% of operating budget), less control, more contract management time and paper work, changes to collective bargaining agreements, potential decrease in customer service depending on outsourcing le | Not proceed |
| 50 | Recoup network costs by sharing excess network capacity with other government organizations located geographically within the City. Implementation would require a lot of preparation and planning. | Implementation would require a lot of preparation and planning. The cost of sharing excess capacity will depend on which agency we share with and where they are located relative to the fiber we currently have installed. The cost to add 1km of fiber (conduit trenching and fiber cable) can range anywhere from \$50,000 to \$75,000 depending on the location and type of fiber (48 strand is current standard) being installed. | Further consideration |
| 53 | Outsource database management to private enterprises that specialize in that service delivery. | Negative implications include higher costs in staffing or contracting (over 85% of our costs are staff), less control, more contract management time and paper work, changes to collective bargaining agreements, potential decrease in customer service depend | Not proceed |
| 54 | Share data and GIS expertise with other organizations and gain access to enhanced data analysis models used by other organizations. | The City is currently negotiating an agreement with the Communities of Tomorrow initiative on the Centre for Sustainable Infrastructure Research. This will take some time from our GIS and Data analyst teams to coordinate the work. There may be hardware | Further consideration |
| 58 | As e-government unfolds, there is a greater need to include geo-spatial information within the enterprise. | Calgary has successfully applied GIS technology in the re-delineation of solid waste collection districts and re-alignment of truck routes. GIS and GPS technology can enormously improve the efficiency in tracking and updating information directly in the field. | Further consideration |
| 59 | Publish maps in electronic format (PDF) over the Internet/Intranet for different internal and external customers. | This will minimize the number of printed paper map copies and will certainly result in some efficiencies. | Underway |
| 60 | More advanced database monitoring tools would allow the City to provide a higher level of service. | Reviewed 3rd party db tools and decided that, for the additional cost, existing tools are adequate for 2006. | Complete |
| 61 | The City could share its eGovernment expertise and applications with other smaller Sask cities. | Many smaller cities have the same needs but do not have the expertise or applications. The internet allows for easier provision of automated services to their citizens from a distance. The model would have to provide revenue to the City, otherwise there is no incentive to do it. Assisting other smaller cities may draw focus away from providing the best service for current customers. The City may be seen as competing with private companies, even though services would be limited to municipal-specific applications. | Underway |
| 73 | The process to review the need for perpetual hardware/software maintenance contracts needs to be established/standardized. | We have no perpetual hardware maint on our desktops - they are leased & on warranty. We review all software & hardware contracts yearly. We also don't have any maintenance on Office or the Windows operating system. Most hardware that isn't in "production" is also on a time & materials repair basis. | Complete |

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| 93 | Experiencing problems with the Mayor's BlackBerry telephone. | This results in inability to fully use features of unit and limits efficiencies. | Issues resolved with version that integrates with GroupWise. Corporate pilot completed. | Complete |
| 124 | Use of Personal Digital Assistants (PDA's) would increase productivity. | PDA's would be a convenience for scheduling meetings and having access to personal directories (telephone, email and address information) when away from our workstation. PDA's for personal use as indicated here, falls outside the policy for PDA's and the | The BlackBerry pilot has been finalized and a final report including recommendations has been completed. Justification resides with the department. | Complete |
| 152 | Develop a master plan for Corporate Databases. | Corporate databases require a co-ordinated approach to ensure information sharing, reduced duplication and increased efficiencies. | Corp Data Dictionary is being developed. Having separate non-integrated applications and systems makes sharing of data very difficult. Further development of the data warehouse is underway. | Underway |
| 162 | Implement new Maintenance Management Information Systems (Synergen software). | Synergen software will provide a more inclusive work order system, generate real time operation reports for management, financial info., etc. | Underway. Implementation in March, 2006. | Underway |
| 164 | Develop a partnership with Information Services Corporation for digital mapping information (Infrastructure Records). | The City could provide information itself and share with Information Services Corporation. | ISC mandate is much larger scale than City of Regina. We do share information however liability is in question when it comes to infrastructure. Sask1stCall is another organization that we could share with. There is a working group formed with ISC called the municipal working group within there is a GIS subcommittee. There also is a group formed from SaskGeomatics. These two groups are looking into what can be shared and any issues in working with ISC. | Further consideration |
| 165 | Ensure that the CAD computers are upgraded as often as possible. | Replacement of CAD computers with the latest most powerful machines, and then recycling the year old machine to other users would be a much more effective use of computing power. | High-end CAD users' machines are exchanged every two years. The timeframe for a regular user is 4 years. The latest refresh was this spring, to their delight. | Complete |
| 318 | Implement technologies such as GPS inventory, handheld collection devices, and data analyzing software. | These technologies would help create manageable information to use for planning, internal benchmarking, and efficiency evaluations. | Corp AVL/GPS pilot projects are in the works; mobile field devices are a future phase of SPL rollout. GPS, AVL and field gathering data instruments are tools to enable a business process. However they also require back office infrastructures in place in order for them to work. This includes a network over which the data can travel, data collection devices and field data enabled applications. The current expansion of our Municipal Area Network over wireless is putting the foundation together for the network to enable these types of applications to be implemented. It's important to stress that the business areas are responsible to put forth the business case and justification for the implementation of the field data gathering devices. | Underway |
| 318.146 | A Global Positioning System/Automated Vehicle Location System could be used to streamline the work tracking process by moving into automated data collection mode vs. a paper transcription method. | Handheld data entry at work site could be used to document the resolution of RFS investigations, process work orders, etc. The current system is labour intensive. City could sell GPS correction data to private surveyors. | Corp AVL/GPS pilot projects are in the works; mobile field devices are a future phase of SPL rollout. | underway |
| 318.178 | Implement a Global Positioning system. | For example, GPS functionality would improve safety and route efficiency in Transit. | Corp AVL/GPS pilot projects are in the works; mobile field devices are a future phase of SPL rollout. | underway |
| 318.347 | Implement the use of handheld mobile data units for Fire Inspectors. | These units would reference all applicable National and Provincial fire codes and would improve efficiency. | Look at after other FDM modules are implemented in the Fall of 2006. | underway |
| 318.374 | Implement a GPS system for Fire. | This would allow Fire to track all apparatus and would assist in deployment and response route selection. | Results of pilots will give us some useful info on how to proceed, as well as the wireless access implementation. | underway |
| 318.386 | Provide field staff in Pest Management with handheld GPS units. | Better monitoring and reporting of pesticide to applied sites. Digital records would benefit program activities and liability issues. | Corp AVL/GPS pilot projects are in the works; mobile field devices are a future phase of SPL rollout. | underway |
| 318.707 | Automatic Vehicle Locator (AVL) installed on buses so that passengers could track where their bus is at on their route through the Transit website. | | RFP released December/05. Selection and implementation planning will be done 1st quarter 2006. | Underway |

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| 318.783 | Hand-held units for field staff related to payroll and asset management information. | | | Corp AVL/GPS pilot projects are in the works; mobile field devices are a future phase of SPL rollout. | underway |
| 318.82 | Several service areas have expressed an interest in looking at how their operations could benefit from placing GPS equipment in fleet vehicles. | There is good potential to use the same GPS hardware to obtain fleet management data such as accurate vehicle usage and performance information. | | Corp AVL/GPS pilot projects are in the works; mobile field devices are a future phase of SPL rollout. | underway |
| 345 | Upgrade computer system at facilities. | Currently the system is very slow, programs are difficult to access and serving the customer takes longer than it should. | | Network access at the fieldhouse, leisure centers and recreation centers is currently provided through SaskTel leased lines. To improve access to these facilities we will work with Community Services to make sure each of these locations has the appropriate network connection type (fiber, leased line, wireless) and data communication method (Citrix, VPN). Optimal performance depends on three things: which applications are used at that location, network connection type and network connection method. | Further consideration |
| 395 | Provide color printers. | Pictures are required for Committee meetings. Currently all digital pictures have to go to the Print & Mail division for reproduction. This creates inefficiencies, especially if there is a requirement to wait. | | Where a business case warrants it, on-floor color printers are currently deployed. Cost per sheet is 5 times higher for colour vs black & white. We ensure that Departmental Technology Contacts are aware of this, and our Print Services Coordinator informs customers when discussing output options. New technology has also been implemented in the Print Shop, speeding up colour printing by a factor of 5, as well as improving the quality. | Complete. |
| 414 | Ensure that work areas have access to technology required to meet the demands of the job. | Faster computers, color printers and specific software needed for landscape design work. There should be exceptions to the standard purchasing policy if the business case justifies it. | | We upgrade high-end users every 2 years, cascading their equipment to others. Recent email from a user in Traffic: "I recently had an upgrade done to my office P. C. This upgrade included a multi-monitor array, cd burner etc. I can't say enough about what a great set-up it is." | Complete |
| 531 | Update the City of Regina website with a more intuitive and clean look. | It might be possible to coordinate with other cities via the MISA groups to come up with a common home page design (or at least portions of it) so that all cities in Canada had a common look and feel for the websites. 596 - Improvements could include changes to Header/Right/Left columns, navigation methods, reducing the number of options and links, remove the online postcard (usually only found on personal homepages). | | Usability study completed. Moving on to next phase. #1 focus is on usability from a customer perspective. | Underway |
| 559 | Make improvements to InSite to make it a more useful tool. | Things are hard to find. Additional items could be included on InSite (i.e. org charts). | | Redesign and rebuild of Incite will be done in 2006. Required content and usability will be of prime focus. | Underway |
| 693 | Integrate the Transit website management with Public Affairs for more efficient and specialized marketing. | | | Now being done. Administered by eGovt. Will be done in 2006 | Underway |
| 770 | Review the priority system and service from Print Services. | E.g. consideration of T4 issues and pay advices. | | Turnaround time is tracked in PrintLeader, and the service levels are listed online under IS's Key Services. Communication is key. If something needs to be done asap & Print Shop is busy, we send the work out. Implementation of new equipment in Print Services by year end 2005 is helping resolve the issue of overlap between large jobs. | Not proceed |
| 802 | Expand eSask Partnership. | | | The City is one of 7 partners. The Governance model allows other groups to participate in specific projects as subscribers if they are interested. The City has trouble finding resources to be involved in the existing 5 eSask projects underway. | Further consideration |
| 803 | Provide property profile and customer profile information corporately in single database. | An automated process would enhance customer services and allow for one point of contact for customer information changes. | | The business rules are different between each department as to what constitutes a property and who the customer is. Assessment, water utility, fire and pizza delivery may all have a different 'owner/occupant' based on their needs and rules. We are looking at how this data can be shared however there are privacy issues that need to be addressed in the process. | Further consideration |
| 805 | Investigate computer software systems to integrate data across various business areas. | Preference for Municipal Software Suites. Can increase efficiency by removing duplication and ensuring collaboration between work areas. | | Have a strategic preference for suites. Apps are often chosen as best of breed. Have the database (Oracle) as a standard to try to integrate data, plus make use of the data warehouse. | Complete |

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| 812 | Provide more Information Systems (IS) resources to meet the needs of the departments, alternatively place IS staff in each department. | | Many of the opportunities listed involve automation. IS needs more staff (even if it's for term periods) to provide the support business areas need. See responses in #37 and #39. | Further consideration |
| 818 | Develop a Corporate Addressing standard. | Using Canada Post standards would save on bulk mailing process. | Street names are set by committee for developers to pick from. More information on the bulk mailing issue would be helpful. There is a STREET'S project that has been on hold to match street names across systems. This project is still on hold due to lack of business sponsor drive. | Further consideration |
| 843 | Improve process for customer address updates. | Currently each service area is notified separately by the customer. Obstacle - property tax changes have to be done formally. | The business rules are different between each department as to what constitutes a property and who the customer is. Assessment, water utility, fire and pizza delivery may all have a different 'owner/occupant' based on their needs and rules. We are looking at how this data can be shared however there are privacy issues that need to be addressed in the process | Further consideration |
| 885 | Improve system back up and data restoration processes. | | Have upgraded Legato (backup system) to fix some issues. Implementing disk-to-disk technology for speedier recovery. | Complete |
| 1059 | Create a current events and quick reference section on InSite for each Department. | | Incite content is currently being considered and these suggestions could be part of the rebuild, which is taking place in 2006. It would be included in the draft design, and either included or not, depending on the priorities established by the project team. | Further consideration-2006 |
| 1117 | The City must make the necessary commitment to ensure staff maintain current knowledge related to computers. | Software training, seminars, and conferences. | A cost effective way for individuals to access computer training is being implemented. The cost is only \$53 per course. For this to succeed it is essential that managers and supervisors support their employees in keeping their computer skills up to date. HR are being apprised of progress. | underway |
| New 1 | Implement the Municipal Area Network expansions laid out in the strategy report recommendations. Frees the City from ongoing Sasktel data communications costs, while expanding wireless capabilities | Upfront capital costs | Network expansion plans will focus on the implementation of wireless technology. The plan is to RFP for this technology in the 1st quarter 2006 with tentative rollout starting in the 3rd quarter 2006. This opportunity is a prerequisite to all the opportunities that have handhelds, AVL, GPS and field data collection devices mentioned in their description. Opp # 318, 318.146, 318.386, 318.783 etc.... | Further consideration |
| New 2 | Explore implementing 311. Citizens dial this number when seeking information on any non-emergency government services | Structural - requires centralized call centre. Being done in other cities | Some analysis & research in 06, with action (if recommended) starting in 07. | Underway |

CORPORATE SERVICES

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|--|---|------------------------------|
| 16 | Relocating the Real Estate group to the same location as the Facilities group would provide efficiencies due to better communications. | Would provide efficiencies related to better communications. | Approximately 10%-20% of the division's workload and processes relate specifically to interaction with the facilities division as facilities are responsible for property management of city owned buildings and facilities. Real Estate also interacts with other departments located within City Hall such as Legal, Urban Planning and Assessment on a more significant basis. Communication issues are not perceived to be a concern for the Real Estate Division who have an effective working relationship with the facilities management team. | Not Proceed |
| 29 | Establish a policy of investing in future development land (a land banking system), ensuring that there would always be land available for community initiative housing projects, would protect itself from the effects of inflation, and would provide future revenues. If the city was to directly develop lands for sale, development revenues would be maximized. | Major commitment would be required to have available the investment funds required to purchase property. This land-buying process would take a number of years. In order to begin active development of residential subdivisions, Real Estate would require additional personnel. At least 1 new FTE would be required prior to the initial portion of land being available for development. The division's operating funds would also have to increase accordingly. | This opportunity speaks to a shift in the philosophy within the organization to more aggressively pursue land development opportunities. This would expand the division's focus and mandate from industrial development into the realm of residential development with the intent of making a profit. This is the approach taken by other municipalities in Western Canada including the City of Saskatoon. This initiative would require significant research, planning and development but certainly provides potential for the realization of significant revenues over the long term. Initial reviews of how this approach could benefit the organization are scheduled for the sub-divisions that are city owned in 2006. The results of these studies may provide additional insight into the future direction and feasibility of moving in this general direction and should be considered further. New FTE would be required. | Further consideration |
| 1175 | Use the City's Web Site to attract new business. List all commercial properties for sale. | The Real Estate Division is working on a new web application that would identify City property for sale. This could be expanded to include all commercial property for sale in Regina. With the use of GIS and the Assessment Data on line with the partnership of the Regina Realtors Association and the Regina Regional Economic Authority we can promote commercial space available within the city to attract new businesses to Regina. The more Regina is open to business, the closer we get to meeting Council's vision. | Significant work has been completed on this opportunity and the web page will soon be ready for launch. The Division receives many calls from interested parties looking to access information regarding city properties on the website and the Division was proactive in recognizing this need and initiating the project. Work is expected to be completed in 2006 following the upcoming review and revamp of the City website scheduled for 2006. Changes will be made based on that review if appropriate and the Real Estate pages will be launched. | Underway |

ENGINEERING & WORKS

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|---|---|-----------------------------|
| 4 | Contracting out new bins at transfer station. | 127 - Contracting out hauling of bins at the new transfer station. | SVTS has used a contractor for the first year of operation. Contracting this operation will be maintained and annually evaluated for overall benefit. | Complete |
| 509 | Mandate the use of low flush toilets and other water conservation devices in all new construction and major renovations. | | Water conservation targets being achieved at this time. Rates encourage ULF toilets and other water conservation. Conservation initiatives are more effective when they are undertaken by individuals for environmental and economic reasons and not mandated by government. Province developing water management plan in 2005 which may result in changes to plumbing fixtures. | Underway |
| 91 | Use of a "Priority Signal System that would allow our maintenance fleet to conduct their activities (snow plowing, sanding) by manipulation of the signal light system. | This would provide a safer and more efficient delivery of service. | Available technologies may make this feasible. Further considerations required. | Further consideration-2007+ |
| 125 | Discontinue the practice of contracting out dirt & snow hauling. | We have our own trucks parked and operators sitting idle. | Contractor equipment is required to supplement City forces, in order to meet Policy time frames and standards. Additional trucks are required for snow removal. | Not Proceed |
| 126 | Discontinue the practice of contracting out snow plowing. | We have our own graders sitting idle. | Contractor equipment is required to supplement City forces, in order to meet Policy time frames and standards. | Not Proceed |
| 128 | Increase the length of Developer's Warranties for new developments beyond the current 2 years post construction. | The majority of failures occur between years 3 and 6 post construction. | FUTURE 2007+-current developer warranty in new subdivisions is one year only. Warranty for work done by contractors doing work on public right-of-way is two years. Opportunity has merit and will be included in future discussions with RRHBA Liaison Committee. | Further consideration-2007 |
| 129 | Develop a practice of phased paving in new subdivisions, rather than the current practice where subdivisions are constructed for sale with all infrastructure in place. | New homes are constructed and the streets receive continued loading from construction vehicles which leads to rapid deterioration (wear and tear). By paving streets in stages a higher level of service can be achieved. 1032-Review the design of new subdivisions, specifically for pavement and infrastructure. | This opportunity has some merit and will continue to be included in future discussions with RRHBA Liaison Committee. E&W Divisions currently conduct annual updates of construction standards for pavement and infrastructure through internal reviews and consultation with the development industry. The Standard Construction Specification Manual is updated annually based on these reviews. In addition, the Development Standards Manual is reviewed periodically to address current design standards (best practices) for subdivisions and emerging trends in the industry. | Further consideration-2007 |
| 130 | Amend development standards for Utility Connection to a process of tunnelling or boring underneath the location, allowing the soil to remain in place. | Sewer and water utility connections from new homes to the main line are constructed by cutting a trench from the main to the property line. This results in under compacted fill, which falls beneath sidewalk and causes the sidewalk to settle. 211 - Implement no dig methods rather than open cut installation for Sewer Rehabilitation. | Trenchless technology is currently being utilized, to a limited degree. Benefits are as identified in Issues/Considerations column. For clarification connections done by City forces only go to property line. Contractors and/or City forces determine installation procedure based on cost of trenchless vs open-cut. If trenchless technology is proposed to be prescribed as the standard, engineering sections should conduct further research and propose changes to Development Standards Manual. | Complete |
| 136 | Develop a partnership with the Dept. of Highways. | Initiatives could include aggregate production, asphalt production, material storage, parking garages, seal coat and crack sealing contracts. The City could provide services to outlying RM's such as gravel roads, snow removal. | Some of this has been explored before but some specific items could be reviewed again. Some efficiencies may be gained through bulk material purchases, joint contracts and cross utilization of specialized services. Future Acquisition policies and labour agreements may need to be revised. Future 2007+ | Further consideration-2007 |
| 138 | Explore equipment partnerships to manage peak situations. | Similar to snow plowing contract, opportunities may be available in Water Main Break Repair, Cut Repair, etc. 245-Hire contractors during peak demand periods to repair water leaks. | An initiative is currently underway to ensure that Tandem Trucks are shared amongst the divisions with E and W to maximize fleet utilization. The opportunity may exist to expand this to other equipment. | Further consideration-2006 |
| 139 | Direct Bill Users - Allow private access to the snow dump sites during the winter. | Direct bill users. | Proposal has potential. E&W will develop a business case, on this issue together, with a policy review to support proper consideration. | Further consideration-2006 |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
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| 149 | Need to ensure that Over dimensional/Overweight vehicles are not damaging roads that are not designed to carry them. | 1159 - Add weigh scales and enforce highway traffic act as part of a City Bylaw to reduce wear on streets. | This opportunity has potential and is under consideration for 2007+ | Further consideration-2007 |
| 150 | Implement a cost recovery fee for Development Circulations. | Each time a circulation is processed, a fee would be applied as incentive for applicant to provide all necessary information. | FUTURE 2007+- Opportunity has merit and will be included in future discussion with RRHBA Liaison Committee and prioritized accordingly. | Further consideration-2007 |
| 151 | Implement a Roadways Preservation Fee. | This is a fee to help fund residential roadway maintenance (similar to Alley Maintenance Fee). | This opportunity should be considered as part of an Asset management financial strategy which will be developed over the next couple of years. Future 2007+ | Further consideration-2007 |
| 157 | Asphalt Plant Operation could be expanded to produce product continuously. | Asphalt and granular material could be made available to outside contractors and residents. Better co-ordination and scheduling of various stages required. Steady work for asphalt spreader. | This recommendation relates to items #158 and #159. Having more storage capacity would allow the plant to produce asphalt mixes continuously. This opportunity will be completed in 2006. | Underway-2006 |
| 158 | Supply Hot Asphalt Mix to Contractors. | Asphalt mix could be supplied to contractors who don't own their own plants. Sold at comparable price to private sector. | Proposal has potential. E&W will develop a business case, on this issue together, with a policy review to support proper consideration. | Further consideration-2007+ |
| 159 | Adding additional silos would improve efficiency of asphalt plant and entire paving operation. | | Related to Opportunity 157 and scheduled in 2006. | Underway-2006 |
| 160 | Review Dispatch Services. | Lacks integration with City Central resulting in inconsistent workflow and information to public. 174- Investigate the feasibility of integrating Dispatch Service. Integrate after hour dispatch with Fire emergency call service. 106.2 - Discontinue Dispatch as a separate entity. Investigate the feasibility of integrating Dispatch Service. | Engineering and Works continues to review the operation of the Dispatch Office. The Dispatch Office plays a vital role in support of the operations during the day, however, the evening and weekend functions need to be reviewed. The role that the Dispatch Office plays in support of City Central during evenings and weekend also needs to be reviewed. This should be a priority for 2006. | Further consideration-2006 |
| 163 | Develop a partnership with private survey firms to complete special survey monument network. | Private legal survey firms are only organization that can do this work, but the City is legislatively responsible. A partnership between the City and survey firms could result in less redundant work. | This opportunity would take advantage of City resources in preparing the sites (approximately 50 in total) for re-establishment of survey monuments throughout the City (eg initial surveys, site preparation, etc), and formal establishment of the monuments by legal survey firms (e.g. legal survey, etc). This opportunity resolves a longstanding commitment and the feasibility should be examined further in 2006. | Further consideration-2007 |
| 172 | Implement a reduced service fee for infill lots. | | Policy exists which subsidizes renewal of lead water connections. In addition to this service, domestic connections are reviewed and replaced for free (maximum fee of \$1630). Further subsidy exists (50% reduction in fees) if home owner qualifies for government subsidization programs. Other City programs already in place to provide incentives to infill development (property tax exemptions). | Complete |
| 177 | Control the methane gas generated at the landfill. | Destroy methane generated in the landfill and thereby reduce GHG pollution. Potential to sell energy and recover a significant portion of the cost to control. | Construction and operation of a landfill gas control system is proposed in the 2006 budget (Capital and Operating). This will significantly improve environmental quality of the landfill and create opportunities for technology development and revenue from the sale of LF gas. | Underway |
| 179 | Implement an In-Vessel Food Waste Composting program. | This will reduce waste and provide a community example. | Current policy is to promote back yard composting to have residents take more responsibility for their own waste. If opportunity is intended to be universal for household food waste, it can be done but would be very expensive. If specific to City facilities that generate food waste (i.e. City Hall, Lawson, etc); more feasible to do but there would still be a significant expense. | Not Proceed |
| 181 | Review property development to proactively address access for garbage collection. | | Properties which are designed to standards that allow access for garbage collection, receive the service. Condominium properties which are not designed to standards, are eligible to receive grants. | Not Proceed |

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|-------|--|--|--|-----------------------------|
| 182 | Partner with SaskPower for maintenance and operation of streetlights. | 638 - Review the responsibility for installation and maintenance of street lights - City or SaskPower. | Street lights belong to SPC. They have unionized construction crews and maintenance staff responsible for the 17,000 SPC street lights. There is insufficient staff and equipment for City crews to do this work at the present time. | Not Proceed |
| 183 | Partner with SGI on budget for traffic safety education and public communication. | | Feasible - will be looked at further. We presently have a number of joint programs with SGI that involve public education and communication. This can be expanded in 2006. | Further consideration-2006 |
| 184 | Expand partnership with Regina Downtown to manage sidewalk vending and street uses. | | Sidewalk vending is currently regulated and Regina Downtown assisted in the preparation of the regulations. | Not Proceed |
| 185 | Implement Street Use fees to recover the cost of supplying a services to outdoor restaurants, sidewalk sales, parades, marathons, building moves and movies. | | This opportunity is under consideration for 2006. | Underway |
| 186 | Increase Parking Meter Fees. | Bring fees more in line with the major western cities. | Fees were increased to \$7/hour in June 2003. Similar to those charged in other Cities. No reason to consider raising. An increase may increase revenues, however, it may drive retail customers and medical/dental patients outside the downtown. | Not Proceed |
| 187 | Implement an Asphalt & Concrete Cutting fee. | Anyone who cuts a City sidewalk or asphalt will be required to pay a fee based on the age of the sidewalk and asphalt. | Opportunity has merit and is a component of many existing asset management strategies. Requires discussion with internal and external utilities. Discussion to be initiated during 2007+. | Further consideration-2007+ |
| 188 | Automate the Street Use permit process. | | This has been done. Process quicker and recording keeping easier. | Complete |
| 189 | Use a software program to maintain a Capacity Analysis for City Arterial Streets. | Computer software such as SYNCHRO, Canadian Capacity Guide and Highway Capacity Guide would aid in stating a level of service, measure actual amount of delay or provide a vehicle to capacity rating for each major street. | Feasible, but with present work load and staff levels, is not possible until after the Traffic Signal System Upgrade is complete in 2007. | Further consideration-2007+ |
| 203 | Conduct specific applied research related to Waste Management Engineering/Technical Planning for the Landfill. | To provide information needed for landfill closure and landfill development. 229-Enhance the partnership with U of R Environmental Engineering program to provide additional resources towards WWT environmental issues at minimal cost. | Applied research is already being done in solid waste with the University of Regina, Communities of Tomorrow, Sustainable Communities, and the Solid Waste Association of North America. A number of the research initiatives involve Engineering/Technical Planning for the Landfill. Environmental Engineering will make efforts in the future to explore opportunities to involve UofR College of Engineering expertise at the professor and grad student research levels in WWT issues that arise of an applied research nature. | Complete |
| 204 | Implement a fee for the review of Developer Site Remediation Plans. | | Requires research and investigation of other jurisdictions that charge fees for this service to determine merits in application to Regina where numbers of these reviews per year is quite low. | Further consideration-2007+ |
| 207 | Train City Sewer Maintenance and Capital Installation Crews to multi-task to be competitive with local contractors. | | Review in 2006. | Further consideration-2006 |
| 209 | Implement the Canadian Wastewater Utility Benchmarking system to ensure that the level of re-investment in wastewater collection infrastructure is adequate to sustain the system. | The level of re-investment in wastewater collection infrastructure is not adequate to sustain the system. | Scheduled in 2006. Presently preparing work plan for sustaining wastewater collection system using asset management principles. Regina's participation in the Canadian Utility Benchmarking Program will continue and results will be used to prepare and implement an asset management program for the wastewater collection system. | Further consideration-2006 |
| 212 | Develop a Strategic Planning section within Engineering and Works. | | This opportunity will be reviewed as part of the strategic planning initiative in 2006. This initiative will provide the Department staff with a clear focus as to what E&W is in the business to accomplish and work plans will be required for individual business units. | Not Proceed |
| 213 | Develop a Construction Engineering section within Engineering and Works. | | Do not proceed. Engineering sections specific to construction of infrastructure already exist within E and W. No further action required. | Not Proceed |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|---|--|-----------------------------|
| 214 | Investigate the possibility of enhancing outsourcing partnership with the City of Moose Jaw as it relates to the Buffalo Pound Water Treatment Plant. | | Do not proceed. Present operation of Buffalo Pound Water Treatment Plant by certified, qualified, dedicated long serving employees meets all goals and needs. | Not Proceed |
| 217 | Implement higher fees for Bulk Water supply. | | Scheduled in 2006. | Underway |
| 219 | Implement an on-line digital information system to handle inquiries for site contamination. | | This opportunity is underway to support internal access to information. Such a system will prevent loss of historical data and provide more efficient filing and retrieval search and review process than current hard copy, simple spreadsheet system. | Underway |
| 227 | Make the City website more useful and accurate for Solid Waste information. | | The website is a strong communication tool for solid waste services and as such creates the need for the data to be kept current and accurate. A corporate review of information provision through both the website and intranet is underway and Engineering and Works are represented on the project, helping to ensure that all areas of Engineering and Works consider how the website and intranet can be used to full advantage both internally and externally. | Underway |
| 230 | Management of the Sludge and Land Program could be outsourced. | | Departmental Specific Opportunity with potential for implementation in the long-term. Will be investigated when an ammonia removal facility comes on line and significantly greater biosolids volumes will need to be dealt with (potentially 2010). | Further consideration-2007+ |
| 231 | Relationship with external consultants who routinely provide support and expertise could be enhanced by providing long-term agreements. | | Each individual project and operation has it's own requirement for consulting services. The policy for engaging consultants provides for this opportunity, decisions are made according to circumstances. | Underway |
| 233 | Lab Testing should be offered to the public as a revenue opportunity. | | Proposal has potential E&W will develop a business case, on this issue together, with a policy review to support proper consideration. | Further consideration-2007+ |
| 238 | Implement an Ammonia Removal Facility. | This would be less detrimental to aquatic life. | This is a Corporate Opportunity, lead by the department, to protect the environment. An engineering study is being finalized. | Underway |
| 240 | Relocate and re-design Waste Hauler Facility to improve the safety and quality of service for citizens. | 1040-Relocate McCarthy Blvd. dumping station out of town to reduce complaints. 244- Improve relationship with residents in vicinity of McCarthy Pumping Station by reducing negative impacts. Survey residents and provide more information. | Reference is to Liquid Waste Haulers Facility at McCarthy Blvd Pumping Station. Intention is to relocate the facility. Discussions have been initiated with RM of Sherwood. Odour abatement needs are under review and consideration. | Underway |
| 242 | Develop a more proactive effort to elevate information and understanding of the Wastewater Treatment Plant within the corporation. | | Facility tours and service reports have been available on an ongoing basis. A more formally produced and proactively distributed facility presentation is planned in conjunction with the major facility upgrade in 2010. | Further consideration-2007+ |
| 247 | Initiate user fees for the Backflow Prevention program. | | The new water and sewer bylaw will incorporate backflow protection which will enhance compliance by enforcing penalties. This bylaw is intended to be revised in 2006. | Further consideration-2006 |
| 248 | Complete with contractors for replacement of Water and Sewer Connections on private side. | | E&W will develop a business case, on this issue together, with a policy review to support proper consideration. | Further consideration-2007+ |
| 251 | Replace door to door notification with automated message manager notification. | | This opportunity was looked into some 5 years ago and technology improvements may make this opportunity practical now and this will be re-examined. | Further consideration |
| 262 | Reduce Cut Repair costs by using contractors if necessary, using seed instead of sod and performing asphalt repairs on sidewalks. | | Engineering and Works routinely evaluates such specifications and work processes to achieve effective and economic results. | Underway |

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| 263 | Examine possibility of owner/builder being responsible for installation of new water meters. | | Water meters are official measurement devices to measure water use for determining billing for water and sewer services. Installation of water meters cannot be off-loaded to the customer. Installation might be done by authorized contractor(s) if city forces are not available. Specialized equipment for installing AMR is required. Recommend not pursuing at this time. | Not Proceed |
| 264 | Eliminate the portion of the Sewer Reimbursement program that refunds customers the cost of hiring contractors to remove city tree roots from their sewer connections. | Some of this work is done by city crews and should be charged for. Since root problems often extend on both sides of the property line and the City often has problem on the City side it still needs to inspect the connection. Therefore, if the City removes roots the customer should pay for removing roots on the private side. | This item needs to be examined for policy, legal and asset management considerations. In the meantime, the 1983 policy will be incorporated into the new water and sewer bylaw. | Further consideration-2007 |
| 268 | Prevent freezing of backfill or continue to improve composition to aid in compaction. | | The composition of winter trenchfill was modified in 2005 to minimize risks associated with freezing and dust. Dry crushed concrete is mixed with sub base to produce trenchfill that meets City specifications and has a reduced risk of freezing. | Complete |
| 269 | In order to optimize effort that has been put into digitizing underground plans, enhanced training efforts and/or field laptops with CD of plans are required. | | E&W and IS have been working on a proposal in 2005 to have all infrastructure information easily accessible and printable on desktop computers, and eventually remotely on laptop computers (i.e., use of Arcview Reader as opposed to IRC Viewer). Rollout of Arcview Reader anticipated in 2006. | Underway |
| 270 | Rather than contracting out shotcrete work, consider purchasing shotcrete equipment. | | Program has insufficient work for this opportunity to be cost effective. | Not Proceed |
| 413 | Increase recycling by decreasing amount of garbage picked up and therefore reduce landfill growth. | There would need to be a recycling initiative started. Revenue could be realized either for the city or a non-profit group. | Decreasing volume limits is not an effective way to increase waste minimization (including recycling). A goal of increased recycling requires self-motivated lifestyle changes by residents. This is primarily achieved through education and service. Volume reductions in waste collected would be the outcome of other initiatives to reduce waste. Increased recycling in the residential sector would have a small impact on landfill growth as most material disposed of at the landfill is business waste. | Not Proceed |
| 509 | Mandate the use of low flush toilets and other water conservation devices in all new construction and major renovations. | | Water conservation targets being achieved at this time. Rates encourage ULF toilets and other water conservation. Conservation initiatives are more effective when they are undertaken by individuals for environmental and economic reasons and not mandated by government. Province developing water management plan in 2005 which may result in changes to plumbing fixtures. | Underway |
| 511 | Decrease the large amount of manpower and equipment that presently is deployed to do simple repairs on water and sewer mains. | | This opportunity has potential and will be reviewed in 2006. | Further consideration-2006 |
| 515 | Provide spring street sweep service to Wascana Centre only after all City properties have been completed. | Perhaps Wascana Centre should tender for this type of work (i.e. street sweeping or snow removal). | Roadways Operations has provided Wascana Centre Authority spring street sweeping service for the last several years on a fee for service basis. Work is carried out at the end of the major arterial sweep and prior to the residential sweep. On average, sweeping for the WCA takes 4-5 hours to complete and has no impact on the overall spring street sweeping schedule. Opportunity has no merit. | Not Proceed |
| 557 | Have secretarial staff supervised by the Manager of the department/area where they work. | This could improve morale. | To ensure consistency and to provide flexibility in staffing, the staff need to remain in one division. Day to day supervision does come from the manager/supervisor. | Not Proceed |

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| 572 | Change policy for water consumption for new construction by removing the consumption charge from the building permit and have all water use metered and billed. | | Implementation planned in 2006 as part of revisions to water and sewer bylaws. Water meter installation to occur prior to any water use in the building and be checked by mechanical building inspector. Billing for water use during construction will then be based on actual water use. Over strength surcharge is currently in place. Rate review and implementation planned in 2006 as part of the revisions to the water and sewer bylaws. | Underway-2006 |
| 577 | License plumbers to be allowed to operate City curb boxes. | Currently, plumbers have to wait for city staff to operate curb box and customers pay the plumbers by the hour. | Allowing 3rd parties to operate curb boxes exposes the City's assets to the potential for damage and the need for excavation and repair. Curb boxes can be prone to failure when operated, and a failed curb box can expose the City to additional risk. | Not Proceed |
| 578 | When sidewalks are replaced, stamp the location of the curb boxes. This would reduce the time it takes to locate curb boxes. | Past practice was to do this. | Current Technology allows for these to be located more efficiently and therefore this opportunity has marginal benefits. | Not Proceed |
| 581 | Develop formal, on-going testing program for meters of all sizes and store the data in the Utility Billing system. | | Scheduled in 2006. Formal water meter testing protocol being developed. Measurement Canada developing regulations. | Underway |
| 587 | All demolition inquiries forwarded by the Building division should be directed to the Water Meter shop rather than through Utility Billing. | | Action has been taken and nothing further is required. | Complete |
| 603 | Review Engineering and Works organizational structure. | Is there the right number of positions for technical expertise and management positions? 1083-Review the roles, responsibilities and reporting structure of Managers, Engineers, Supervisors and Superintendents in Engineering and Works. 1089-Review organizational structure in the Roadways Division. | A process has been implemented. The Department practises reviews staffing needs on a regular basis. The organizational structure is constantly under review. The review is focused on ensuring that the available human resources are allocated appropriately and that staff roles and responsibilities are clearly understood as to expectations and accountability. | Complete |
| 611 | Provide career growth opportunities for Engineering Assistants. | Create positions for well-trained engineering assistants to progress further in their careers than currently allowed. | This opportunity is addressed by the 2006 workforce development initiatives. The City currently offers training seminars, tuition subsidies and superior duty opportunities. | Underway |
| 619 | Charge for Over-Dimensional Permits. | The City is the main point of contact with the truckers and makes sure that wide and tall loads can pass through routes. This involves co-ordination with utility companies and the police. The Administrative cost to do this is not recovered. | This opportunity is under consideration for 2006. | Further consideration-2006 |
| 626 | Coordination of new construction in the city with all departments that are affected. | | COMPLETE- current procedures include consultation with all departments. | Complete |
| 640 | Charge or outsource traffic services that are currently provided by City crews for special events (i.e. movie companies, parades, block parties, marathons). | | Under consideration for 2006. | Underway |
| 642 | License scavenging at the landfill to reduce unnecessary waste. | 810 - Sell garbage as salvage. 538 - Add a recycling component to the landfill. In some cases this may create additional revenue. | The City has legal obligations to customers and regulatory obligations for personal and community safety that would make planned scavenging of garbage very difficult to achieve. Material that is not waste should not be brought to the landfill. Waste minimization options are directed to the point of generation in the community. | Not Proceed |
| 651 | Review how services are provided to developers to ensure effective communication and timely service to community. | Amalgamation of service areas who provide technical comments to developers for service agreements, include Urban Planning, Project Service & Landscapes Design, and Development & Technical Services Division. | Current service delivery provides timely and effective service and exceeds industry standards. The organizational structure and customer service standards are constantly under review. No action proposed. | Not Proceed |

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| 776 | Add administrative fees to Landfill use. | | The landfill is financed as a full cost recovery operation (including Administration costs) from tipping fees. | Not Proceed |
| 807 | Sell traffic sign replicas to the public. | May reduce sign theft. | Private firms sell traffic signs to the public. Very limited market so profit would be small. Not practical. | Not Proceed |
| 809 | Institute a fee for Garbage Special Pick Ups. | | This opportunity was identified as a Service Area Improvement with a Mini-Business Case. It would provide an enhanced service to the community with a net cost. There may be reductions in illegal dumping and Bylaw Enforcement expenses. This item will be included with the Commercial Waste business plan that will be done in the next 2 years. | Further consideration 2007+ |
| 822 | Charge for special event permits. | Minor modifications to database required; issuing the permits involves contact with Liquor & Gaming, Fire, and Police. | Present Council approved policy is to issue permits free. Charging for these permits will be considered in the 2007 Fee & Charges report to the December 2006 Works & Utilities Committee. [Relationship to discretionary items] | Further consideration-2006/7 |
| 835 | Link the Utility Billing and the Maintenance Management Systems. | Would enable Utility Billing to look up service connections. | The City is currently replacing its maintenance management system (MCSII) with a new software application SPL. SPL is a web based application - if necessary, Utility Billing staff could be given training and access rights to view work orders in SPL. Communication needed with Rev Admin and City Central staff | Further consideration |
| 846.0 | Develop an electronic water meter inventory. | Link with the Utility Billing System and use it to track water meter testing results. | Electronic inventory linking water meter currently exists | Complete |
| 852 | Improve local improvement process. | Streamlined to provide better customer service, be more understandable, fair, and more efficient. | Use of local improvements will be reviewed and may be replaced by more effective systems and processes to implement asset management program. | Further consideration |
| 858 | Charge a fee for excess garbage. | For volume over acceptable limit. 944 - Review and implement a bag and tag garbage collection and fee program. | Current collection practices are not compatible with extra charges. The currently approved Solid Waste Management Plan utilizes General Revenue Funding which is compatible with service delivery. | Not Proceed |
| 865 | Use GIS to audit annual laneway charges and to map out arrears patterns. | Ensure that all properties that should be charged tax levies on laneways are taxed. | Currently being done | Complete |
| 902 | Review responsibility and management of water quality initiatives with storm water retention ponds. | | Idea has been reviewed and program was found to be best delivered as currently done. This program continues to require Engineering and Works and Community Services skills and personnel. Funding is provided by the Utility. Program will continue to be jointly delivered by Engineering and Works (technical expertise), and Community Services Departments (aquatics expertise). | Complete |
| 961 | Charge a deposit fee/permit fee to developers or builders to cover the cost of damaged concrete curbs/walks during new home construction. Could be charged at time of building permit issuance. | | FUTURE 2007+- Opportunity has merit and will be included in future discussion with RRHBA Liaison Committee and prioritized accordingly. | Further consideration-2007 |
| 978 | Give bus drivers a pothole card so that they can identify needed repairs to streets on their routes. | | Process already exists today for transit operators to report potholes by calling City Central. Roadways Operations is working towards a planned maintenance program versus a complaint driven system (RFS). | Not Proceed |
| 994 | Review the need for concrete centre boulevards on 50km/hr roads to allow for more efficient snow removal and lane for emergency vehicles during peak rush traffic. | | Our present design process at all pavement rehabilitation projects involving streets with centre medians involves a determination of whether raised concrete medians are still required. Safety and maintenance concerns are taken into account when making the decision. A similar process is followed for new roads. No further effort is required. | Complete |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|--|--|----------------------------|
| 1004 | Review the process for entering data for sewer invoices. | 1005 - Review the process for entering data for sewer invoices. 1006 - Review the cost benefit of the sewer invoice payout program. | The section practise is to review processes on a regular basis. | Underway |
| 1008 | Find a way of lessening the debris entering the sewer system. | | Underway - Devices which remove oil and sediment commonly found on large commercial and multi residential parking lots must now be installed and maintained by the property owner. | Underway |
| 1091 | Keep storm drains free of debris on a more consistent basis to assist with water drainage (possibly install screen over drain). | | Storm drains are designed to allow water to enter and invariably some debris will enter at the same time. Restricting entry through screening will allow the screens to plug and restrict the flow of storm water. Optimizing the storm drain size is a balance between allowing sufficient water flow and restricting the entry of unwanted debris. | Not Proceed |
| 1009 | Eliminate the use of CCTV for the sewer cleaning program and only use it on areas to be worked on. | | A review of the CCTV program is underway which can include this consideration | Underway |
| 1010 | Update underground drawings as excavations are completed. | | Procedures in place to update drawings as as-built information becomes available | Complete |
| 1011 | Utilize 5 excavating crews during peak season versus paying overtime. | | Such utilization would require placing all crews under one supervisor and this will be a consideration in the water and sewer organizational review to be done in 2006. | Further consideration-2006 |
| 1012 | Cross-train 5 excavating crews under one persons direction to better coordinate sewer and water. | | One supervisor overseeing the 5 repair crews can be considered in the organizational review of SW now underway | Underway |
| 1013 | Amalgamate functions under one area for hydrants, jets, scraping, inspections, etc. | | One supervisor overseeing these activities will be considered in the organizational review of SW to be done in 2006 | Underway |
| 1014 | Purchase small hydro-excavating machine to perform curb box and valve box repairs internally versus outsourcing. | | A decision was made to buy a full size jet and double shift it to perform this and other work | Complete |
| 1015 | Purchase a crawler CCTV unit that will negotiate minor debris and possibly eliminate the Jet for pulling CCTV. | | This purchase has been made | Complete |
| 1016 | Investigate the possibility of developing one-stop shopping to ensure ease of service/installations for customers. | | Organizational alignment and assignment of duties for D&TS will be reviewed with intent on improving customer service. | Underway - 2006 |
| 1033 | More construction should be tendered out or allow private contractors to bid against city crews. | | Most new construction and 50% of street infrastructure renewal is tendered out. The remaining work is assigned to City forces to provides a stable efficient trained workforce to meet year round requirements. | Not Proceed |
| 1045 | Engineering and Works should create their own Requests for Service. | | City Central thru the 7000 line creates the majority of RFS's in the corporation. E and W does create its own RFS's where appropriate. An initiative is currently underway to ensure that the Dispatch Office creates all RFS for all calls received from external customers rather than recording manually on a call log sheet. | Underway |
| 1084 | Combine the water and sewers sections of Engineering and Works. | | The Water and Sewer Operation already exist as one division. As a part of the organization review consideration is being given to the amalgamation of the water and sewer excavation crews into one unit. | Complete |
| 1087 | Review the reporting structure for water and sewer coordinator positions, engineering assistant and supervisor positions. | | This is to be part of the organizational review of SW that is underway | Underway |

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|-------|--|---|--|------------------------------|
| 1088 | Remove regular maintenance items from Capital programs. | | Required maintenance is planned and appropriately funded based on current budget policies. | Not Proceed |
| 1102 | Eliminate the need for an Administration Division of Engineering and Works by moving Dispatch into Operations (under a General Manager) and have secretaries report to the general manager or manager that they support. | | The Administration Division was created in 2002 when the Public Works Department and the Municipal Engineering Department were amalgamated to form the Engineering and Works Department. The Admin Division supports the other larger division in the Department. The division is needed to ensure consistent policy, procedures, communication are maintained in the Department. | Not Proceed |
| 1104 | Implement multi-tasking within Engineering and Works to use resources more efficiently and reduce overtime. | (E.g. Combine sewers trouble truck with other after hours work to reduce staffing needs. | Review in 2006. | Further consideration-2006 |
| 1105 | Eliminate water works trouble truck between the hours of 12 AM and 6 AM and have resources on call as required. | | Evaluate the need for 24 hour coverage for services from a departmental or corporate in 2007 + | Not Proceed |
| 1107 | When residential streets are constructed, only reinstatement the sidewalk on one side of the street. | | This is the standard in new developments. It has been tried with little success during reconstruction in existing areas as adjacent property owners opposed the proposal. This will be considered when developing the Asset Management Strategy. | Further consideration-2007 + |
| 1108 | Ensure correspondence from Human Resources pertaining to Engineering and Works is communicated effectively throughout the Department. | | This opportunity has been noted and a process is in place to ensure that all information (not only that pertaining to Human Resources) is distributed to Department staff as appropriate. No further action required. | Complete |
| 1111 | At night have more intersections with flashing lights (15th and Albert). | | All flashing signals will be removed in late 2006 or early 2007. Detection technology reduces the need for flashing lights at intersections. | Not Proceed |
| 1159 | Add weigh scales and enforce highway traffic act as part of a City Bylaw to reduce wear on streets | | For consideration in 2007+. | Further consideration |
| 1164 | Use the existing lab at the Waste Water Treatment Plant to test samples rather than sending them to outside agencies. | | Samples are currently externally analyzed because of specialized equipment or training requirements that are not economically or practically viable to sustain at the WWTP laboratory. | Not Proceed |
| 1177 | Extend construction hours. Have employees work in shifts and place a premium on work completion. | Would only work for internal jobs. | Exact intent of opportunity is not clear. Implementation would require a business case to determine feasibility and may require negotiations with bargaining unit. | Not Proceed |
| 1180 | Synchronize traffic lights for better flow, saving in fuel consumption. | | Project commenced in 2004 to improve signal coordination as part of the Traffic Signal System Upgrade. Completion is estimated in mid 2007. | Underway |
| 1208 | Review the rear alley garbage collection program to ensure that rear alley containers provide sufficient capacity for domestic garbage. | | Household garbage generation rates are extremely variable throughout the year. Volumes provided in back-alley containers are designed for high loading seasons (spring/fall) and situations (Christmas). Non-residential properties use commercial contracts and are not an issue. | Not Proceed |
| 1219 | Prioritize calls received after normal working hours and on Statutory Holidays to ensure that non-emergency calls are assigned during regular work hours. | 1101-Manage Engineering and Works superintendent and supervisor overtime by not having them attend unnecessarily to works projects. | This opportunity reinforces the need to manage overtime. The Department recognizes the need to prioritize work and currently has protocols in place to determine when overtime is necessary. When overtime is worked a decision is made ensuring that the work is either essential, necessary for job completion or the most cost-effective way to achieve the service delivery. No further action required. | Complete |
| 1225 | Research opportunities to charge surrounding municipalities for wear and tear on City infrastructure. | | This initiative should be a corporate initiative viewed from a regional perspective and has political and legal implications. If deemed desirable and/or feasible to pursue, research and development of criteria on which to base charges would be required. | Further consideration-2007 |
| New | Investigate regulation of private fire hydrants, grease traps, stormceptors, private water main maintenance activities. | | | Further consideration |

FINANCE

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------------|---|--|---|----------|
| | Acquisitions and Regina Administration Bylaw Bulk Purchasing | | | |
| 79 | Develop operating relationships with organizations for 'bulk' purchasing, meeting short-term fleet needs through mutual equipment rental agreements and sharing of expertise. | Operating relationships with external providers have the potential to reduce costs by higher volume purchasing and equipment rental arrangements, and opportunity to generate revenues from short-term equipment rentals. Potential partners include local Regional Municipalities, School Districts, the Wascana Centre Authority and the University of Regina. | Cooperative purchasing initiatives have been pursued by the City for many years. Examples include copy paper with Regina Public School Board, rental of vehicles from Saskatchewan Property Management, fuels with Regina Airport Authority, and development of a Purchasing Card program with the Regina Separate School Board. There are often some limitations in co-operative purchasing. Vendors are not always willing to extend competitive prices to more than one customer; issues of compatibility of specifications, limited number of 'large' purchasers in the immediate geographic area, teaming up with other municipal organizations such as SUMA or SARM would mean that the City of Regina staff would generally have to do the work of preparing the specifications for the whole group and co-ordinating the purchase, when we are generally already receiving the favourable pricing. | Complete |
| 295 | Partner with outside organizations for the bulk purchase of products and service. | Examples of partnerships include Wascana Centre, School Boards, Airport, Sask Environment. | Regarding Internal Bulk Purchasing, the City has a number of practices designed to group similar purchases into sufficient quantities to obtain optimal discounts. In fact, a number of the City's departments are structured around this principle. Examples include fleet operations, fuel distribution, Central Stores, Internal Print Shop, stationery supplies and chlorine and liquid alum purchases for the City are co-ordinated with the requirements of the Buffalo Pound Water Treatment Plant. The Acquisition section staff have regular communication with purchasing staff in other major organizations and look for potential advantages on a regular basis. In addition, they regularly review activity on existing blanket orders and purchase orders to identify areas where grouping of requirements has the potential to achieve greater discounts. | |
| 321 | Implement more bulk purchasing of similar product and sharing of specialized equipment. | Bulk purchasing saves money. Partnership for procurement of specialized equipment would need to meet City Acquisition policies and any issues with the bargaining unit would have to be addressed. | | |
| 747 | Pursue more joint-venture purchasing for volume buying. | | | |
| 1094.1.0 | Improve the process for purchasing equipment. | | | |
| 1094.1.1132 | Review the process for purchasing fleet equipment. | Purchase need to be more timely - equipment should be received in spring when programs are kicking off. | | |
| 357 | Schedule specific times that specific capital purchases can be made. | This will allow Purchasing to focus on an area or specific product, i.e. Police, Fire and Fleet should place one order per year for similar vehicles. This will result in greater buying power, reduced duplication of work, and lead to greater efficiencies. | | |

| Authorization to Purchase (including levels of authority) | | Underway |
|---|---|--|
| <p>36</p> <p>Regina Admin Bylaw has significantly increased the effort required to purchase technology solutions. Bottlenecks and additional paperwork due to the multiple authorizations and approvals now required require significant time and effort. Software and hardware maintenance agreements need to be exempted from the multi-year contract rule as now they have to go to Committee/Council.</p> | <p>Contract negotiations cannot commence until approval is granted, putting the City in a tough negotiating position - would improve if negotiations could commence prior to approval being requested and granted. Consulting contracts, regardless of value, require City Manager approval and legal contracts be in place. There also see to be inconsistent methods required in requesting approvals and moving through the process.</p> | <p>The Regina Administration Bylaw (2003-69) (including levels of authority) was implemented in November of 2003 and was viewed by many as a radical change, when in fact, in many ways, it simply codified what had already been the practice - or should have been the practice.</p> <p>With the introduction of the Bylaw, delegated authority is much more clear, and is based on a hierarchical structure approved by the City Manager, and assigned by department heads. Although there are staff who feel that their authority levels are not sufficient, there has been no formal request made to the department heads or City Manager to revise the authorities. The authority limits are generally in line with those that would be found in other municipalities, government departments, and crown corporations. In fact, it is our judgement that the authority levels for front-line staff are generally higher than what one might find elsewhere and reflect the City of Regina's approach to enabling front-line staff to carry out their work in an efficient manner. This is reflected in the use of blanket orders and purchasing cards.</p> |
| <p>66</p> <p>Once a Capital project has been approved in the year's budget, there should be no need for further approval unless the project has changed significantly.</p> | | <p>The other area frequently cited as a concern is the number of approvals required. Current policies require the delegated authority both prior to initiating a tender, and at the time of award. This is viewed as duplication, and would often not be found in other organizations. However, it is essential that the proper authority be obtained prior to the initiation of the tender, because it is at that point that the City becomes obligated.</p> |
| <p>81.0</p> <p>The new Regina Administration Bylaw has helped shorten the time required for the approval processes, but the dollar limits for Authority Levels B and C should be increased.</p> | <p>Timing of Council's final (or advanced) approval of the Capital Budgets usually results in delivery of replacement equipment after the construction season has started - earlier approval would enable earlier tendering and reduce dollars spent repairing equipment being replaced.</p> <p>The new Regina Administration bylaw has helped shorten time required for the approval process, but the dollar limits for the authority Levels B and C should be increased. The typical timing of Councils final approval of the Capital budgets usually results in delivery of replacement equipment after the construction season has started - earlier approval would enable earlier tendering and reduce dollars spent repairing equipment being replaced. Quicker turn around times by Acquisitions when issuing the tenders and the P.O.'s would also help Central Stores would like to have more authority for making orders and tendering purchases. Increase approval levels for managers / supervisors and remove the approval steps required for initiating an Invitation to bid.</p> | <p>There is still some work to be done in communicating the purchasing policies and procedures to staff, particularly to those who do not interact with the process frequently. There are initiatives underway to post documentation, such as guides to the Request for Proposals Process and the tendering process for both City employees and vendors, on the City's web site as part of the e-Government initiative. Much of this work is planned for 2006.</p> |
| <p>81.112</p> <p>Increasing dollar limit to B & C levels would improve procurement process for fleet maintenance. This would result in quicker turnaround times by Acquisitions when issuing tenders and P.O.'s</p> | | |
| <p>104</p> <p>A more stream lined process for tendering, currently there are too many approval steps and too little authority.</p> | | |
| <p>142</p> <p>Make changes to the procurement policy to improve it. Currently it is cumbersome, nonresponsive and difficult. Approval levels require adjustment.</p> | | |

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| E'Govt, Training and Communication Initiatives | | | | Underway |
| 70 | Provide templates for approvals of purchases and consulting services. | | | |
| 71 | Document process from start to finish for various contracts, types of purchases, and approval levels. | Current documentation does not flow through the process from one end to the other. | | |
| 221 | Provide formal and informal training on the Procurement policy. | | | |
| 223 | Service area responsibilities need to be better defined within the Procurement process | | | |
| 261 | Require increased leadership from Acquisitions and Corporate Accounting in the application of the Regina Admin Bylaw to ensure payment to consultants. | | | |
| 337 | Improved communications regarding corporate purchasing policies and procedure would speed up the process and allow for more efficient decision making. | | | |
| 406 | Employees require better understanding of Purchasing procedures. | Procedures need to be more user friendly. The procedures require refining and fine tuning. Better understanding is needed | | |
| 535 | Specific people in each division should be trained (likely with outside training) to navigate through the Purchasing process. | City-wide standards of knowledge should be mandatory before employees are permitted to purchase on the organization's behalf. This training would also have the advantage of adding to the number of employees who can meaningfully contribute to the evolution of the Purchasing Policy, which by its very nature may be subject to periodic review and revision. | | |
| 900 | Review and improve current procurement process. | Improve co-ordination for purchase of similar items across Departments. Streamline processes and utilize workflow technology to support process. Educate occasional users and develop standard contracts for users to select from. | | |
| 750 | Explore the use of web tools to enhance purchasing processes (e.g. e-purchasing). | Provide online vendor registration and post tender documents. | | |
| Accounts Payable | | | | Underway |
| 69.0 | Review, streamline and improve the invoice receipt, matching and payment process. Improve the handoff between Acquisitions and Accounts Payables. | Rather than allocate the work in A/P and Acq based on vendor placement in Alphabet, assign each business area a contact so some consistencies and knowledge can be gained. | | |
| 69.72 | Processes between Acquisitions and Accounts Payable could be improved. There are many checks and balances in place in the process; is the organization getting value from the effort being expended. | A/P rule that all invoices must go to them does not allow for receiving departments to review the invoice to ensure they have received the pricing and services to their satisfaction, before they sign off on the green internal PO. | | |
| | | | <p>The vast majority of purchasing transactions are paid in compliance with the terms and there are very few complaints from vendors. However, there are some areas for improvement, in particular, payment of invoices relating to software consulting, engineering consulting, and progress payments. The general accounts payable process assumes that purchasing and receiving information is entered into the system. Invoices are forwarded directly to Accounts Payable, not the departments. In these cases, it is difficult for departments to complete receiving information without seeing the invoice. It is difficult for Accounts Payable staff to know who to contact for these invoices, in particular if Vendors do not reference a PO number.</p> <p>Plans are underway to redevelop 1.5 Accounts Payable positions into a 'payment expeditor' position to follow up these types of invoices to avoid delays. As well, a process is underway to determine how scanning technology can be integrated into the existing payables system to facilitate sending electronic copies of the invoices to department staff, avoiding the c</p> | Underway |

| Additional Opportunities | | Further Consideration |
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| 38 | Budget process seems to be year long - fiscal year end is four months before budget is approved. | The current budget process establishes submission deadlines for mid-September. This allows Finance staff approximately 6 weeks to enter and verify the information and produce a budget briefing by mid- November – typically it takes at least 2 weeks for printing in order to submit the document to the appropriate committee and council. Most often, in recent years, because of various events, Council will start considering budget decisions in January, but decisions are not finalized until the Provincial budget is finalized, or at least until there is some indication of what will happen. Although changes in provincial funding are typically a relatively small portion of the budget, such a change could make significant difference in the requirement for potential mill rate increases. |
| 63 | The City should look at sharing some of our financial administration expertise with the Public Library. | The City of Edmonton and the City of Calgary both approved their 2006 budgets in late 2005 (November and December respectively). One could speculate as to whether this is related to earlier knowledge of provincial funding levels. The strategic initiatives include a recommendation for the City to go to multi-year budgets within the framework of long-term financial planning. If this is an outcome of the strategic alignment process this opportunity would be reconsidered. |
| 123 | Improve time reporting system for organization. | Library has capable qualified leadership within the Finance area. There are regular discussions of payroll and accounting issues with RPL. Uncertain if there are opportunities for further initiatives that would benefit the Library, however, any additional engagement would require that the City increase resources to respond. |
| 143 | Update the financial system to make it more user friendly and less difficult for operational areas. | Current environment of Unpaid EDO's for non-management staff creates complexity in the system. There are pro's and con's of different methods but none of them eliminate all issues. Switching to a concept of earned, paid, and/or banked EDO's would facilitate efficiencies in using the system. However, this would be difficult to negotiate because it would have impacts on Overtime rates, etc. The recent changes switching management staff to the 12 day SDO concept have reduced the complexities for that particular group. It should be noted that this is really a policy and process issue; not an issue related to any specific payroll system; any system would have difficulty processing the EDO's (other organizations have no EDO's, or the same number in each pay period as with a 5/4 work week. It is our 5/5/4 work week that causes the issue). |
| 208 | Create an on-line Capital Project Statement directory (including the capital project file number) | The current Oracle Financial system is considered 'web based', but as is the case with most large applications, it is not as intuitive or user friendly as the true internet applications many people are now accustomed to. It is anticipated that over the next few years, Oracle will introduce upgrades that move this direction and we intend to take advantage of such changes. While there are some other financial systems that are somewhat further down this road, none have gone all the way yet, and those systems would cost in the millions of dollars (i.e. SaskPower - SAP - \$55 million implementation). |
| 246 | Consider multi-year tenders. | This has been done for capital project accounting reports. |
| 309 | Allow staff to seek competitive vendors. | Multi-year tenders are used where feasible, and are used extensively at the City. There are occasional limitations when vendors will not lock in prices, or want a premium to lock in prices. Some examples of multi-year tenders include cellular telephone service, office furniture, steel slag and propane. Acquisitions under \$5,000 do not require competitive tenders but staff should ensure prices are reasonable. There are many legalities involved with seeking competitive tenders; difficult to train everyone to ensure procedures are followed. |

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| 341 | Improvements are required in the coordination of joint capital budget submissions. | Where applicable, submissions should be made jointly and with everyone's knowledge and input. | Co-ordination under way for 2006 budget. Meetings were held between Facilities and Community Services program staff and Finance staff to clarify any discrepancies. | Underway |
| 382 | Give Service Areas authority to purchase on-line air travel. | Service Area managers should have authority without obtaining City Manager's approval. SA managers are already accountable for travel budgets. Could take advantage of seat sales, and would escape the \$40 service fee. | They can now if they use their own credit card. Using City's credit card requires control of the number and therefore must be handled centrally. A review of travel procedures is planned for the fall of 2005. | Underway |
| 523 | The annual budgets should not go through Committees/Boards prior to going to City Council. | | For the past several years budgets have not been tabled with committees. In 2006, once again, the budget documents will be tabled with City Council. | Complete |
| 639 | Establish a corporate absence reporting process to include reporting all absence stats (WCB, LTD, Sick Leave, and reporting Sick Compassionate separately) with a corporate resource responsible for the collection, management, and analysis of data. | | We have this now. HR is planning to develop policies for managing attendance (i.e. right now, we report sick leave use but do not give managers specific corporate targets). However, most departments do monitor and deal with excessive sick leave abuse through enforcement of requirements for medical certificates. | Complete |
| 660 | Review vacation pay process. | 774-Pay vacation time for Local 21 & 7 casuals at the same time. | Currently paid according to collective bargaining agreements; reflects different nature of casuals in the two bargaining units. | Not Proceed |
| 684 | Explore the decentralization vs. centralization of financial support within each department. | 775.0-Explore the pro's & cons of centralized vs. decentralized Financial Services. E.g. Transit & fire have their own financial people reporting to their own dept., routing hardcopies, etc. 1147-Decentralize finance staff to the service areas they support. | Fire and Transit have admin managers and staff that work within their departments. The three larger departments, Engineering & Works, Community Services and Corporate Services work with Managers who are Finance employees, but who are permanently assigned to the operating department. The current structure attempts to balance centralized processes with responsiveness to assigned Departments. A centralized model is more efficient and enforces standards; and the current mix we provided a good blend. Decentralization may have advantages where the operating departments are very large and removed from the Corporate Finance function. However, Decentralization does not allow for economies of scale. We have recently reassigned the Finance Managers and believe that this will provide fresh perspective and enhanced support for the operating departments. | Not Proceed |
| 738 | Longer-term contracts to be signed with suppliers to ensure a more consistent product, and to allow specifications to allow the request of specific components. | | While Finance can take the lead on this, Finance does not determine the length of contracts. Departments set the parameters for acquisitions, with Finance involved in the process. Multiple year terms are used where feasible, but vendors are often reluctant to fix prices for extended periods. Requesting specific components is permissible as long as this is supported by operational performance requirements. However, limiting competition by specifying certain brands is contrary to the City's Purchasing Policy. | Underway |
| 744 | Consolidation of Financial Administration Division onto one floor. | Reduces staff inefficiencies (e.g. filing etc). | All functions within department will no fit on one floor. As well, this is inconsistent with strategy to put staff in close proximity to departments they service. | Not Proceed |
| 748 | Charge vendors an annual fee to be on vendors list. | This could assist in keeping database current. | Not practised in any Western Canadian municipalities. Could increase cost of tenders and limit competition. | Not Proceed |
| 752 | Add VISA, MC and debit payment options to Customer Service rather than Corporate Accounting sending out bills. | Avoid problems of moving cash payments. | VISA and MC commissions are 1.3/4 to 2%; too expensive for larger transactions. Currently reviewing for smaller transactions as part of Revenue Collection Review | Underway |

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| 756 | Implement EFT (electronic funds transfer) to reduce costs of paying suppliers. | This would eliminate postage, courier and the cost of printing cheques. | Has been done April 2005. | Complete |
| 757 | Review recruitment & retention strategy required for accountants. | Salaries may not be up to market levels to retain employees. | Part of overall recruitment, retention and job classification issue. Same issues as with lawyers, engineers, etc. Professional accountants with accounting designations are garnering a significant increase in market salaries. It has been difficult to attract qualified people, particularly because of the pension issue. We have addressed one bottleneck in the financial statement preparation process by creating a new CMM position dealing with the new, more complex statement requirements, and splitting the duties. More work is required to ensure ability to recruit. | Further Consideration |
| 758 | Collect payment at time city service is provided to customer rather than billing. | Currently Corporate Accounting has to follow-up with overdue payments and work with collection agencies. | Revenue Collection Review is addressing policies to implement this where feasible. The implementation of the CLASS system and related policies has significantly reduced the number of incidences where recreation bookings are done on credit. | Underway |
| 759 | Use scanning technology to reduce time required to enter invoices. | | For review in 2005-2006. | Underway |
| 760 | Implement an automated journal entry function in Oracle rather than writing out entry and subsequent data entry. | Would reduce duplication of work. | Planned for 2006. | Underway |
| 761 | Implement one accounts receivable system corporate wide. | Would provide one-stop shopping for customer and reduce time spent tracking payments. | Not feasible. Major accounts receivable streams for tax and water have specific requirements that cannot be met by a general system. | Not Proceed |
| 762 | Create a communication & education strategy on the role & responsibilities of Corporate Accounting. | This would assist other departments in following proper procedures. | Finance holds bi-annual training sessions introducing the key accounting staff and providing education on accounting & budget functions, who's who etc. and also distribute a functional org chart. This was done in 2003 & 2004 & delayed in 2005 but will happen again 2006. | Complete |
| 765 | Change reporting structure so that distribution clerks report to payroll. | Would ensure standardization of processes and increase the communication. | Staffing and work flows for Distribution Clerk role are under review through the SPL maintenance management implementation project. Options being examined include relocation of Distribution Clerk and/or implementation of hand held technology for data capture in the field. | Underway |
| 772 | Increase VIP function to include a module to electronically transfer funds to third parties. | E.g. reduce the number of manual cheques produced annually for third parties. | It has this functionality. Implementation depends on staff resources and priorities. Not a high priority at the present time. The current process takes approximately 1/2 hour per payroll. Staff time and testing to implement changes would be significantly more, but would make sense to do it at some point when another upgrade is scheduled. | Further Consideration |
| 773 | Review the functions of payroll across the organization to increase understanding. | E.g. Payroll has deadlines and follows legislative requirement, etc. | We are attending orientation sessions for hiring of casuals to ensure supervisors and casuals know payroll deadlines and requirements. | Underway |
| 779 | Review budget process with the aim to make the system to more easily useable to multiple users. | 799-Review budget process to standardize/improved reports, procedures and approaches. | Process improvements are underway but there is a requirement for significant lead time prior to Council's decisions on the budget. | Underway |
| 782 | Requirement for a corporate capital and variance tool. | | Currently have capital project reporting. Additional improvements are planned for 2005. | Underway |

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| 788 | Be proactive in collecting outstanding invoices that are under \$100. | | | While this is an issue that can be led by Finance, Departments that initiate billings must also be involved. In addition, there needs to be a policy review as to when customers can be billed for services, and when cheques will be accepted for payment. Revenue Collection Review is to address situations where this occurs and reduce them. | Underway |
| 795 | Improve Systems to Monitor Capital Budget. | Cost to build the database would be low to moderate. Customers would get much better service via the reports. Ease for data input and less data processing work. | | Currently have capital project reporting. Improved reports were written and are in use for 2005. | Complete |
| 800 | Charge external parties for printed copies of budget documents. | | | There are very few documents that are released to external parties. Most document access is now through PDF files on the website. | Not Proceed |
| 813 | Link payroll system and department employee data to relate project and time management with payroll. | Could increase payroll and time management accuracy. | | Maintenance Management System already allocates time to projects/work orders for majority of employees. Assume this would apply to salaried staff, i.e. engineering staff. Implementation of a project management system tied to payroll would be a more effective solution, but cost-benefit is likely low. | Not Proceed |
| 864 | Ensure consistent corporate process for issuing refunds. | Be consistent in approach between areas. | | There is a policy role that involves multiple Departments, and a process role that Finance is more involved in. Draft Refund Policy is in progress. | Underway |
| 866 | Don't do business with companies that have outstanding utility accounts. | | | Need to determine the assumption of doing business. Reference only to Utility, extend review to include outstanding taxes. The addition of financial references as part of vendor screening is being considered. Financial references would include information on amounts owed to the City. | Underway |
| 869 | Streamline systems within divisions of Finance for receiving mail. | | | No apparent issue. Would require more information to pursue. | Not Proceed |
| 998 | Improvement on recording hours worked by each employee by developing a system of personalized 'slip cards' for each employee. This would get rid of all the waste of paper for time sheets. | | | While the lead on this should be with Finance, there is involvement by other Departments beyond Human Resources. Timecard formats are determined by nature of employee group, collective agreements, time capture system (i.e. SPL), etc. SPL implementation will include a review of timesheet formats, and explore the potential of using hand held data capture for timesheet information. It is important to note that a significant proportion of users do not have access to a pc or skill to use handhelds yet. Targeted for 2-3 years down the road. There is not sufficient time, ability of funding to address this in initial implementation, but we are making progress on identifying longer term plans. | Underway |
| 1007 | Generate cheques by computer. | | | Most cheques are generated by computer. The exception is the CPO books used for occasional small payments. | Complete |
| 1218 | Review the use of costing funds within the organization. | Potential to reduce the amount of accounting required to administer these funds. | | The use of costing funds has been significantly streamlined over the past five years. There has been a review of Engineering and Works and Corporate Services and opportunities for direct charging (versus allocation) have been identified and implemented. For example, instead of distributing charges for landfill dozer through hourly time process, there is one entry a month from Fleet. | Complete |
| 1223 | Implement integrated business planning, 3 year budgets and standardization of the corporate budget process. | | | This initiative goes beyond just Finance, in that it starts with business planning. Past efforts to encourage two year budget plans have not been adopted by Council. | Further Consideration |

FIRE

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|---|--|-----------------------|
| 275 | Combine manager function for Fire Prevention and Public Education. | Duplication of management when other departments handle with one position. | With the retirement of the Fire Marshall in 2005, it presented the opportunity to consider combining the divisions that affect fire and life safety leadership prior to an emergency within the community. Integrating the areas into one division presents the opportunity to align the human behavioural Fire education with the application of community readiness as it relates to the physical building code, inspection, enforcement and investigation. This is being introduced during 2006. | Underway |
| 276 | Increase number of training officers in Fire. | Current skills not being taken to floor level personnel because training officers are always away training for new skills. 912-Increase Fire Platoon Trainers to enhance service delivery. | The issue of training officers not being available to deliver training services because they are being trained for new skills themselves has been partially addressed by recent changes in Collective Bargaining Agreement. The CBA requires personnel to decide within six months if they wish to remain in Training Division or return to platoon duty. Changes to the hours of work for training officers to 5 - 8 hour days per week has increased their exposure to the Suppression & Rescue division personnel. The addition of more platoon trainers will also increase the instruction provided to firefighters. | Complete |
| 278 | Fire should implement a charge for green calls (public assistance). | Units are dispatched to alarms that are false in nature. | Further research is required to categorize types and volumes of green calls. New fees will require Council approval and will be influenced by a Corporate Revenue Strategy. Key issues, such as who should be billed, and what authority does the City have to collect fees for green calls will require further research. | Further Consideration |
| 280 | The Fire research position is underutilized. | | The Fire Research and Development Analyst reports directly to the Fire Chief and is being fully utilized. Current projects include assisting in the implementation of the recommendations of the Fire Services Review including the integration of built-in fire protection systems such as fire sprinklers into areas beyond 2024 growth area, monitoring and recommending updates to Regina Fire Bylaw, researching and analysing response times, monitoring key performance indicators, analysing service improvements achieved through new technologies, updating web-based and electronic information and participation in E-Government Corporate Committee, budget presentation coordination, Fire Service and Mutual Aid Agreements (Saskimay First Nations, Major Urban Disaster Mutual Aid Agreement - 2005), liaison for comparative data collection with international, national and western Canadian, and provincial fire service organizations, other projects as assigned such as dispatch model survey, historical sick leave analysis, wages surveys, comparative job descriptions and Core Services Review. | Not Proceed |
| | | | Ongoing responsibilities include coordination of research for all divisions of Fire and co-ordination of departmental strategic planning process. The position also maintains responsibility within the Fire Service administration for activities like compiling required documentation to proceed with the serving of orders and/or prosecutions. This position is the day to day contact with Legal. It also serves in back-up capacities to other administrative functions. | |

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| 281 | Securing of a Fire scene could be handled by commissionaire position. | 4 person unit must currently maintain scene. | This opportunity was not recommended by mini business case. Current standard operating procedures is working well for a high majority of incidents. Department analysis determined that the average time for a fire scene to be secured is 45 minutes. Early planning by incident commander to assemble securing resources further reduces wait times for Fire Units at incidents. Contracting private security for most fire scenes would be inefficient and costly. The exception is at larger incidences, highly suspicious, or at scenes where investigation is ongoing. In these instances the property owner would cover the cost of private security through their insurance. | Not Proceed |
| 282 | The antifreeze pickup (hazardous material) could be handled by a private company. | Currently dispatching a 4 person unit for one person job. 1103-No longer send Fire Department personnel to minor motor vehicle accidents for clean up of small spills (anti-freeze, oil etc). The Police Department and tow truck operators would require training in the handling of Hazardous materials and would have to carry clean up materials in their vehicles. We would no longer require a full fire truck and its staff for this minor job. | This opportunity was not recommended by mini business case. Department concurs with business case which determined that contracting out the task of antifreeze clean-up would increase costs and be less efficient than current practice. Fire crews are often on scene at motor vehicle accidents conducting extrication and medical assistance duties. The spill of motor vehicle fluids requires a crew capable of conducting a hazardous material assessment to minimize environmental impacts and a clean-up using procedures that ensure a safe accident scene for emergency response workers and the general public. | Not Proceed |
| 283 | The Regina Fire Department could take over Airport Fire department. | Continual loss of funds by fed government. Different training requirements. | At this point there has been no interest expressed by RAA to pursue. In order to consider it would require mutual benefits to be identified. Saskatoon experience of higher costs, no cross staffing or redundancy benefits, and separate bargaining groups, indicates that opportunity would not benefit Regina. | Not Proceed |
| 285 | Have Fire train Regina Airport Authority in confined space rescue. | | RFD and RAA currently participate in cross training exercises. RFD will contact RAA to discuss their need in confined space rescue. Where RAA chooses to join in existing RFD programs, where space is available they will be accommodated. | Complete |
| 293 | Increase ladder company to 4 people from 2. | This is an addition of 20 people and is required to meet NFPA standard 1710. | Department is currently not meeting NFPA 1710 standard or having 16 firefighters on scene within 8 minutes travel time, 90% of the time. Need to examine options regarding response times, company size, service areas and the placement of apparatus. A new software package proposed in the 2006 capital budget will allow for the interpretation of the requirements within the 1710 standard. | Underway |
| 346 | It may be more cost efficient to update the internal training provided to all Fire Inspectors so that it can be done internally. | Currently some training needs to be done through Brandon Fire College or other outside agencies. | The Department's Officer Training Program requires all candidates to be trained in some components of a Fire Service Investigator/Inspector. The RFD Training Division is providing training for these components. Fire Inspectors require greater levels of training and certification in the areas of inspection and investigation than is currently being provided by the Training Division. It is the Department's practice to qualify Fire Inspectors in an external fire college. This assists the Inspectors in their daily work, as well as when required to be an expert witness in court. | Not Proceed |
| 349 | Implement larger non-compliance fines for fire code violations. | Compliance would be better if fines were larger. | The Department has maintained a goal of encouraging compliance, issuing orders to remedy and working closely with the Legal Department to prosecute, where voluntary compliance is not achieved. Fines due to code enforcement prosecutions are the decision of the court. Strategies can be developed to educate the court as to the importance of larger fines to reinforce compliance. | Further Consideration |
| 350 | Implement steps to ensure that the Fire Inspection division meet inspection cycle standards (2 years). | This will require additional resources, but fewer incidents may occur. | Council supports the goal of a 24 month inspection cycle. Fire is working on options that will help the Department and the Prevention Division meet the goal. Link to #347 (and the use of handheld units). RFD will review business process and results from recently implemented records management system to find efficiencies and better measure the requirements of achieving the 24 month cycle. | Underway |

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| 351 | Implement an immediate call out of investigators to fires. | This would result in higher OT costs, but would maintain the chain of evidence which could lead to increased arson prosecutions. | RFD has a standard operating procedure in place that directs when a Fire Inspector will be called to a scene after hours to begin the investigation, when required. Call out of fire investigators is also at the discretion of the incident commander. Automatic call out to all fires may not benefit the investigation. Quality communication between incident commander and fire investigator is essential. The criteria for the call out will be reviewed by the Deputy Chief, Assistant Chiefs and the Fire Marshall. | Further Consideration |
| 353 | Collect Fees for responding to false fire alarms. | This may deter people from calling Fire when there is a real emergency. | A complete review of issue is required. The RFD must quantify the number of multiple false calls to a specific address to determine if this is an issue. A corporate revenue strategy would also influence new Fire fees. Key Issues: Early notification of emergency incidences is critical to RFD's rapid response to accomplish goals of life saving and property preservation. A fee for false fire alarms may deter the public from immediately calling 911 during a potential emergency. Any built-in deterrence, real or perceived, is contrary to rapid response. In 2004, RPS began charging fees after three false alarms of property security systems. A review of the RPS program would assist in the design of a potential RFD program. Have citizens stopped having their homes monitored to avoid false alarms fees? Have the monitoring services changed their procedures in response to the RPS program? | Further Consideration |
| 354 | Automate Request for Service (RFS) Form 50. | This will reduce the amount of paper and filing and provide an efficient method to assign and track requests. It could also speed up the time a request is generated and received. | Completed. Called the E-Form 50. It is viewable by personnel that have Access. Hard copy forms should still be used for staffing issues to maintain confidentiality. | Complete |
| 355 | Maintain self contained breathing apparatus and do mechanical maintenance for other regional fire departments. | RFD staff can leverage knowledge of equipment and specialized training. Legal issues and guarantee of service may limit partnership. May require additional .5 FTE. The mechanical staff are very busy and have to prioritize with competing needs. | Keys issues to consider would be regional cooperation, efficiency gains, revenue generation, and competing with the private sector. Regional maintenance of SCBA could be explored to determine possible benefits for regional fire services. RFD would need to determine costs and benefits to Department before proceeding. Research would be required to determine processes used by regional fire services, costs and whether the RFD would want to compete with businesses that currently fulfill this function. Currently the workload of Fire maintenance program is overtaxed. Fire does not recommend taking on a greater work responsibility without increasing resources. | Not Proceed |
| 356 | Develop an electronic inventory of Fire equipment. | | Need to research the use of FDM 2006 - Asset Management and Preventive Maintenance Module. | Further Consideration |
| 358 | Fire could take over responsibility for Rural Fire Dispatch. | This services is currently provided by the Regina Qu'Appelle Health District. 911 calls are processed through the provincial Public Safety Answering Point and transferred to EMS Communications for dispatch (approximately 80 dispatches/year). Rather than transferring calls to EMS they could be transferred to Fire. Estimate that 4.0 additional FTE would be required. | This services is currently being provided by RQHR EMS. There is no indication of a desire to change from all affected (RQHR, Volunteer Fire/EMS Services, etc.). Based on the quantity of calls (approx. 80 per year) there is no perceived benefit for the RFD. | Not Proceed |
| 359 | Ensure that there is a full-time dispatcher on all shifts in the Fire Communications centre. | Currently backup staffing is drawn from Suppression and Rescue personnel. These personnel are determined by seniority and significant time may have passed since they were trained or worked in Communications. This may leave a shift where both communicate | RFD is considering increasing full-time dedicated civilian dispatchers. The goal for the new configuration would be to allow at least one full-time dispatcher on duty almost at all times. The Fire Administration has initiated discussions with the Firefighters Association to amend the CBA or Letter of Understanding required to implement this change. | Underway |

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| 361 | Review Fire training requests. | 1)NFPA 1001 for recruit candidates, 2) basic and advance fire behaviour training, 3) rope rescue and confined space and hazardous materials training have been requested externally (these are the top 3). Requests are usually referred to colleges as Fire does not have the personnel to accommodate the request and maintain internal training objectives. | Training Division must balance current services with the demand for new services requested. Division does not have capacity or mandate to be a Fire College. RFD has decided to maintain professional core competence requirements for the department instead of competing with fire college functions. | Not Proceed |
| 362 | Use computer applications for Fire training. | Track personnel during practise and testing assignments via interactive CD's. | This is a current practice for the Officer Training Program and for Automatic External Defibrillator training. | Underway |
| 363 | Use on-line programs to work towards under grad and grad degrees in Fire related topics. | | Personnel are accessing on-line study programs. No further action required by Department. | Complete |
| 364 | Use the internet to research recruit and officer candidate assignments. | Increased access to information. | This currently happens. All Fire Stations have computers connected to the City of Regina network and therefore the Internet. All firefighters who require the use of a computer to assist the accomplishment of their work/training assignments can sign up for Internet access through the normal City of Regina process. | Complete |
| 365.1 | Increase Fire career marketing to the community. Give potential recruits a greater understanding of the Fire Service. | | Fire mentoring program will introduce career option to students. Department participates in various programs such as Stepping Stones Career Fair and High School One Day Training Ground Exposure. Link to #368 | Underway |
| 365.2 | Explore a Fire Cadet program similar to the police ride along program. | | Insufficient resources available to operate a Fire Cadet Program. RFD may consider targeted programs to encourage members that more reflect the populations that we service and specific equity groups. | Not Proceed |
| 366 | Increase staff in Fire Public Education to effectively use new technology. | The introduction of new CAD and Records Management Systems during 2005 requires additional staff for the technology to be truly valuable. | Department needs to co-ordinate the analysis and extraction of information to support the data needs of all Divisions. The RFD has recently filled a two year term Business Analyst position and will continue to introduce records management/FDM modules. | Underway |
| 367 | Increase interaction with Fire Colleges. | Communicate the Departments needs regarding firefighter candidates, and identify current training gaps. | A departmental strategy could be developed that restates benchmarks sought by RFD and protocols of seeking references from Fire Colleges. Fire Colleges current curriculum is meeting the certification requirements. Currently the Training Division, Public Education Division and the Fire Chief interact with the Fire Colleges as a normal and ongoing practice. | Underway |
| 368 | Improve communication and education to stakeholders. | Explanation of the service area's mandate to create understanding within the community. | Ongoing effort to communicate with stakeholders and partners. Mid-term goal complete information revision on website. Link to #365.2 | Underway |
| 369 | Mutual aid agreements with neighbouring fire services. | Help each other when response resources are stretched to the limit. Examples include Regina Airport Authority, Co-op Refinery, Newgrade Upgrader. | No further action is required by Department. The Department has current mutual aid agreements with Lumsden, Craven, Pilot Butte, White City and Balgonie. A Major Urban Disaster Mutual Aid Agreement was approved by City Council in 2005 with the seven largest cities in Saskatchewan. The RFD has current Fire Service Agreements with the Rural Municipality of Sherwood, the Rural Municipality of Lumsden and the Sakimay First Nations. There is one Fire Services Agreement for third level response which is pending with the Saskferco Products facility in Belle Plaine. There is no legal requirement for mutual aid agreements with the Regina Airport Authority and the Co-op Refinery/Newgrade Upgrader as they are within City limits and current service areas. RFD provides support to specialty industrial and airport fire suppression capabilities while fulfilling the primary role of responding to structural fires within the City. | Complete |

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| 370 | Expand Fire Service to be the regional major Emergency Response for Southern Saskatchewan. | Would require further training, equipment, and staffing. Must be supported by the provincial government for the operational and deployment capacities. 913-Expand provision of Fire Education regionally. Would require increased personnel. | Issue requires further research. A Haz-Mat or other specialized services not provided outside of major urban areas could be considered on a regional basis. The Saskatchewan Association of Fire Chiefs and the Provincial Department of Corrections and Public Safety are discussing this issue. | Further Consideration |
| 371 | Maintain inventory of prepared and current preplans of identified structures. | This would include hospitals, schools, institutions, etc. Having this online would be best. | Current initiative to review and update all preplans. Online option is linked to #373. Restructuring work plans and adding a coop student position on a CAD workstation would assist in preplan updates. | Underway |
| 372 | Expand the use of Pre-emptive Traffic Light Systems. | 50 units have been purchased and are planned for installation. Another 50 units would improve response time to emergency incidents outside the 6/10 response time. | Fire will continue discussions with E & W, Police, EMS and Transit. Need to analyse current installations and determine number of pre-emption occurrences and time saving realized. Responding crews are reporting seamless operations of systems. | Underway |
| 373 | Install Mobile Data Terminals in Fire apparatus. | This will enable emergency workers to have immediate access to critical information and improve response time. | Link to #371. Funding exists for the hardware. Mobile data terminals need a wireless data network with appropriate platform to utilize real time data transfer. RPS currently partnering with Motorola on wireless data network that should be large enough to house other City users including Fire. | Underway |
| 510 | Mandate the installation of fire sprinklers in all new construction including residential. | | KEYS: Aggressive Prevention Measures, Public Education, Fire Prevention. The Department is conducting ongoing research into developing built-in fire protection systems including fire sprinkler systems. Past studies have included proposals for mandatory sprinkling into new developments beyond a projected 2024 development area. Other opportunities could include public education campaigns on sprinklering benefits, mandatory sprinkling in existing high-rise buildings, mandatory sprinklering for public and government sponsored housing projects. A coalition of business, industry, safety advocates, government and citizen groups could be formed to promote issue. The City would need to establish water service benchmarks required in new and existing areas to permit the introduction of sprinkler systems in new construction. | Underway |
| 753 | Modify billing system for Fire Service to external communities (e.g. RM. of Sherwood). | Currently, the Fire Department cannot directly bill for their service. The ability to managing their own billing should be explored (e.g. internal training at Fire Dept to complete forms used or use hand-held devices for billing). | KEYS: Efficiency Gains. Resources and development of proposed capability needs to be considered in light of the total volume of bills issues to external customers. Opportunity should be referred to Finance to consider within multi-departmental/ corporate approach. | Further Consideration |
| 914 | Provide Fire post-emergency support to residents. | | Could consider services beyond fire investigation and providing "After the Fire" brochure. RFD needs to formalize all currently provided after the fire services into a formal policy statement. | Further Consideration |
| 915.1 | Increase provision of internal wellness programs to enhance community wellness (Fire). | | Development of an internal wellness programs have been promoted through labour negotiations, EFAP and ongoing training. Further enhancements to internal wellness programs could be considered such as physical fitness testing. The International Association of Fire Chiefs and the International Association of Fire Fighters promote models of wellness programs. The development of a new and expanded wellness program would require additional resources. | Further Consideration |
| 915.2 | Increase provision of external wellness programs to enhance community wellness (Fire). | | Department involvement in "external wellness programs to enhance community wellness" could be considered specifically for targeted populations. Past examples include involvement in Summer Unlimited Programs. Future programs could include Blood Pressure Clinics, CPR Training, Slip and Fall Programs for Elderly. | Further Consideration |
| 996 | Staff each firehall with employees who reside near the hall closest to their residence. | | Personnel deployment is based on operational effectiveness, collective bargaining agreement requirements, career and professional development, balanced experience and exposure to assignments. | Not Proceed |

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| 1182 | Review Fire Department hiring and remuneration policies. | Ongoing effort in the areas recruitment, retention and succession planning. | Underway |
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HUMAN RESOURCES

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|-------|---|--|--|-----------------------|
| 6 | Review all training that is currently contracted out to see if other Departments are doing it internally. | Samples could be CPR training & WHIMIS. | It is possible to review to determine how training is currently coordinated and assess the efficiency (OHS, Fleet's role). | Further Consideration |
| 30 | All employees should be taken on a corporate orientation tour when they are hired. | This will provide an opportunity for new employees to learn about the area where they will be working, as well as other areas of the City and lead to a better understanding of the overall City operation. | Development of a corporate orientation plan is possible - delivery may not be concluded by HR. Currently considering possibilities. Timeframes to be determined. | Further Consideration |
| 75 | Improve the candidate interview process by adding case study questions and aptitude testing. | Ensure staffing consultants are knowledgeable in the subject area prior to the recruitment process starting. | Currently use these tools as needed, based on the specific requirement of the job being filled. | Complete |
| 76 | Eliminate the need for interviews to fill a Local 7 position where there are applicants who are permanent or casual with 12000 or more hours. | | Not feasible due to current collective bargaining agreement language. | Not Proceed |
| 101 | Language in collective agreements should be clear. | Often disagreements occur between unions and management over language. This can only be done during negotiations and it might also involve management training sessions. | Not Feasible, language in collective agreement is negotiated. Consistent interpretation is required. | Not Proceed |
| 102 | Need to attract and retain qualified tradesmen. | Retention of tradesmen is difficult. City salaries are lower than industry standard. | Salaries are established via collective bargaining. Look at development opportunities, succession planning to help address recruitment and retention issues. | Further Consideration |
| 109 | Number job applications (and remove names) to remove bias. | Let qualifications stand alone, attaching name to the lists might bias the manager in the hiring process. Issues may include: local agreements might not allow individuals to be solely hired on qualifications, seniority could also play a part; some candidates feel that having their name attached to an interview process gives them a competitive advantage (name = reputation). | Hiring managers make selection discussions based on job requirements and the candidates qualifications and must follow the collective bargaining agreements | Not Proceed |
| 110 | Position reclasses need to happen on a more timely basis. | It can often take more than a year for a reclass. A more efficient reclass system would mean better retention of skilled people. | Working with the unions to address backlogs and to streamline classification review process. | Underway |
| 111 | Better relationship with unions and HR with respect to the hiring policy. | Hiring should be based more on qualifications and not seniority. Certain locals will not like this. | Hiring process is negotiated with the unions and cannot be changed without negotiation. | Not Proceed |
| 114 | Pre-qualify candidates interested in clerical positions. | This could cause concern within the local agreements however, when clerical positions come up, candidates would be available for immediate interview and employment. 169-Implement a Pre-Qualification process for Recruitment. Having potential candidates demonstrate knowledge of operation would reduce the number of employees moving from job to job and increase chance for employees who are interested in the job, to be selected. 352-Develop a pre-qualified pool of employees to select from prior to a vacancy occurring. | Candidates are required to meet certain qualifications which are gained outside of the staffing process (i.e.: typing speed). Each position is posted to ensure transparency and to make employees aware of opportunities. | Not Proceed |
| 743 | Create casual pool of clerical to fill short-term vacancies (e.g. job transfer, sick, etc.). | Filling of positions often takes considerable time. Casual clerical would provide interim service. | All positions are posted to ensure transparency and access to opportunities. Also very difficult to maintain an up-to-date pool of potential candidates - often more efficient to post once need arises | Not Proceed |

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
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| 116 | Implement a succession planning program. | <p>A large percentage of the work force is going to retire within 10 years; a large portion of whom are in leadership positions. There are staff who are looking forward to attaining these positions but there is a lack of training or direction on requirement</p> <p>1125-Have a succession plan in place for when managers retire.</p> <p>1205-Develop a Succession Planning Program. The City has a number of long term employees who have a wealth of knowledge and experience. The corporation needs to ensure the transfer of this knowledge to other staff.</p> <p>1206-Develop transition planning for pending vacancies resulting from retirements.</p> | <p>A "Talent Management Strategy" was developed by the OD working group and requires further work.</p> | Underway |
| 116 | continued | <p>122-Develop a Succession Plan and Employee Recognition/Retention Strategy. The availability of technical training is limited due to everyday work loads of technical staff.</p> <p>It is difficult to recruit employees with the required technical skills, staff are trained while on the job, once trained retention is an issue as technical.</p> <p>1224-Develop a Succession Plan.</p> <p>134-Implement a succession planning program. For example, staff in Engineering and Works consists of professional engineers that will hit rule of 80 within the next 5 years. The Department is having a difficult time recruiting experienced engineers. Without experienced engineers, the City will be</p> | | |
| 116 | continued | <p>272- There is a requirement for a succession planner.</p> <p>608-Implement a Succession Planning Program to prepare for the upcoming staff retirements by developing career succession planning. Also helps with employee retention.</p> | | |
| 141 | Review and update the Collective Bargaining agreement to address individual department needs. | The Collective Bargaining agreement is based on corporate needs. | In preparation for bargaining, HR requests proposals for changes and updates to the CBAs from all departments. | Complete |
| 144 | Improve training on technical aspects as well as leadership and supervisory skills. | | While technical aspects of training are the specific department's responsibility, HR is currently working on the development of leadership and supervisory training requirements. | Underway |
| 166 | Grievances would be minimized by more diligence by management in preparation of job descriptions and definition of qualifications. | | HR is working with client departments to improve job descriptions and clearly outline qualifications | Underway |
| 190 | Implement a fee for the training that Safety Co-ordinators provide to other organizations. | Safety Co-ordinators occasionally train for rural municipalities, SUMA and some provincial departments in areas of managing a work zone, work flow and process, excavation, confined space, trenching, conducting of safety audits, accident investigations, due diligence, anti-violence and anti-harassment. | Not feasible due to current workloads of the safety coordinators. | Not Proceed |
| 191 | Provide staff and management training on OH&S issues. | In areas of OH&S, WCB, Duty to Accommodate, Return to Work, EFAP, Pension & Benefits. | It is feasible that HR facilitate the provision of training for all issues listed except for Pension & Benefits (outside HR's mandate). Currently HR provides OH&S training for managers. | Underway |

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
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| 193 | Provide management training on Labour Relations issues. | Training must be enhanced to deal with the ever changing issues facing today's workplace such as attendance management, HR issues, performance management. | This is an ongoing initiative. To ensure the effectiveness of the initiative it is necessary that management commit to attendance. | Underway |
| 194 | Implement a cost recovery fee for the HR services provided to RPS and Regina Public Library. | | Already have service agreement in place with RPS. RPS purchases labour relations services from the City of Regina by funding .5 of and LR advisor. | Complete |
| 195 | Enhance internal communication within and between departments with respect to providing medical information on return to work. | | In Progress: -Portfolio Teams in HR -Incite -Day to day assistance to Departments | Underway |
| 198 | Use technological (on-line) resources to research labour relations issues. | Research labour law, labour arbitration, case studies etc. using the computer system rather than hard copy resources. Benefits include using less paper, easy access, current upgrades. | The annual cost of the license and hardware required to access the resource is prohibitive to implementation. | Not Proceed |
| 201 | Reduce time required to process applications and provide for faster matching of applicants to job postings by implementing an e-recruitment process. | | E-recruitment is currently in development/testing stage. | Underway |
| 220 | Ensure consistency for both casual and permanent positions within the Recruitment process. | | When recruiting it is necessary to be consistent within the guidelines of the CBA's. It is not clear from the information provided, what specifically the opportunity is suggesting. | Not Proceed |
| 222 | Add flexibility to the Recruitment process to reward staff with competitive pay and benefits. | | It is necessary to work within the confines of the CBA's. | Not Proceed |
| 252 | Set criteria for number of job transfers. | | Must follow collective agreements. | Not Proceed |
| 253 | Establish more rigorous screening for external applicants. | | For every competition specific requirements are developed for the position. All candidates whether internal or external must meet the requirements to proceed in the competition. | Not Proceed |
| 254.1 | Provide corporate education and clarification of HR's role in recruitment, selection. | | The role of HR in the recruitment and selection process is discussed at the beginning of each competition with each manager/supervisor. | Underway |
| 254.2 | Provide corporate education and clarification of HR's role in organizational development. | | Currently addressing informally, and it is evolving as we develop as a new team. | Underway |
| 257 | Review collective bargaining agreements and the role seniority plays in selection process. | 763-Address seniority clause in Local 7 collective agreement so that recruitment of the best candidate is assured. | This is an issue that must be negotiated between the parties. | Not Proceed |
| 258 | Revise staffing process to move away from paper qualifications to core competencies. | This may impact the length of time it takes to run a competition. | This is an initiative that HR is currently pursuing. Research into competencies is underway. | Underway |
| 260 | Increase staff resources to meet client needs and expectations for both recruitment and organizational development. | | We have restructured our services with the understanding we are here to support management in overseeing their own processes. This has been done with the resources available. | Complete |
| 265 | Recruitment and Selection and Organizational Development could be outsourced. | | Outsourcing of services could be considered. | Further Consideration (by area other than HR) |
| 266 | Labour Relations and Classification and Compensation and Policy Development could be outsourced. | | Outsourcing of services could be considered. | Further Consideration (by area other than HR) |
| 267 | Safety, Prevention and Return to Work roles could be outsourced. | | Outsourcing of services could be considered. | Further Consideration (by area other than HR) |
| 299 | Do comparisons with industry standard positions when recruiting. | The City appears to make comparisons with internal positions only. It is felt that the required levels of designation of positions is not recognized. | The City of Regina has established classification systems that must be adhered to when classifying positions. The classification is then used when recruiting. | Not Proceed |

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
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| 339 | Make the VIP database on staff training more readily available. | HR needs to take a responsible role on all certification training and documentation. For example, equipment | Feasible, some departments are presently recording all training, others are not. | Further Consideration |
| 375 | Investigate the use of drug testing and lie detectors when recruiting. | Would this have civic rights implications? | It is recommended that the City of Regina not pursue this opportunity because of issues with privacy, human rights and administrative costs. | Not Proceed |
| 397 | Human Resources needs to be more accessible to staff. | Internal career guidance pertaining to qualification/experience needed for city positions. More in house development training to promote internal staff. Recognize internal training as a qualification. Work towards succession planning. 582-The Human Resources department could help employees with career development and advice on how to further their career. HR can advise employees on how to create career development plans and provide input on what classes should be taken. 966-Consider provision of career-pathing advice from Human Resources for City employees. | Employees are encouraged to identify career goals and to meet with their managers to determine how to attain their goals. HR is available to assist in reviewing resumes, and as a resource in learning and development opportunities available. | Complete |
| 398 | Recruitment process needs to be sped up. | There is too long a delay from the time the need is addressed to the time the position is filled. Streamlining bottlenecks in process. | HR recognizes the problem. We are currently trying to address in conjunction with management and other staff in HR | Underway |
| 420 | Sell employee development material. | Training materials, handbook template & survey research tools that have been developed in house could be marketed. | It would be possible to market materials developed within the City of Regina externally but only if up to date and relevant. | External - Further Consideration Internal - Underway |
| 507 | Educate existing workforce on aboriginal issues and upcoming workforce paradox - aboriginal policy coordination integration and employment. | | On a broad sense these types of issues are being address through Workforce Development Strategy. | Underway |
| 525 | Review negotiation practices with each of the three unions (who don't have their own outside negotiators) Unions should collectively bargain at the same time. | This could promote a spirit of cooperation and unity. | The Trade Union Act provides the framework for negotiations. | Not Proceed |
| 560 | Implement anonymous employee review of supervisor, manager, co-ordinator, etc. | | "Anonymous" reviews are not appropriate due to a lack of accountability. | Not Proceed |
| 564 | Evaluate the policy regarding individuals coming to work for the City on vacation leave from another job and those wishing to leave the City on vacation time for the same purpose. Evaluate the policies and processes for the approval of leaves of absence. | | Vacation is approved based on operational needs. Leaves of Absence are reviewed case by case. | Not Proceed |
| 566 | Evaluate classification and pay structure for CMM. | 1029-Review C.M.M. job classification process. | The plan requires update and work by both parties and an understanding of cost implications. | Underway |
| 569 | Make departments accountable for their share of the WCB Levy for the City of Regina. | Departments should be responsible to pay a percentage of the total levy, based on their own department injury experience. | This is possible but would require changes to budget allocations and for what purpose? | Not Proceed |
| 585 | Ensure that the Return to Work Program is consistently applied across the organization. | Departments must be accountable for searching for reasonable opportunities within their department for employees on Long Term Disability, Workers' Compensation Benefits, SGI or lengthy sick leave situations. | Currently working on the policy documentation. | Underway |
| 585.661 | Create a Return to Work Co-ordinator position. | | Return to Work Coordinator duties were formally assigned in March 2005 | Complete |
| 585.96 | Improve Return To Work program and create light duty listings. | | In progress | Underway |

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
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| 593 | Review the possibility of developing a strategy to attract highly skilled / educated immigrants to begin their career in Canada at the City of Regina | | Subject to federal and provincial immigration laws. | Not Proceed |
| 604 | Process reclassification requests in a timely manner. | | See #110. | Not Proceed |
| 612 | Develop New Classification Plans to reflect current organizational needs, technical and project management skills. | | Requires negotiation with appropriate union. | Not Proceed |
| 613 | Develop standard job description components for common corporate skills required, particularly for customer relations and computer skills. | | Developing core competencies | Underway |
| 628 | Create a Wellness Program. | Offer discounts at City facilities. City employees can get a discount at California Fitness, but not at the Fieldhouse. 1025-Develop a workplace wellness program under HR and include workers compensation claims and EFAP services, under the direction of a committee with representation from a few departments. 641-Develop a Wellness program. There needs to be considerably more resources provided to encourage wellness, in coordination with management of absences. This might include reduced rates at City owned fitness facilities. | A corporate wellness program would require an extensive investment in staff and monetary resources. HR does not have the mandate to address the issues raised, and the focus of resources in OHS & P is on accident prevention & return to work. | Not Proceed |
| 628.1221 | Development of an Employee Wellness Program and Attendance Management Program to reduce employee absences and improve the process to return employees to work. | Improve the support for management in dealing with employee absence. Training for managers (including role play scenarios) to deal with various employee issues. 1227-Develop an Employee Wellness Program and an Attendance Management Program. | An Attendance Management Policy has been developed | Complete |
| 628.539 | Implement a fitness facility. | | Assuming this opportunity refers to a fitness facility within City Hall, the City has fitness facilities that employees could attend and the YMCA and YWCA are both in such close proximity a facility within the building would not be a reasonable expenditure, even if the City had a mandate for a comprehensive Wellness program. | Not Proceed |
| 631 | Review internal and external hiring practices and policies regarding remuneration. | When hiring external candidates there seems to be higher starting wages or incentives for external candidates while a successful internal candidate only has 5% or 10% increase over their current wage. | Placement in a pay scale depends on the CBA, if applicable, or policies in place. Issue is to vague to respond. | Not Proceed |
| 632 | Create a Human Resources position in each department and review staffing levels in the Human Resources and Legal departments. Human Resources should review department requirements with respect to human resource training, policy and planning to ensure they | Departments should utilize the LR expertise as much as possible to help avoid grievances and arbitrations. | Implementation of this opportunity would require additional resources and could affect consistency and application of CBAs and HR Management practices across the corporation. | Not Proceed |
| 645 | Conduct supervisory training using role playing scenarios. | Use role plays of real life scenarios so supervisors experience a practical situation they may be facing when they lead and coach others. | Possible based on type of training conducted and audience learning styles. | Further Consideration |
| 646 | Conduct Manager Orientation for new managers. | Overview of the organization, intro to the culture of the org., policies (Acquisitions, hiring, discipline, union contracts, etc). | Development of a corporate orientation plan is possible, however delivery is the responsibility of the department. See #30. | Further Consideration |

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|----------|---|--|--|-----------------------|
| 650 | Provide organizational charts of all departments and divisions on the Internet and InSite. | | This initiative is currently being pursued. | Underway |
| 652 | Review Long-term Workers Compensation Claims (longer than one year) and Return to Work process to ensure most appropriate pay rate is used. | | In progress. HR continues to work with Directors on opportunities for improvement in this area. | Underway |
| 672 | Increase the employment of Persons with Disabilities at the City of Regina. | Have discussions with Sask Abilities, Cosmopolitan Living Centre, etc. | All positions are advertised and postings are shared with all equity groups. | Underway |
| 677 | Supervisory Development for all supervisors and managers. | | This initiative has merit and will become part of future workplans for the department. See #114. | Further Consideration |
| 682 | Review the seniority list and consider a common employee pool of all bargaining units to ensure an efficient and fair use of staff. | | Seniority lists are developed using processes that reflect language in the CBA's. Within the current agreements, this is not an option. | Not proceed |
| 699 | Incorporate training for anti violence, anti harassment respectful workplace into one training session. | | The department is considering this type of change. | Further Consideration |
| 714 | Review the Collective agreements with the aim to increase service optimization. | Issues which could be reviewed include: seven day notice for shift change, work shift structure, etc. | The department's response to opportunity 141 outlined the process where departments have an opportunity to bring forward ideas and proposals that can assist to improve service optimization when preparing to negotiate a new agreement with one of the unions. | Not Proceed |
| 739 | Review staffing procedures to ensure applicants meet required criteria in order to be considered for the position. | | This is currently a best practice within the staffing function. Only candidates who meet the established criteria proceed in a competition. | Complete |
| 780 | Review HR with the aim to increase communication and timeliness of the release of info on new hires and staff movement between departments. | | When new staff is hired, or when staff move between departments, the information is posted on InSite. Until an offer of employment is accepted, the offer is "confidential" and remains between the employer and the potential employee. | Complete |
| 784 | Improve collective agreement to ensure the best candidates are hired. | | When hiring, HR and the hiring manager establish the requirements for the position, and candidates must meet the requirements in order to proceed in the competition. | Not Proceed |
| 785 | Make City of Regina an Employer of Choice. | Through attendance at job fairs, post jobs on professional websites (e.g. accounting). | Being an "Employer of choice" is subjective. | Underway |
| 786 | Develop an ongoing program with U of R Coop program. | | Currently working with the co-op program as need is identified by departments. | Complete |
| 786.1163 | Work with the U of R/SIAST for work terms. | | Currently doing as opportunities arise and feasible for departments | Complete |
| 787 | Increase the FTE's in LR and Staffing. | Increase resources could lead to more timely service from HR. E.g. job description review, etc.; service areas are performing activities HR should be doing. Staffing consultants could be more visible with their assigned departments. | While additional resources would be nice, it is not practical in our fiscal environment. | Not Proceed |
| 797 | Review recruitment process with the aim to streamline process to save time. | | Ongoing. E-recruitment will assist. | Underway |

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|---------|--|--|---|--------------------------------------|
| 814 | Have more levels of progression in organizational structure. | Working managers can delegate more enabling them to do more planning performance management, communication, change management, skills development etc. Provides succession management and skill development opportunity. Could provide better customer service | This is part of the Succession Planning strategy. | Underway |
| 815 | Develop employee retention strategies in technical areas. | Classification plans should be updated to reflect current skill requirements. | A comprehensive workforce planning strategy necessary to identify and address this issue. | Further Consideration |
| 901 | Review, streamline and improve the recruitment process. | The provisions of the recruitment process require review - creates many challenges for an area. "Most Senior Qualified Applicant" wording needs review. Expectations for Customer Service skills and the stress involved for provision of front line service requirements. | Ongoing review of best practices jointly with LR. See # 398. | Underway |
| 901.102 | Ensure that the most qualified senior applicant is the successful candidate in internal hires. | | Must follow CBA language where established. | Not Proceed |
| 967 | Review City re-classification process. | | There may be some benefit to reviewing the process. HR will undertake to discuss this issue with the unions. See #110 and #604 | Further Consideration |
| 993 | Reduce the costs of arbitration. Improve employer and union relationships. | | Cannot respond due to general nature of issue | Not Proceed (not enough information) |
| 1001 | Review the grievance process within the collective agreement. | | Cannot respond due to general nature of issue | Not Proceed (not enough information) |
| 1003 | Monitor and address sick time challenges. | | Policy on attendance management developed and in place. | Complete |
| 1018 | Provide incentives for those who do not use sick days. | | Vested sick leave does not exist for some employees. | Not Proceed |
| 1021 | Offer discounts (1/2 price) to City employees for fitness/transit passes. | | Determination of fees rests with the program areas and not HR. | Not Proceed |
| 1024 | Evaluate the process and cost-benefit to the City of Regina for the allocation of Tuition Subsidy dollars. | | To some extent this is already complete. HR will continue to review and the program will evolve. | Underway |
| 1026 | Develop an Early Retirement package. | Many employees have reached the 25 year service milestone, but are too young to meet the rule 80 program. Consider a limited time offer of a "rule 75" program. | The current pension plan already encourages people to leave early. | Not Proceed |
| 1027 | Within the C.U.P.E. Local 21 contract, include a provision for paid sick days for casual employees. | No discrimination between casuals and permanents. | This is a bargaining issue to be addressed during negotiations. | Not Proceed |
| 1051 | Review the possibility of providing training and development services privately. | | Depending on the needs of the corporation this option is always available. | Further Consideration |
| 1061 | Rehire a Health Nurse Position. | | There is no need for a Health Nurse. | Not Proceed |
| 1063 | Establish entry level wage for casual positions up to a set number of hours. | 1072-Review pay scale for labourer positions and adjust to market value. | Issue for collective bargaining. | Not Proceed |
| 1064 | Review the policy and regulations regarding casual staff acting in higher positions. | | This issue is managed within the organization within the process outlined in the CBAs. Any changes to this would have to be addressed through negotiations. | Not Proceed |

| Opp # | Description | Issues/ Considerations | Departmental Response | Status |
|-------|---|--|--|-------------|
| 1076 | Review the roles and responsibilities and classification of skilled labourer positions. | Expectations, responsibility and stress levels have increased especially in peak seasons. | Process exists to submit changes in roles and responsibilities for classification review. | Complete |
| 1116 | Consider having Human Resource send notification letters to the unsuccessful candidates via interoffice mail marked confidential rather than through regular mail to employee's home addresses. | | Although possible to implement, this type of change could raise issues around privacy, confidentiality and corporate culture versus cost. | Not Proceed |
| 1120 | Review City policies specific to employee time off for personal/family needs (doctor appointments, children/parents appointments, funerals) to ensure consistency throughout the corporation. | | The policy referred to currently exists. Managers are accountable for applying the policy as outlined and can seek advice from HR on application | Complete |
| 1125 | Provide time management training for staff to improve effectiveness. | | This is a "solution" without having explored the "problem" | Not Proceed |
| 1148 | Consolidate C.U.P.E. Local 7 and C.U.P.E. Local 21. | | Each is a separate union under the Trade Union Act. It is not within the City of Regina's authority to consider this. | Not Proceed |
| 1157 | Have employees maintain the same pay scale when filling in for supervisor off during periods of illness, vacation, other. | | Superior Duty or Acting Pay is outlined within the CBA's. The City is required to follow the process outlined within the agreements. | Not Proceed |
| 1158 | Pay all overtime as time off in-lieu. | | Compensation for overtime worked is outlined in the CBA's and the City is required to follow the process as outlined. | Not Proceed |
| 1172 | Review staffing policies for casual employees to accommodate special requirements of single parents and young families. | | Do not understand - What "staffing policies" have to do with single parenting and young families? | Not Proceed |
| 1207 | Review recruiting practices, including qualifications required for positions. Recruit more aggressively for key positions. | | HR is currently reviewing recruitment and LR practices (opp #901) ensuring that best practices are used. | Underway |
| 1220 | Develop a Succession Plan and Employee Recognition/Retention Strategy. | The availability of technical training is limited due to everyday work loads of technical staff. It is difficult to recruit employees with the required technical skills, staff are trained while on the job, once trained retention is an issue as technical staff are very marketable. A large percentage of the City's work force will be retiring within the next ten years - a large portion of those retirees are in leadership positions. Internal staff should be provided training and development opportunities to prepare them for these opportunities. | Ongoing with development of "Talent Management Strategy". See #116 | Underway |
| 1226 | Develop an Employee Retention Plan. | | Ongoing with development of "Talent Management Strategy". See #116 | Underway |

LEGAL

| Opp # | Opportunity Description | Issues and Considerations | Department Response | Status |
|-------|---|--|---|-----------------------|
| 55 | Contract with other organizations to deliver our privacy assessments and education | Some issues and considerations identified in the opportunity log with respect to this were the following: there would definitely be a cost associated with this and an external organization might not know the applicability of <i>The Local Authority, Freedom of Information and Protection of Privacy Act</i> as well as internal employees. | Providing privacy assessments, presentations and other education is a logical extension of the legal advice that is provided on a daily basis. This ensures that there is some consistency between legal advice provided on a daily basis and education and presentations that may be done periodically. It is unlikely an outside agency would have any expertise in this area. The department has provided internal training sessions in 2004 and 2005 regarding privacy and Freedom of Information Legislation and will continue to provide this service as and when needed within the organization. | Complete |
| 196 | Reduce the time delays in getting legal advice; | <p>348 - More resources may be needed for drafting and researching time consuming bylaws; Drafting bylaws is time consuming and strained because of competing demands put on the City Solicitors.</p> <p>816 - Provide more legal services to departments. This would reduce delays to respond to requests.</p> | Two additional lawyer positions were added in 2004 to address legal services needs. The addition of one of the lawyers was dedicated to provide legal services to the Regina Police Service (replacing a lawyer engaged by the RPS) and is partially funded by the Regina Police Service. There continues to be a growing demand for legal advice and services and the recruitment and retention of lawyers is a challenging process for the department. The department is focused on meeting the needs of its internal customers and will continue to evaluate the resource levels required to provide timely service. | Complete |
| 199 | Improve efficiency and effectiveness within Law offices by implementing an Information Management System. | | Litigation software was acquired in 2005. There may be more opportunity to make greater use of information systems specifically designed for law practices, however, the lack of a departmental business analyst limits the capacity to evaluate and implement any new systems. (See opp # 55). | Further consideration |
| 202 | Explore the potential to outsource/ contract out legal services. | | More legal services (if not all legal services) could be contracted out to private firms, however this is likely to be more expensive. At the present time, legal work is only contracted out to private firms where the expertise is not available in house (such as interest arbitrations) or the demand for legal services cannot be met with existing resources. Where work is contracted out, the cost is charged to the department which is a recipient of the legal service. | Not Proceed |
| 549 | The Freedom of Information Act needs to be reviewed and guidelines and policies need to be developed for the City to minimize the risk and still allow the freedom to make prudent business decisions knowing the impact. | By collecting ID from our customers for our different systems we would be able to track outstanding accounts receivables for payment. | Developing a comprehensive corporate education strategy for dealing with privacy legislation, which includes policies and procedures is a priority for the department. The suggestion that we should be collecting more information from customers with the objective of using this information to collect outstanding debts requires a more specific legal opinion would need to be obtained. The Local Freedom of Information and Protection of Privacy Act governs our use of personal information and limits how we can use the information that we collect from individuals. | Further consideration |

REVENUE ADMINISTRATION AND ASSESSMENT

| Opp # | Description | Issues/ Considerations | Department Response | |
|---------|---|--|--|-------------------------------------|
| 28 | <p>Improve the relationship among the Association of Regina Realtors, and the Assessment and Real Estate Divisions of the City.</p> | <p>Detailed sales information could be accessed from the ARR databank in exchange for the current property tax information provided by the City. There may be major increases in costs, in the event that the ARR would require that the City become a full-fledged member of their Association. In the alternative, there may be the potential for the ARR to establish a special membership category for the City to allow for this information to be shared. 883-Improve data sharing process with Real Estate Board. Develop common format to improve efficiency of data sharing. Potential for them to provide our sales verification documents and add our account number to their system to allow easier cross reference.</p> | <p>Underway and ongoing.</p> | <p>Underway</p> |
| 135 | <p>Introduce a Downtown Business levy.</p> | <p>Should the City provide snow removal in the downtown core?</p> | <p>There is already a levy by Regina Downtown. The question should perhaps be considered in terms of whether there should be fees and charges for certain services or other charges that directly fund a service.</p> | <p>Complete</p> |
| 206 | <p>Review and update commercial/Industrial Stormwater rates as they are low as compared to residential rates.</p> | <p>216-Charges for impervious surfaces should be included with Lot Drainage charges.</p> | <p>Utility rate process is led by Finance with input by Engineering and Works. Utility Billing can not prioritize this initiative at this time. Additional research is required to coordinate data requirements thru the GIS application. 216 Requires significant GIS support. To be reviewed in 2007.</p> | <p>Further consideration</p> |
| 232 | <p>Fees for the Sewer Use bylaw should be reflective of actual costs.</p> | <p>205- Implement a surcharge fee for disposal of over strength wastewater to the City's sewer system.</p> | <p>Over strength surcharge is currently in place. Rate review and implementation planned in 2006 as part of the revisions to the water and sewer bylaws.</p> | <p>Underway</p> |
| 318.888 | <p>Implement the use of Hand Held Units for Assessment Inspections.</p> | <p>More efficient, improves validation of the data, new TAS system can accommodate.</p> | <p>Lead on these types of issues must come from the Department involved, with the involvement of Information Systems. This is being considered and would involve IS. The timing would be after TAS is fully implemented and processes have been reviewed. The TAS system needs to be completed and stabilized prior to this being undertaken. A project to implement Tablet PC technology in the field using Citrix over dedicated cell line will be reviewed for the 2007 budget.</p> | <p>Underway</p> |
| 520 | <p>Implement online payment for utility bills, taxes, parking tickets, licenses etc.</p> | | <p>Internet initiatives continue to be a priority in the delivery of services. Annual initiatives are considered based on resource capacity. In order for online payment, need to accept credit cards and policy decisions whether user fees are charged or absorbed. This will be reviewed in 2006 and determined if a potential 2007 initiative.</p> | <p>Further consideration - 2006</p> |
| 541 | <p>Bill water charges monthly and start taking delinquency action earlier on outstanding accounts.</p> | <p>Monthly bills would allow for printing the first notice directly on the water bill, saving the printing/postage/paper costs.</p> | <p>When this was considered in the past, the added cost of monthly billing (particularly the postage cost) exceeded the gain on interest from the advanced cash flow. The analysis may be different at this time or may be different for certain types of accounts such as commercial accounts, rental accounts, etc. Will be reviewed in 2006 for possible implementation in 2007.</p> | <p>Underway - 2006</p> |
| 548 | <p>Review and update water billing application process to ensure better management of customer information.</p> | <p>This will ensure more triggers in the system to catch outstanding water bills from prior billing addresses for current customers.</p> | <p>Some cross training taking place in 2005. This crosses bargaining unions, will require negotiation. Targeted for 2007. Once the system upgrade is completed in 2006 this opportunity will be reviewed as a potential for a 2007 initiative.</p> | <p>Further Consideration</p> |

| Opp # | Description | Issues/ Considerations | Department Response | |
|-------|---|--|---|----------------------------|
| 551 | Review the process of the City processing of U of R parking tickets. | The U of R has a different set of policies which make it tough to be consistent with customers in how "The City" is dealing with different tickets. 830-Require University of Regina parking ticket policies to be the same as the City's. Residents get confused because the policies are different. | The U of R has its own bylaws for parking within the university's property. The City has no authority on private property and in the setting of the U of R's bylaws. The prosecutor has received complaints that the U of R does not always follow its informal appeal procedure. The current agreement with the U of R will be reviewed with the assistance of Legal as part of the Parking Ticket Enforcement project in 2006. | Underway |
| 553.0 | Create more partnerships with outside agencies for the purpose of utility payments. Provide all customers with a customer card and "Customer ID". | 870-Partner with other utilities to accept payments for services and Cashiers to accept other utility payments. Could include offering an electronic kiosk to obtain billing information and to make payments. Transfer of funds between organizations in a quick & efficient manner may be challenging. | Privacy legislation would apply and agreement from other parties required. There is a dependency on the commitment from the other utilities. The e-Sask partnership's mandate is to look for opportunities for the utilities to work together in such projects as online payments. | Underway |
| 554 | Include a collections person in customer service to handle calls that currently are transferred to utility billing's collection area or empower FSR's to handle the call start to finish. | | Having a collection person located with Customer Service for calls to be transferred has the same value of transferring to Utility Billing. The requirement to transfer an inquiry to a collection officer would not change regardless of the physical location of the officer. The addition of one collection officer has improved customer contact. Additional training of FSR's through job shadowing in 2005 has improved the knowledge and communication between the Customer Service and Utility Billing. | Complete |
| 558.0 | Combine the Assessment, Reassessment and Taxation divisions. | 1113-Tax, Assessment, and Assessment Admin should be reviewed to determine if these areas could be amalgamated as they all seem to perform similar functions that relate to each other. | The Assessment and Taxation Divisions report under the Director of Rev Admin/Assessment. Reassessment is a project impacting both divisions. There is no fight or wrong approach to the combining or splitting of the Assessment and Taxation areas. Combining would require consideration of the level of management. The legislated schedule of a reassessment every four years, both areas have seen an increase in the complexity of managing the areas. | Further consideration |
| 561 | Promote more activity/payments such as water, tax and parking tickets on the web our accounts receivable could be decreased. Provide water bills on line rather than by mail to reduce the number of calls for inquiries. | | Internet initiatives continue to be a priority in the delivery of services. Annual initiatives are considered based on resource capacity. This will be reviewed in 2006 and determined if a potential 2007 initiative. | Further consideration-2006 |
| 570 | Investigate the potential to combine functions between the Meter shop and water turn on/off. | Currently the meter shop does do some cuts and water attendants do limited installs. Provides better customer service. | Work already in progress, some cross over of bargaining unions and Engineering and Works, requires negotiation. Water Attendants will receive training to ensure that they can correctly identify which service area to contact to resolve the problem with water service at a location. In limited cases, Water Attendants will install a meter. | Underway |
| 586 | Processes should be updated to ensure that Utility Billing receives multi-residential property maps as soon as the buildings are occupied and the maps are finalized. | Utility Billing Department needs to know when these properties can be metered. | Preliminary discussion have occurred. Initiative planned for 2006. | Underway |
| 589 | Utility Billing requires a Field Service Investigator to answer questions quickly and to ensure that the public is billed correctly. | This initiative requires dedicated support. | Position already exists. | Complete |
| 590 | Utility Billing requires at least two more Collection Agents. | Delinquent accounts could be dealt with more quickly and Customer's could be monitored better. 849-To reduce the number of "bad debt write offs" increase collections staff. | Process improvement continues from the AMR implementation and outbound call service. Improvements in processing of delinquent accounts are currently on going, such as deposits and improved transfers of balances to the tax roll. Future analysis of the impact of these improvements and the planned system upgrade in 2006 needs to occur prior to considering this initiative. | Underway |

| Opp # | Description | Issues/ Considerations | Department Response | |
|-------|---|--|---|-----------------|
| 591 | Move Drainage (not a Utility) from the Utility Billing Department. The charge should be based on property size, not water usage. The Drainage fee is really a tax and should be billed once a year to the registered owner on their tax bill. | Utility Billing could spend the time saved on fixing old accounts (this can be very time consuming). 1022 -Storm drainage charges would be more accurate if charged in taxation instead of utility billing. Addresses differ and charge is based on land size | Moving drainage from the utility to property taxation is not currently being considered. This would require direction from City Council. | Not Proceed |
| 600 | Avoid amalgamating Tax Collections and Water Collections. | Water collections spends 95% of it's time dealing with utility specific problems. When dealing with customers, the Collection Officer must know the Utility Billing system in order to explain accounts fully and to be able to track money that is transferred from account to account. This knowledge can only come from experience. | Collection issues are specific to each receivable and have separate policies and legislation. | Not Proceed |
| 602 | Review classification of FSR positions | 1123 -Review Financial Services Representatives duties. | No changes to job since the last review. | Not Proceed |
| 637 | FSR's should be able to update bank account information for Utility customers for their Direct and Equalized programs. | | Banking information is required by providing a void cheque. Would require additional system functionality. Concerns on the accuracy of the information being captured. Not being pursued at this time. | Not Proceed |
| 662 | Collect the monies that are outstanding from parking tickets and warrants. | | New legislation effective 2006 will allow municipalities various options for the collection of ticket revenue. Legislation changes are to be fully implemented by fall 2006. Parking Ticket Enforcement project is lead by the Revenue Admin and Assessment Dept. with representatives from Legal, Information Systems, Communication and Police. | Underway - 2006 |
| 664 | Establish a business tax on the escort services in Regina for revenue purposes. | | There is no requirement to regulate escort services under the Cities Act. There is no authority for the City to implement a business tax. There is no requirement to regulate escort services under the Cities Act. If the intention of this opportunity is to generate additional revenue, licensing would be an option but the license fee is limited to the cost of administering the licensing process, therefore no additional revenue would be generated. | Not Proceed |
| 673 | Review reporting structure of divisions who collect payments from customers and review the efficiency of customer payment methods/options across divisions. | | The Revenue Collection Review identified differences in acceptance of credit card payment options available between departments. The recommendation of the acceptance of credit card payments and on-line payment services for Water and Tax are being reviewed further in 2006. Parking Tickets was identified as the priority and will be implemented as part of the Parking Ticket Enforcement project in 2006. On-line payment option solution crosses over various departments, Community Services and Corporate Services. would be the key departments | Underway |
| 790 | Provide additional training to frontline staff on the processing of payments. | | The comment is very general, not sure if this only applies to one specific areas or across all areas processing payments. It is an ongoing challenge to remain current when providing service across a number of different areas. Delivery of training is continually reviewed. | Underway |
| 791 | Integrate systems so that a customer's outstanding balances from all areas are amalgamated. | E.g. a customer can be on accounts payable and accounts receivable systems at the same time. | Cost benefit of required systems integration would not warrant this. Unless a common customer number can be established, this is extremely difficult to do. Customer accounts cannot be matched simply on the basis of name and address. In some cases customers do not wish to have various bills amalgamated. City dept. systems are not presently integrated, depts use different software including platforms. Integrated ERP systems like SAP can cost \$10 million to implement. A consideration when purchasing new systems would be important to look at integration options between departments. | Not Proceed |

| Opp # | Description | Issues/ Considerations | Department Response | |
|-------|---|---|---|-----------------------------|
| 801 | Develop one functional land assessment area to define properties. | | Not clear if this suggestion relates to assessment valuation or the creating of the parcels in GIS and TAS. Valuation - The property valuation models have changed the need for one land valuation area. Assessment is in transition to a model where the assessor will have responsibility for all parts of the valuation. With the implementation of the income approach in 2009. Creation of Parcels - changes have occurred in the parcel definition process. A GIS technician is now reporting to the Assessment Administration Section and is located on the fourth floor. The new land processes of TAS are now implemented and business process changes have occurred with more underway in 2006. | Complete |
| 806 | Market property information data. | Sell to financial institutions, insurance companies and real estate. 850 -Sell assessment data and valuation models. Data is of interest to mortgage insurers. Upgrades to the assessment systems have made accurate and easy data extraction possible. Other assessment jurisdictions have marketed their data successfully. Some cities have opted to sell data to mortgage underwriters through a broker. This would need consideration of the implication of the freedom of information legislation. | There are firms interested in acquiring data. A legal review of releasing this information would be required. A cost benefit analysis would have to be conducted. Work is underway on a data provisioning strategy, where the city gives the information to the public for free, or charge only the cost of preparing the information. This could occur only after TAS development is complete. This will be reviewed once system implementation is complete. Potential 2007 initiative. | Further consideration-2006. |
| 821 | Use handheld devices for issuing parking tickets. | Reduced errors, fewer complaints and cancellations. Better enforcement of illegal use of all types of parking permits (permit info can be stored in the handheld). Faster response to public inquiries. Reduction in printing and data entry costs. | With the new legislation option for parking ticket enforcement, handheld technology for parking ticket is included as a 2006 initiative. | Underway - 2006 |
| 824 | Expanding the use of the Amusement Tax. | Could be expanded to include all entertainment based shows (Casino Show Lounge, Centre of the Arts Shows, etc). | This could be considered as part of a revenue strategy, however similar opportunities have been considered in the past and have not been implemented. | Not Proceed |
| 826 | Allow payment at Customer Services and Licensing & Fines to be paid by credit card. | Cost: percentage of revenue lost because of the 2-3% charged by the credit cards. Benefit: customer satisfaction. | In progress for parking ticket payment. Part of the 2006 Parking Ticket Enforcement project and policy development to address the acceptance of credit card, whether user fees are charged or absorbed by the City. | Underway - 2006 |
| 828 | Outsource parking ticket data entry. | | Part of the Parking Enforcement project, once hand helds are implemented this task will become redundant. | Underway |
| 829 | Develop parking permit module (database) in Ticket Tracer software. | Efficiencies include one database, better ability to reference residential permits and ability to use handhelds to upload permit information. | Once the Parking Ticket Enforcement project is completed the development of a parking permit module within the Ticket Tracer System will be reviewed. | Further consideration-2007 |
| 832 | Integrate collections for Utility Billing, Property Tax, and Financial Services into one service area. | Can develop better expertise and increase revenues. Other areas that could benefit include Transit, Leisure Services and parking tickets. Better customer history if all accounts reviewed in one service area. | The authority under legislation and bylaws governing the different areas, and the options available for collections, are significantly different. Once the utility system upgrade and the tax system implementation are complete this opportunity will be reviewed with the goal of sharing information between the areas as a potential initiative for 2008 | Further consideration-2008 |
| 836.0 | Improve procedures to process utility payments for Social Service clients. | Automate payments and notification of customer moves. 563 -Review and implement enhancements to the billing and payment processes for the payment of utility accounts for Social Service clients. | Requires cooperation from outside agency. Proposed discussion to take place in 2007 | Further consideration-2007 |
| 837.0 | Use the new Automated Meter Readers (AMR), to provide better notification to customers of unusual changes in water consumption. | Identify meters that are failing prior to their stopping completely (improving revenue) or point out possible water leaks to the home owner. 215 -Enhance water use investigation. | Implemented in 2006 | Complete |

| Opp # | Description | Issues/ Considerations | Department Response |
|-------|--|---|---|
| 838 | Notify residents of outstanding utility bills by using automated out-bound collection calls. | Reduce collection expense significantly. | This initiative is currently being used for inactive accounts. Utility Billing will review the possible expansion to active accounts for 2007. |
| 839 | Charge for reprints of utility bill statements. | Minimal cost to implement. | Capacity currently exists. Account statements are charged for. Single bill reprints are not charged. Typically, a request for a single reprint of a Utility Bill is provided to the customer with the information they require to pay the outstanding amount. For this reason, single bill reprints are provided at no charge and will continue to be provided on that basis. Requests for statements or summaries of annual bills are subject to a statement fee. |
| 841 | Implement special water rate for irrigation. | With AMR there is now a possibility of implementing tiered rates for discretionary use in the summer (i.e.: irrigation) Some system development costs, along with cost to redevelop bills. | Review to be conducted in 2007. |
| 844 | Decrease the time between reading water meters and billing the customer. | Currently done in batches and need to move to "ready" billing. Increase accuracy and timeliness of billing. | Meter reading resequencing project in conjunction with monthly billing review occurring in 2006 will assist on closing the gap between reading time and billing. |
| 845 | Develop on-line help for Utility questions for front line staff. | | The documenting of processes for front-line Customer Service has been ongoing and significant progress has been made in documenting key Utility Billing processes. In 2006, Customer Service is creating a central email account to communicate all Customer Service processes for front-line staff with a target completion date of April 2006. |
| 847 | Streamline the process for receiving water turn on requests. | Complex process because some customers have special circumstances. | In 2006 or 2007, the Utility Billing system will be upgraded to a new software version where we anticipate a Robo-help functionality to provide an on-line help functionality for all users of the Utility Billing system. Customer Service will use this tool in conjunction with our ongoing process documentation to provide the on-line help functionality for front-line staff as we move to a more automated work environment. |
| 851 | Ensure resources applied to use CAMA to its fullest potential. | Effort must be expended in ensuring best practices for processes are used with the new system. A process review is underway that documents sources, processes, results, and documents how the new system can be operated to the best capacity. New system implemented allows data to be scanned and stored in database. Costs would be for disk space, network infrastructure, and staff time to scan. Reduced costs for off-site storage, staff time to file and box for off site storage. | |
| 853 | Share assessment data with other departments. | For example, electronic photos of commercial properties. | A process review is being conducted as part of TAS implementation. |
| 855 | Accept payment for all different City services at any City facility. | For example, cashiers at leisure centres could receive payments for property taxes and water/sewer. | Involvement of Information Systems required to address issues of storage space, formatting and duplication of images and determination of technology solution. Further work is required to define data that would benefit other areas. Initiatives to share data within the Division (Utility/Assessment) are included for 2006. Initiatives with other depts are to be identified and reviewed as a potential 2007 initiative. Cost benefit of required systems integration would not warrant this. On-line payment solution may address issues. The City operates on two different cashier systems, which would make it difficult. |

| Opp # | Description | Issues/ Considerations | Department Response | |
|-------|---|--|--|----------------------------|
| 856.0 | Partner with other utilities and municipalities for collections. | Adherence to the Freedom of Information Act may be an obstacle. 860-Become a central collection agency for other municipalities and gov't agencies. New Tax Assessment System allows for multiple municipalities on the system. | Privacy legislation would apply and agreement from other parties required. The collection options available to the City of Regina, versus the Crown-owned utilities are significantly different. Collection issues have been considered as part of the E-Sask initiative and are not being considered at this time. | Not Proceed |
| 857 | Outsource complex collections. | | Utility collections after a period go to a collection agency. Legal provides services for tax collection. A property tax collection review was completed in 2004 with new processes/policies implemented in 2005 resulting in increased focus on taking title to properties sooner. | Not Proceed |
| 859 | Use new Tax Assessment System (TAS) to provide tax and assessment service delivery to other municipalities in Saskatchewan. | System is designed for multiple municipalities, and for Saskatchewan tax system. Additional staff required to administer. The greatest economy of scale is to provide service for multiple municipalities. | The additional maintenance cost and staffing does not warrant the revenue options. The City of Edmonton developed the software and it was customized for use in Regina. Further customization would be required for use in other jurisdictions to fit within their technical environment and interface with their other systems. | Not Proceed |
| 868 | Review process for receipt and processing of mail payments. | | Large volume payments such as Utility is processed by the Bank. This is a non issue for Utility Billing. Large volume mail processing for taxation occurs once a year, at which time the internal process is reviewed to handle the peak volume. | Not Proceed |
| 871 | Partner with the banks to accept parking ticket payments. | Banks currently receive utility bill payments. | Alternate payment options for Parking Ticket is being addressed in the Parking Enforcement Project in the implementation of online payment services. | Not Proceed |
| 872 | Charge interest for all overdue and inactive balances not paid in Utility Billing | | Interest charges are currently applied. | Complete |
| 873 | Deny water service if bill is not paid when customer moves to another address. | | This is not in the best interest of the City or the customer. Currently provide water services and transfer outstanding balance from previous location to the new location and follow collection procedures | Not Proceed |
| 874 | Increase Bike license fees. | Fee has been the same for years. | Although there could be a review of licence fees, there is no impact on the City due to the agreement with the North Central Community Association. Bike licensing revenue goes to North Central Association. | Not Proceed |
| 875 | Decrease cat license fees. | Currently very expensive so customer don't license their cats. | The cost of a cat license equals the cost to spay/neuter a cat. The license fee is set high to encourage cat owners to spay/neuter to reduce the cat population. | Not Proceed |
| 877 | Offer web billing and payment options. | Saves on customer service staff, reduces line-ups, allow customers to deal with complex issues without the pressure of the line-up. | Internet initiatives continue to be a priority in the delivery of services. Annual initiatives are considered based on resource capacity and technology. This will be reviewed in 2006 and determined if a potential 2007 initiative. | Further consideration-2007 |
| 878.0 | Offset employee work hours and hours open to public. | Need extra time before and after shifts to clean up, close tills, etc. 536-Extend hours of operation in the Revenue Admin - Customer Service and Utility Billing. Customers expect to speak to a person when they call @ 7 am or after 4:45 p.m. | Review with the implementation of on-line services. Analysis would need to occur of the customer needs and the customer traffic to determine if there is a need for this initiative. In addition, consideration would need to be given to security concerns to ensure staff safety. Current extended hour service offered includes the promotion of the Web for general and property specific information, and payment options include night deposit, electronic payment, and auth withdrawals for Tax and Utility payments. | Further consideration |

| Opp # | Description | Issues/ Considerations | Department Response | Further consideration |
|-------|---|---|--|-----------------------|
| 880 | Develop electronic file of tax exemption data. | Logical to set up an electronic file (images) of the data that could be added to and accessed by various areas; utilizing a tool such as Oracle Work Flow to notify impacted areas when a change has been recorded on the file. Reduce the effort required to obtain and maintain the database of customer school support, systems requirements for handling school assessments and taxation, collection efforts for school tax dollars, administration with school boards. This would require a change in legislation and Provincial government would require alternate to obtain funds for education. Alternatively, improve the data sharing process related to this program. | This is an electronic document management issue. City clerks has initiated a Records retention system (TRIM) project. This suggestion is worth pursuing and will be done in consultation with Clerks. Information Systems and the TRIM project. This will ensure there is no duplication of effort. | Further consideration |
| 881 | Remove collection of education tax for the school boards. | | The requirement for the municipality to bill and collect the education portion of property tax stems from provincial legislation. There is no capacity for the City to unilaterally change legislation. | Not Proceed |
| 882 | Improve appeal data sharing with Saskatchewan Municipal Assessment Appeal Board. | Better forecast amount of outstanding appeals. | The description and the comments in the issues section are somewhat unrelated. In forecasting the impact of outstanding appeals, there is no role for the SMBAAC. The City does have involvement with the SMBAAC with respect to appeals. The SMB provides what is required under legislation and has no role in forecasting appeal impact. The opportunity is in the reporting of appeals at the SMB. The SMB advises the city of all appeals to the SMB in writing as required by legislation. They provide a listing of the appeals that are before the SMB when requested which is typically done monthly. The SMB advises when hearings are scheduled. The SMB provides all written decisions as required by legislation. The SMB provides decisions in electronic form that can be searched. There is no further data that the SMB could share that would be of assistance in the appeal risk process. | Not Proceed |
| 883 | Improve data sharing process with Real Estate Board. | Develop common format to improve efficiency of data sharing. Potential for them to provide our sales verification documents and add our account number to their system to allow easier cross reference. | Underway and ongoing. | Underway |
| 884 | Combine assessment and property tax notifications to customer. | Consolidated information to customer when they purchase a property - i.e. school support, assessment notice declaration, sales questionnaire, property assessment/taxation information sent in a single mail out. | The timing of the assessment notice and tax notice are quite different. The assessment notice for a year can be sent prior to the end of the previous year. The tax notice can only be sent once the budget for the year is adopted. | Not Proceed |
| 892 | Simplify the Waste Collection Grant - property tax rebate for condominium owners. | Challenges - Maintaining condo corporation information (mailing address for service); Proper completion of grant application; Interpretation of completed applications; Dealing with condo corporations if they have missed the deadline. The process would be less labour intensive if an application was not required, and if qualification was not linked to 'owner occupation'. The process would be much simpler if the grant was issued on a per unit basis regardless of ownership. For example, a charge of \$2.00 per month for the City's 24,000 accounts could result in more than \$500,000. | Administrative process review will be conducted in 2006 within Council's policy | Underway |
| 896 | Charge an administrative fee for TIPPS. | | This has been reviewed with the outcome that the TIPPS program provides a positive payment option, fees would negatively impact the program. | Not Proceed |
| 898 | Simplify the school support form for property taxes. | | School support form is determined by the Province. The form and content is set out in legislation. Work has been completed with Legal to make this form customer friendly within the parameters set out in legislation. The issue that is most often put forward is not the format of the form but the requirement to declare religious faith. | Complete |

| Opp # | Description | Issues/ Considerations | Department Response | |
|-------|---|---|---|------------------------------|
| 899 | When customer paying bills at customer service, look up other outstanding payments owing the City. | | Likely not an issue that involves other Departments. While other Departments may accept payment for services, they typically are not involved in accepting payments on water or tax account. The City does not have the technology to link a customer file between all of the various systems used. Front line staff would need to review all of the systems to determine outstanding amounts, which would be time consuming and impact our performance of customer service delivery. As technology changes this opportunity will be reviewed. | Not Proceed |
| 949 | Bring in a business tax to reduce sprawl i.e. big box stores, & assist with downtown renewal. | | While this issue can be considered as part of the revenue strategy to raise additional revenue from specific business sectors, there is no current authority to implement a business tax. A business tax would apply to all businesses unless downtown businesses would be exempted to encourage businesses to locate in the downtown areas. There is no authority under The Cities Act for business tax. This authority was removed by the Province with the agreement of the Cities. The same result could be reached by imposing a special tax on businesses located outside of the downtown area. This is to be considered as part of a revenue strategy. | Not Proceed |
| 1124 | Implement a program to allow for equalized payments with a variety of payment options (direct debit) to provide customers with more current and accurate information. | | With respect to taxes and utility bills, the two major billings sent out by the City, there already are options for equalized payments and use of various payment options using electronic bank withdrawal. On-line payment options will be reviewed once online services are implemented for parking tickets. | Further consideration |
| 1233 | Review the inspection process for assessments to ensure the timely update of assessment data. | | A process review is being conducted as part of TAS implementation. | Underway |
| 1237 | Consider taxing or assessing a franchise fee on Casino Regina. | Potential revenues could be used to decrease municipal taxes or increase, social, recreation and sport programming. | While this could be proposed as part of a revenue strategy, this no current authority for such a fee | Not Proceed |
| New 1 | Rework billing cycles and resequence meter reading routes. | Billing cycles need to be reorganized. This will be especially critical if we were to go to monthly billing. May require assistance from vendor - may have associated cost. | Resequencing of meter reading routes is necessary to position the area to move to monthly billing. Billing cycles are also being reworked to align with the new reading routes. This project is underway and will be completed in 2nd quarter of 2006. | Underway - 2006 |
| New 2 | Building process using GIS to monitor unmetered locations. | With GIS meter layer built, this is now possible. | In the past, situations where customers were receiving water without having a meter installed were identified by the meter readers. Since the readers no longer walk routes through the city, these situations will remain un-identified unless an alternate method is developed to find them. The meter layer on the GIS system provides a base to build a process to monitor unmetered locations and ensure that meters are installed as soon as is appropriate. | Underway - 2006 |

TRANSIT

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|---|---|-----------------------|
| 5 | Expansion of Transit Autobody shop to handle all City fleet needs. | <p>976 - Utilize the machine shop for other departments rather than contracting the jobs out. Complete body shop repairs to all City vehicles in Transit SGI accredited body shop. 680 - Increase the customers of the Transit Body Shop area to include autobody needs of all City department vehicles instead of outsourcing those areas' needs.</p> <p>712 - Transit Department to provide autobody service to all City of Regina vehicles. The Transit Body shop is SGI accredited and 2004 SGI Truck shop rates (\$57.78 per hr.) are paid to Transit for all SGI accident repairs. This service could be extended to other City Department fleet vehicles. City Departments currently outsource all fleet body repairs to local business. Expanding Transit's body shop services to other department fleet vehicles is an opportunity for revenue generation for the Transit Department and could save costs for other City Departments. Approx. 50,000 sq. ft. of space would become available to other City Departments within the</p> | <p>The Transit autobody facility is SGI accredited and current SGI rates are paid to Transit for all auto body repairs. Two Journeyman auto body men work in the auto body area. Transit recently installed a new bus-sized cross-flow paint booth. Regina Transit could offer their services to other City Departments but an increase in both space and staff would be required beforehand. Both of these needs could be addressed with the completion of phase III of the Transit Garage at 333 Winnipeg St.</p> | Further consideration |
| 583 | Establish a "Park 'n Ride" somewhere just outside the downtown perimeter where downtown workers can park their vehicles and ride transit for a fee. | The fee would cover the parking cost (including electricity) and the transit fare. Passengers can be dropped off at every block every 10-20 minutes from 7-9 a.m. Buses would not have to be as frequent in the mornings in the 'neighbourhoods'. | If the City of Regina does not own land in a suitable location, the cost to purchase the land that would be required for a Park and Ride could be a deterrent, as well as the cost of grading, paving, and installing the electricity for the plug-ins. We would have to be sure there is enough public demand prior to undertaking further analysis of this idea. | Further consideration |
| 598 | Regina Transit should allow seniors to ride the bus for free. | | A senior's annual transit pass is highly subsidized by the City of Regina. In fact, the annual pass costs just over 3 times the adult monthly pass rate. Seniors can pay for their pass by monthly instalments. Annual revenue from senior pass sales is approximately \$200,000. If seniors are exempted from paying for transit, it may set a precedent for elimination of fees for other City services. | Not Proceed |
| 633.0 | Review roles and responsibilities to provide transit shelter maintenance. | Move the route maintenance worker that works on transit shelter maintenance, signs and bus stop maintenance to Transit. This would greatly improve the cleaning of shelters and bus stops in winter. | Corporate Services and Transit have reviewed this and the service shall continue to be performed by Corporate Services. A review of this will be conducted as necessary. | Complete |
| 634 | Make Transit minor repairs (i.e. tightening mirrors) on the road. | Transit Road Supervisor carry tools for small repairs to buses tightening mirrors instead of sending maintenance staff out. | All buses being fuelled and cleaned in the shop during the evenings currently have the mirrors checked and tightened if required. During the operators' circle checks prior to starting their shift the mirrors are re-checked and secured. If adjustments are required, the operators contact the maintenance staff on duty to perform the repair. | Not Proceed |
| 635 | Discontinue the contracting out of ParaTransit bus drivers and replace with Transit Department bus drivers. | | The contract to contract with FirstBus was made by City Council in 2004. The contract expires in June 2008 and options will be reviewed at that time. It is unlikely that bringing the service in-house will be the most cost effective option. | Not Proceed |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|--|---|--|-----------------------|
| 643 | Offer express transit service to east and northwest resident. | 1234 - Establish express Transit Routes - Increase the frequency of service during peak hours from 20 minutes to 15 minutes. It is expected that this would require the addition of 33 buses to the Transit Fleet. | Establish express Transit Routes – Increase the frequency of service during peak hours from 20 minutes to 15 minutes. It is expected that this would require the addition of 33 buses to the Transit Fleet. The Transit Department is currently reviewing this suggestion. Downtown and the University of Regina are the most likely destinations for express buses. Provision of this service, however, will require a reduction to some of the current service levels provided or an increase in the Transit Department's operating and capital budgets. The frequency of service and length of the express routes, coupled with buses not required due to reductions in our current service levels, if any, will determine if additional buses need to be added to the fleet to accommodate the provision of express service. The last review of the transit routes occurred in 2002-03, with revised routes implemented in August 2003. Routes have been reviewed as required. A more detailed review of all routes is planned for 2006. | Further consideration |
| 644 | Consult Transit drivers in the ordering of new buses to ensure the customers' needs are met. | | This is current process. Transit Management consults with the Union Executive during the preparation of the specifications for the tender. Transit considers a variety of customer needs in the delivery of its service including amenities on the bus. | Complete |
| 668 | Review the level of efficiency in the provision of Transit service to new suburban regions, specifically during off-peak times. | | The last review of the transit routes occurred in 2002-03, with revised routes implemented in August 2003. Routes have been reviewed as required. A more detailed review of all routes is planned for 2006. | Further consideration |
| 681 | Move the Transit garage to Winnipeg St to reduce number of trips to and from the Transit garage and the Transit Department on Winnipeg and include the expansion of the auto body shop to include internal customers from other departments. | Eliminate the transfer of buses to and from Winnipeg St. and would provide the additional space requirement. Approximately 2,000 man hours used annually (unproductively) in transferring buses between garages, which increases greenhouse gases and excess fumes 713 - Explore the possibility of completing phase III of the Transit Building (Transit garage). Locate a new Transit maintenance facility at the same location as the operations centre. 975- Locate a new Transit maintenance facility at the same location as the operations centre. | Approximately 2,000 hours are spent annually transferring buses from 333 Winnipeg Street to 1157 Albert Street. Construction of a new maintenance facility at 333 Winnipeg Street would result in a direct operational savings of approximately \$50,000 annually. This would also bring most Transit Department employees to the same location which would help with supervision and other employer/employee relations. The construction of Phase III would require a significant capital investment. | Further consideration |
| 689 | The Transit Cash Office should be combined with other cash functions at City Hall. | | This is not a viable option for reasons of security and efficiency. | Not Proceed |
| 690 | Transit Information Centre (TIC) should have its own performance standards for phone call handling and should never be amalgamated into a City central call centre. | The TIC experiences varying lengths of time it takes to efficiently respond to customer inquiries regarding routes. | Transit call centre standards currently differ from other city call centres. An integrated Customer Service Strategy is desired long-term and Transit is a willing participant in the initiative. | Complete |
| 692 | Change location of the Transit Information Centre (TIC) to address problems of staff transfer and an off-site reporting structure. | | The Transit Information Centre needs to be visible and it needs to be downtown. Over 50% of the sales of passes and tickets occur at the TIC. It is used as a waiting area for passengers since it is located at a major downtown transfer location. The ideal situation would be for the TIC to be part of a downtown transit terminal, a location where all of the buses could meet to facilitate transfers. The terminal building could house the TIC as well as other businesses that transit passengers could use (day care, coffee shop, dry cleaner drop off/pick up, etc.) The City could own the building and lease out space for additional revenue. | Further consideration |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
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| 694 | Develop a shared depot for City Transit and STC (Saskatchewan Transportation Company) to increase ridership and convenience. | | STC has proceeded alone. | Not Proceed |
| 696 | A new source of advertising revenue is messages on the risers of the front steps of the buses. | | This could work, however as buses are replaced, they are replaced by low-floor accessible buses that do not have steps. Safety concerns would be a consideration and the market may be limited. Regina Transit has purchased low floor buses since 1996. | Not Proceed |
| 698 | Improve snow clearing at bus stops to ensure customers safely depart and enter the bus at the bus stop. | | Snow removal is an ongoing concern to Transit and Transit passengers. It is a safety issue. This issue will be reviewed as part of The Winter Road Maintenance review underway within Engineering and Works. | Further consideration |
| 700 | The Transit department could seek external partners (e.g. STC or First Bus of Canada) to provide charter service (work and school specials). | Public perception of charter service should be considered. City of Regina Transit Football Express Charters reflect a positive image of Transit. High profile conventions such as S.U.M.A., S.A.R.M., also reflect the same positive image of the City of Regina | Partnership arrangements should be considered with the Roughriders, school boards etc. The charter rate structure has recently been reviewed and approved by City Council. | Further consideration |
| 701 | Modify peak and off peak transit service to improve headways. | Adjust headway times for transit service; peak level operating times could be increased to 10 minute service as opposed to 20 minute service. Off peak service could be increased to 20 minute service as opposed to 30 minute service. Evening Transit service 1236 -Increase transit service levels by providing service on Statutory Holidays. 623 -Expand Transit's Request Service from the Science Centre and Centre of the Arts to include pick-up at individual homes on Sundays and non-peak hours. | The last review of the transit routes occurred in 2002-03, with revised routes implemented in August 2003. Routes have been reviewed as required. A more detailed review of all routes and service levels is planned for 2006 and will include consideration of all the opportunities identified. | Further consideration - 2006 |
| 701 | <p>695- Increase Transit Shuttle service to include a downtown shuttle, connecting businesses, shopping, medical facilities, hotels and attractions, University of Regina (Express Bus) , SJAST and the Department of Learning, with sponsorship from these institutions.</p> <p>1202-Review transit service on routes 7 and 9: The route is too long for the traffic and volume.</p> <p>546-Extend Transit Service on Sunday's starting at about 8 a.m. (rather than 11:00 a.m.), and on statutory holidays.</p> <p>Increase the frequency of Sunday and evening Transit service from 60 minutes to 30 minutes.</p> <p>Increase transit service levels by providing service on Statutory Holidays.</p> | <p>599-Increase the number of bus stops and bus times that Regina's could use the bus for getting to work etc. More riders may result in more buses being required. Improve the lives of seniors by reducing the congestion of vehicles.</p> <p>974- Decrease the length of time that riders have to travel on the buses.</p> <p>1197-Re-evaluate transit routes as there are too many empty buses. Have feeder buses during peak times and less large buses running through residential neighbourhoods.</p> <p>979-Reallocate the #7 & #9 feeder buses and use them on routes that have fewer passengers.</p> | <p>The last review of the transit routes occurred in 2002-03, with revised routes implemented in August 2003. Routes have been reviewed as required. A more detailed review of all routes and service levels is planned for 2006 and will include consideration of all the opportunities identified.</p> | Further consideration - 2006 |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
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| 702 | Bicycle racks on buses for cyclists use. | | The Student Union at the University of Regina is interested in this idea and there has been some preliminary discussion. The number of racks, costs and maintenance issues all need to be explored. As well, we need to have an indication of how well the racks would be used. | Further consideration |
| 703 | Accommodate advertising on Bus Shelters that are owned by City of Regina. Presently advertising is only accommodated on shelters owned by Viacom. | | As of September 1, 2005 the contract for transit shelter advertising has been awarded to Rawlco Radio Ltd. The City of Regina purchased all of the shelters that were owned by Viacom. Fifty shelters can currently accommodate advertising. Part of the contract with Rawlco enables a maximum of five shelters per year to be fitted with advertising panels at the City's expense. | Complete |
| 704 | Provide air conditioning on city buses. | This feature could assist in increasing ridership. | Air conditioned buses is an attractive feature to passengers and Operators. The addition of air conditioning to Transit buses at time of purchase includes several negatives, which are as follows: Engine horsepower rating requires an increase, resulting in increased exhaust emissions; Reduction in fuel mileage: The total cost of each bus would increase by approximately \$10,000.00 per bus; Technical training to maintain the HVAC systems would be required by the Journeymen mechanics increasing Maintenance costs; Tooling and equipment would be required to make repairs and provide routine preventive maintenance to the HVAC systems increasing Maintenance costs; and HVAC systems will increase overall weight of the bus increasing public concerns of shaking houses. | Further Consideration |
| 705 | Explore the possibility of chartering buses for events outside the 25km of the City limits. | Presently, such charters require Highway Traffic Board permits and clearance from highway bus companies. In the past the city chartered to huge venues such as Craven for concerts, and Moose Jaw for Air Shows. | Responsibilities for charter service should remain within the 25 km range. It is difficult to obtain permits to travel outside this range with present legislation in place. Other factors to consider are vehicle breakdowns and radio coverage is eliminated. | Not Proceed |
| 706 | Hire part time transit operators. | Part time operators could allow for better optimization of service. However, the collective agreement would have to be modified to achieve this opportunity. | There may be some merit in reviewing this opportunity in more detail. | Further consideration |
| 708 | Review traffic light sequencing to ensure optimal traffic flow (i.e.: sufficient time for turning arrows, etc.). | | This idea merits pursuing in more detail as it will allow better schedule adherence and reduced travel time for Transit passengers. It will require considerable discussion and collaboration with the Traffic Division of Engineering and Works. | Further consideration |
| 709 | Outsource the interior bus-wash program. | Outsourcing may save money and free staff for other duties. Union must be consulted. 722- Provide bus interior washing service on days. | The interior wash program is tied in with evening line servicing. Having the interior washing done during the evening frees up more buses for use during peak daytime hours. Currently the Utility staff have other duties in addition to cleaning the buses (performing change offs, towing of buses) which are important components of the shift. | Not Proceed |
| 710 | Use City janitorial staff to maintain Transit Maintenance Garage at 1157 Albert St. (Bldg. D). | This building is currently maintained by 2 Utility persons. | Currently the Utility staff have other duties, in addition to maintenance of the garage, (deliveries, performing change offs, towing of buses) which are important components of the day shift operations. These duties would still have to be done during the day by someone. There may also be Union/contract related issues. | Not Proceed |
| 711 | Explore the opportunity of providing machine shop product to other cities. | May require increase in FTEs. | There may or may not be a demand for the service in other cities. Facility space and increase in staff resources would need consideration. | Not Proceed |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|--|--|---|-----------------------|
| 716 | Recruit more transit operators. | More operators would allow for experienced operators to provide more training time. | 4 new operator positions have been created. | Complete |
| 717.0 | Review spare board policy at Transit Department to determine if it should be used for reasons beyond sick leave. | 719 - Review spare board for evening shifts. No drivers want the late evening spare board shifts (9:30 p.m.). | The basic spare board rules seem to be sound (i.e. replacing people from the cheapest to the most expensive); however due to staff shortages and attendance issues this has not been determined. Further review is required in conjunction with the Union and Human Resources. | Further consideration |
| 718 | Need to promote sales of season and month transit passes. | | Transit will focus its marketing efforts and promotions to targeted sectors of the population along with seasonal considerations. | Further consideration |
| 720 | Review procedures for updating and emptying fare boxes. | | Process and procedures are reviewed on an ongoing basis. | Underway |
| 721 | Review transit mechanic training to provide more widespread opportunities. | Currently, only senior mechanics have the opportunity to overhaul engines. | Various training opportunities are provided to the journeyman mechanics. This includes engine and transmission overhaul training. | Not Proceed |
| 723 | Explore the creation of a separate marketing division for the Transit Department. | Could provide for more effective marketing of Transit. | As part of the restructure, the department will have a dedicated Customer Services and Marketing Division. | Complete |
| 724 | Provide a systems analyst position in the Transit Department to review all the data coming into the department. | | As part of the restructuring of the department a full time business analyst position has been created. | Complete |
| 725 | Integrate the advance reservation requests for paratransit service, with another service area such as City Central, Play Line, or the Transit Info centre. | This would alleviate some of the difficulties paratransit has responding to requests for service. | An integrated Customer Service Strategy is desired long-term and Transit is a willing participant in the initiative. | Further consideration |
| 726 | Use an external service provider to take requests then forward to the City's paratransit scheduling and dispatch areas. | Having an external service provider take advance reservation requests has both advantages and disadvantages. The advantage would be that there could be an increased number of trip requests taken. The disadvantages would be the wait time for the passenger | The advantage would be that there could be an increased number of trip requests taken. The disadvantage would be that the wait time the passenger would experience before knowing that their trip had been scheduled. Customer dissatisfaction (currently they know immediately if a trip has been booked and are familiar with the current complement of Paratransit Clerks), quality control and potentially increased costs may result. There could be an opportunity to complement this service interdepartmentally as suggested in opp #725. | Not Proceed |
| 727 | Utilize taxis to provide a portion of paratransit activities. | The use of taxis to provide paratransit service could potentially create cost savings and assist in providing better service. The primary use would be for late night service, extended service area use and in some non-medical emergency situations. | This option is allowed under the current contract with FirstBus. The administration will use taxis where it makes sense (i.e.: where it is cheaper than providing the regular service). | Complete |
| 728 | Advertising space could be provided on the inside and outside of the paratransit buses. | | This opportunity will be reviewed in more detail. | Further consideration |
| 729 | Paratransit service could be extended to people moving into long-term care facilities or transferring between hospitals. | The service would be a direct trip at a special flat-rate. Regarding transfers to long-term care or between hospitals there would be some training costs and minimal cost related to advertising the program. | There is merit in further investigation of this opportunity. | Further consideration |
| 730 | Extra equipment such as wheelchairs that need to go in for repair could be transported for a flat-rate by paratransit service. | Transporting additional equipment would require training & possibly the purchase of additional securement equipment. There would be some cost related to advertising the program. | Paratransit currently operates at capacity. | Not Proceed |

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------|---|---|---|-------------|
| 731 | Explore the opportunity to receive requests for paratransit service trip bookings via the internet. This could assist with the volume of trip bookings. | | This item is included in the e-government initiatives review | Underway |
| 732 | Explore the use of an interactive voice response system for paratransit service so that a passenger could phone in and check their trip bookings. | This would alleviate the volume of phone traffic and would be faster and more convenient for the passengers than the current system. | A review of the use of this type of technology will happen after the e-government review of on-line bookings. | Underway |
| 733 | Paratransit should pursue the cost recovery from School boards and health organizations. | The City subsidizes the cost of these services. | This has occurred. The School boards will pay on a cost-recovery basis by Sept 2007. | Complete |
| 737 | The complaints and bouquets could be forwarded to the supervisory staff to investigate and respond. | The collective agreement states that the Transportation Manager investigates the complaints. | The complaints and bouquets are currently handled by the supervisory staff for investigation. | Complete |
| 740 | Establish opportunity for public to provide input (e.g. complaints) input via email regarding paratransit service. | | This opportunity already exists via the website - for both regular transit and Paratransit customers. | Complete |
| 741 | Review contract with FirstBus Canada. | Plans are underway to establish a more rigorous monitoring schedule of the contract with FirstBus Canada following the establishment of the contract extension. | Rigorous monitoring of the contract with FirstBus Canada occurs now. Various aspects of the contract are scrutinized on a monthly basis. | Complete |
| 977 | Add extra time at the end of each route to give bus drivers an opportunity to use washroom facilities. Place portable washrooms at the end of each of the routes. | | There could be problems finding appropriate locations especially in residential areas. There would be added costs to rent and maintain the portable washrooms. Bus Operators likely would continue using the current convenience store facilities due to better cleanliness and for beverage/snack conveniences. | Not Proceed |
| 1038 | Implement a shuttle service to neighbouring bedroom communities. | Drop offs at Malls. | This service would be subsidized by City of Regina tax payers, or it would have to be priced at full cost recovery (which likely would be a detriment) to those wanting to use on a trip by trip basis. Problems would also be created from a scheduling perspective making connections to regular transit routes to continue trips into downtown. However, if the communities of White City/ Emerald Park for example approached the City for this service this would be considered accordingly. | Not Proceed |
| 1200 | Develop an apprenticeship program for Transit mechanics. | | Transit provides apprenticeship to employees based on departmental needs. | Not Proceed |
| 1201 | Review the procedures to report employee absences at Transit to ensure the efficient scheduling of staff and reduce overtime. | | This is an ongoing operational matter. | Underway |
| 1203 | Review salary schedules for Transit. | Supervisors and operators are in the same schedule but do not get compensated the same for coffee breaks. | Transit Supervisors do not get paid for coffee breaks. Although coffee breaks are not scheduled for Transit Supervisors there is time during their work day to remove themselves from the office to do so. Payment to the Transit Supervisors for coffee breaks as well as salary schedules are Labour Relations matters. | Not Proceed |
| 1204 | Provide complimentary ticket for transit riders during extenuating circumstances. | | This is part of regular business process for both Transit and Paratransit service. | Complete |

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| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|--|-----------------------|---|
| 14.0 | Develop partnerships with other organizations such as School Boards, Regina Exhibition Association, Regina Airport Authority in the development and maintenance of major facilities. | Jurisdictional issues, funding issues, human resource and union issues. Develop partnerships with other organizations such as School Boards, Regina Exhibition Association, Regina Airport Authority in the development and maintenance of major facilities. Jurisdictional issues, funding issues, human resource and union issues. 15-Regina Public Library could partner with the City to use more city space for providing library services. | Corp | This opportunity should be combined with opportunity #14. There are many possibilities for sharing resources within the City and with other outside agencies but they all require the cooperation of the various parties, this would likely require the participation of the City Manager. |
| 14.0 | | Response to 15 | Comm - CLS | This is something that needs to come from a corporate program and facility perspective. It is possible to pursue this in the next five years, particularly in the inner city. |
| 14.0 | | Response to 409 | Comm - CLS | A long term facility development plan and restoration plan is a priority over the next two years. Partnership opportunities will be pursued throughout this process. |
| 14.0 | | Response to 409 | Comm | Underway - A committee has been struck and will begin discussions in 2006. |
| 14.0 | | Response to 409 | Comm - PS&LD | To be initiated by PS&LD and C&LS in 2006. |
| 34 | Sharing of IT applications with RPS. | This could save money and effort for both entities. | Corp | RPS should do all of our purchasing, and we just reimburse them. Our app needs & inventory should be reviewed more closely. with director |
| 51 | Add Business Analyst positions. | Business areas typically take ownership of their own systems, but some don't have the appropriate level of resource to fully exploit and administer them as they should. Additional Business Analysts positions would help this.....perhaps some business area | Comm | |
| 51 | | | Corp | This is something we actively promote. It's something that each Dept needs to justify. Recent positive movement in Transit, Clerks, Comm Services. |
| 51 | | | E&W | E&W strongly supports this opportunity. Current business practices and improvements are hampered by lack of resources to undertake analysis. Budget constraints are a consideration in implementation. |
| 51 | | | Fin | Finance has analyst positions in most areas of the Department. The current complement is sufficient. |
| 51 | | | Fire | Fire has recently filled a two year term Business Analyst position to continue with the implementation of FDM modules. The Business analyst remains dependent on support from Information Systems. |
| 51 | | | Legal | Legal supports the premise and need for this type of resource. |
| 51 | | | Tran | As part of the restructuring of the department a full time business analyst position has been created in the Transit department. |
| 133 | Review Local Improvement Assessments. | The assessment management approach will also introduce the potential for different funding options such as: levies, special taxes or frontage fees. Phasing out the local improvement policy and the reduced assessments for concrete and replacing them with | E&W | Prior to the Cities act, the Local Improvement Act was the only authority available for municipalities to levy a fee or charge property owners for the cost of a project which benefited a specific property or properties. The Cities Act provides other options and these will be examined and recommendations brought forward in due course. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
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| 133 | | | Rev Admin | This issue needs to be considered as part of a broader revenue strategy. To be part of a corporate revenue strategy, which would be assigned to all departments for their respective rates and fees. This particular opportunity would involve Revenue Administration and Assessment and Eng & Works. |
| 133 | | | Legal | It appears that this opportunity is attempting to find funding sources in addition to the property tax base. The <i>Local Improvement Act</i> is used to fund capital works by charging properties about the work. The only other significant source of legislative authority are Sections 275 to 278 of The Cities Act allow Council to impose a special tax on benefiting properties to fund any service specified by bylaw. |
| 147 | Hard Infrastructure Assets require a higher level of investment. | The condition of Hard Infrastructure assets have been declining over the last number of decades. The infrastructure value should be determined and updated each year to determine whether the City's assets are increasing or decreasing (asset management). | E&W | E & W agrees - Asset management system and validation criteria need to be in place to accomplish this. |
| 147 | | | Comm | The Parks and Open Space Management Division conducts a Conditions Assessment Survey periodically of all civic parks. The next assessment is scheduled for 2007. The assessment evaluates the condition of hard and soft landscape such as trees/shrubs, turf grass, furniture, fixtures, pathways, signage, and various other accessories. The Division has a program in the Capital Budget referred to as Open Space Restoration. Approximately \$350,000 is available annually to restore various features in parks based on the condition assessment. |
| 147 | | | Corp | Several studies have been undertaken to gauge the condition and requirements for facilities within the City. For example, the Facilities Audit for outdoor swimming pools and indoor arenas has found a high level of deferred maintenance. Also, the Yard Study of field office and operational yard areas has identified significant requirements. Overall, the Facilities' infrastructures is being under funded. There is a life cycle costing project that will be undertaken 2006 that will provide further analysis. |
| 154 | Implement current Technology Training for Design and Development. | Provides more options when deciding on optimal processes for each process and benefit would be potential for optimal service activities. | Comm | We do technology training as required on an ongoing basis. |
| 154 | | | E&W | Process review is a part of E&W strategic planning. |
| 173 | Reduced Fee Services by Departments should be eliminated. | Programs such as lead water pipe subsidy program was meant for owners in older homes, however, developers are taking advantage of the subsidy. | Comm | This should be the responsibility of the Water Division of the E&W Department. |
| 173 | | | Corp | No Comment |
| 173 | | | E&W | The programs (service lines, local improvement) have value and merit as part the City's goal of inner city redevelopment. Fees should apply regardless of ownership. Fees should be reviewed to ensure compliance with original intent of program. |
| 173 | | | Fin | The issue outlined relate to Eng and works. Further review required to determine the issues and the scope. |
| 173 | | | Tran | Transit has no "Reduced Fee Services" to consider eliminating. Transit rate structures are reviewed on an ongoing basis but does not have the type of subsidy programs suggested by this opportunity that warrant review or consideration. |
| 175 | Provide public education on environmental issues. | Partner with local educational institutes, Science Ctr., Royal Sask. Museum and District Food Bank. | Comm | The three departments need to work together on this. Perhaps led by Corporate Services. |

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| 175 | | | Corp-Comm | We already do some environmental public education through our Big Blue Bin, Composting, and Tinsel Mulch Programs, as well as through the One Tonne Challenge project and the Integrated Pest Management program. We could seek partnerships with educational institutes to enhance our communications. |
| 175 | | | Corp-Fac | This is being addressed through two initiatives that the City is involved in: (1) the creation of a Regional Centre of Expertise for Education on Sustainable Development through the United Nations and (2) the creation of a Saskatchewan Working Group for Education on Sustainable Development through Learning for a Sustainable Future. The objective of both of these initiatives is to improve formal, informal and non-formal education related to sustainability issues which include environmental issues. The City is involved in both of these initiatives as are many of the partners that are listed...although both are in a "proposal" stage versus full-fledged implementation. Overall, in terms of "climate change" related activities, there is little that we do without partnerships with other organizations <input type="checkbox"/> |
| 175 | | | E&W | E&W, while supportive, does not see this as a Core Services item. Education relates to specific programs, as part of program delivery. |
| 192 | Integrate Payroll into Human Resource Information and Systems for increased service delivery. | VIP is not being used for its full potential. There is a lack of statistical report generation and roles and responsibilities need to be clarified for the specific functions (i.e., salary records, schedules, GL accts.). | Fin | While change is possible, a key consideration that is often overlooked is the need to have segregation of duties for control purposes. Payroll and HRIS are both in VIP, with duties segregated to provide adequate internal control. HR should include compensation. There should be segregation of duties between these functions. Majority of Payroll functions are high volume transaction processing that are more compatible with other Finance functions. Continue to look for ways to improve work flows between HR and Payroll. |
| 192 | | | HR | Idea to consider |
| 197 | Clearly defined roles & responsibilities between HR & Payroll. | | Fin | See response to 192 - similar issue |
| 197 | | | HR | Idea to consider |
| 234 | Implement a cost recovery Technical Training program for surrounding communities. | City has expertise and equipment which could be valuable to surrounding communities who cannot afford to train staff. | Corp | eLearning is a cost-effective option for them. We often have spots available in our classrooms for one or two more. The issue may be more around the type of training done by Fleet & Fire? IS training is focused on desktop applications. Occasionally we bring in external trainers for a specific application. When there are spare seats available we offer these to external organizations. A more cost effective way to deliver desktop training is through online courses which we are implementing in 2006. The technical training mentioned here may be Firs, Fleet or Parks Open Spaces related. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
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| 234 | | | Fire | The training division is focused on internal training and/or certification. There is significant staff turnover in the next 10 years. The number one priority is to train and replace those firefighters that are leaving. Fire training is available through Fire Colleges, both public and private sector. The training division does not have the capacity to provide training as outlined in the opportunity, but when space is available in RFD programs they are made available to other Fire organizations. |
| 235 | The current Clerical Support concept is unreliable for locations outside of main centres. | | Comm | with director |
| 235 | | | Corp | Not certain of what is meant by this opportunity. |
| 235 | | | E&W | E&W has added resources to improve support for locations outside of main centres. |
| 273 | Transfer maintenance and mechanics for specialized equipment to respective divisions freeing up support services position. | An example is the specialized training required to repair fire equipment, i.e., pumper trucks. | Comm | Defer comment pending Fleets review of this opportunity. |
| 273 | | | Corp | MORE INFO REQUIRED - Fire Dept already has their own mechanics assigned to maintain their specialized equipment |
| 273 | | | E&W | Fleet Operations to review and lead. |
| 274 | Have police scuba functions taken over by fire. | There is a requirement to preserve evidence. 455 RPS should consider relinquishing Dive Team responsibility to the Fire Department. Issues could include Fire Dept. Dive Training and Evidentiary Protection Issues. 518 Transfer police dive team to Fire. | Fire | Certification and ongoing training make this service costly to maintain. Function is one of recovery, not rescue and is normally provided using staff in a call-back capacity. Need to meet with Police to discuss issue. Saskatoon Fire and Protective Services currently maintain this capability. In 1997 the Co-ordinator of Emergency Planning prepared "The Water Rescue/Recovery Study". RFD and RPS will review the study to determine if the findings and recommendations are still valid. Costly to maintain this capability. |
| 277 | Change policy so that Fire responds to EMS calls more quickly. | Currently only contacted if EMS is not available to get to emergency site within 10 minutes. 360-Establish alarm notification C47 with EMS. On joint emergency response, EMS would be notified at the same time information was being sent to responding personnel with their agency. Currently it is done by phone which could take minutes. | Fire | Initial discussions have begun with EMS regarding this issue. There is built-in lag time within EMS protocol that slows the request to RFD for some emergency medical assistance. The proposed change would require amending Fire-EMS Mutual Aide Agreement and bylaw approval by City Council. The current agreement does allow for immediate response from RFD in the event of life threatening and non-breathing medical emergencies. The agreement states that in the event EMS is not expected to be able to respond within 10 minutes, RFD may be contacted to respond. RFD is investigating an electronic solution where faster notification would occur via computer. If computer notification is feasible, RFD and EMS will need to coordinate equipment requirements and amend interagency protocols. |
| 284 | Have payroll people in Parks report to Parks department. | Better utilization of their time as payroll in this area isn't a 5 day a week position. | Comm | with director |
| 284 | | | Corp | The location of payroll staff should be reviewed. Perhaps some of the information could be submitted electronically directly from the departments. |
| 284 | | | E&W | Community Services and Finance to review and lead. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
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| 284 | | | Fin | See 562 - similar issue |
| 294 | Users should purchase small tools and equipment rather than renting them from the Small Tools inventory. | Current Lifecycle cost for small tools to user groups is 10 times that of them buying their own. 950/957/952 | Comm | The Parks and Open Space Management Division needs time to understand what the implications would be if the management of small tools was transferred from Fleet to the Division. New maintenance strategy and reduced rates have been implemented. The business case contained some wrong assumptions and was based largely on incorrect information. |
| 294 | | | Corp | Department ownership of small tools was discussed by the group and rejected. It would mean returning to the system in place previously, which led to numerous problems that the current system was created to resolve. |
| 294 | | | E&W | E&W agrees provided it does not create duplication or additional cost by duplicating equipment that could be shared. Rental rates should reflect actual value. |
| 300 | Partner with provincial and federal government on aboriginal, social, and inner-city revitalization issues. | | Comm - CLS | The Regina Inner City Community Partnership is addressing the issues regarding aboriginal, social and inner city revitalization through partnerships with the community, provincial and federal governments. |
| 300 | | | Comm - UP | This is currently underway via the Regina Inner City Community Partnership. Inner City revitalization issues are best put to this Partnership Committee for review and consideration. Urban Planning sits on the committee. |
| 300 | | | E&W | Underway? Community Services to review and lead. |
| 300 | | | Fire | Fire would not lead but would participate through current and future public education and prevention initiatives. |
| 300 | | | Tran | For many, Regina Transit is the only viable transportation choice. Transit provides value in revitalizing the inner city and the department would play a role in this type of partnership with service delivery. |
| 320 | Schedule seasonal training to meet workload demands. | Training time usually corresponds with the most demanding workload time. Late season training in preparation for the spring may be beneficial. | Comm | The Parks and Open Space Management Division has developed a formal employee training and development program that schedules training to meet the operational needs. Approximately 95% of the equipment used in the management of Parks and Open Space is operated by casual employees. At the beginning of each season and once it is determined what the training needs are in context of returning staff and new equipment, an Employee Development Week is scheduled. During this period attempts are made to provide all the necessary employee training. There is no value in offering training at the end of the season. Because the majority of work is performed by casual employees, there is no guarantee they would be returning to work for the City the following year. Retention of training is also an important factor. Conventional training models advocate that if newly acquired skills are not practised within 30 days retention of the new skills is compromised. |
| 320 | | | E&W | More emphasis is being placed on training ahead of seasonal demands within E&W. |
| 380 | Combine the various committees with housing, homelessness, and related mandates within the City and the RPS. | The result could be one effective body with appropriate membership, structure, authority, budget, staff resources, credibility, and visibility to fulfil its mandate. Note that RHAC and Homelessness committee are considering options to consolidate resource | Comm | Urban Planning Division will consider this. A greater understanding of the potential opportunity is required. Consideration, however, will be required because the involvement of several levels of government. |
| 380 | | | Corp | The Housing Advisory Committee has been discontinued. The Community Services Department should decide whether or not there is a need to streamline committee mandates in this area. |
| 380 | | | E&W | E&W has no involvement? |
| 380 | | | Fire | Fire would contribute information where appropriate. |

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| 390 | Review roles and responsibilities in Bylaw Enforcement, Building division, Planning division, Real Estate, Traffic and RPS to outline similarities and overlaps and develop appropriate partnerships to provide service. | This would better maximize resources. | Comm - UP | This would require a very extensive and comprehensive review of all operations within the noted Divisions/Departments. Such a review would have to be initiated at a Departmental level. UP would play a significant role due to close working relationship with other Divisions. |
| 390 | | | Comm - BI | This suggestion would not appear to provide any obvious efficiency. Preliminary discussions have been held on this matter and it is seen that each of these groups has requirements for specialized background and licensing for the specific area. Further, there are not any seasonal anomalies identified between the groups. |
| 390 | | | Comm - BE | - This opportunity will need to be considered as part of a larger corporate review. |
| 390 | | | Corp | These areas currently work closely together. Perhaps there could be improvements. |
| 390 | | | E&W | Clarification is required for roles and responsibilities associated with development issues and compliance. This is being reviewed as far as it relates to E&W development, environmental and building related issues. |
| 426 | Installation of maintenance free floor surfaces that do not require stripping and waxing. | This would cost money to install. | Corp | Flooring options are and will continue to be reviewed when new flooring is required and the minimization of maintenance is one of the considerations when selecting a flooring. This is an on-going opportunity. |
| 460 | Combine Police Dispatch with RFD & EMS. | Union agreements, physical location, security, selection & hiring. | Fire | Review recent study and reports on this proposal to restate the Department's conclusive position and past City Council Decisions. |
| 460 | | | Corp - IS | Fire & Police are running separate systems, as of last year. Fire appears happy. |
| 461 | Use Voice over IP technology. | | Corp | There is currently no business case for doing void. The network would need to be upgraded significantly, with added staff to keep it running. Current system (Pastel) works fine. This is something for the future, but not for next 3-5 years. |
| 464 | Investigate the potential for fund raising programs & donations. | Currently restricted because of ethical implications. | Corp | Would likely be marginal benefits for such fund raising. The is already significant competition in the non-profit sector and this is not an area of expertise for the City. |
| 466 | Implement flex time to support cultural program deployment. | | Comm | A number of staff are already on an averaging agreement. |
| 484 | Ensure cost recovery for CPTED assessments for 3rd parties. | | Comm | In consultation with PS&LD. There is an internal CPTED Working Group that should deal with this. |
| 516 | Consolidate all drafting services and GIS services into one workgroup. | Employees in different departments have different job titles and are at different pay scales. 279- The Fire Draftsperson position is underutilized. Map generation could be handled by other department staff. | Comm - PS&LD | Drafting services must be complimentary and close to the source of the work. GIS related to Landscape Design requires specialization as well as knowledge of specifications, etc. Our GIS software has been modified to handle landscape design elements. |
| 516 | | | Comm - UP | UP will review drafting and graphics requirements in 2006. Consultation will occur with Development and Technical services E&W, and with Corporate GIS regarding appropriate placement of positions. |
| 516 | | | Corp | We see the Corporate GIS staffs interaction with the corporate data and programmers/analysts in IS as being very beneficial. The staff entering & maintaining GIS data are in the various departments (Assessment, E&W, Comm Serv) because that's where the business expertise is. |
| 516 | | | E&W | There is merit in having consistent standardized drafting and GIS throughout the organization. Each department has their own individual needs and deployment of staff should recognize this. Consistent position descriptions are under consideration. |

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| 516 | | | Rev Admin | Business expertise on property ownership lies with Assessment, which supports the assessment layer. |
| 516 | | | Fire | 279-The CAD Technician job description has been reclassified to GIS Specialist and includes work functions greater than map generation (specialized and unique work assignments). The position has specialized duties related to the emergency response process and the Fire Department's FDM Computer Assisted Dispatch and Record Management Systems. |
| 529 | Implement a business development function within the City of Regina. | The function would provide an effective single point of contact for customers trying to establish a business in Regina. Business creation/relocations could also be aggressively pursued and discovered through this process. In practical terms this would be | Comm | This appears to overlap with the mandate of RREDA. This opportunity could be forwarded to RREDA for consideration. UP Division would provide input towards zoning regulations. |
| 529 | | | Corp | Currently, this has been determined to be the role of RREDA. Some new initiatives such as BizPal will assist new businesses in obtaining the necessary approvals. |
| 529 | | | E&W | RREDA currently provides this function. |
| 529 | | | Rev Admin | There needs to be some determination of the role of RREDA and that of the City with respect to this. If the issue is attracting businesses, then that is the role of RREDA. If the issue is to make it easier for businesses to navigate within the Administration, that is something else. The provincial government is promoting an initiative for an online business site outlining the regulations and requirements to operate a business in the province (BIZPAL). Participation of the City in this project will be reviewed corporately. |
| 537.0 | Cross train Meter Readers, Water Attendants and Meter shop personnel to provide better customer service and coverage. | One person would read the meter, turn the water on/off or remove/install the meter instead of having 3 different employees going to that address. 580-Meter Readers could be cross-trained with the Meter shop for basic installs. 601-Cross-train Meter Shop personnel and Water Attendants within Utility Billing. Having these employees cross-trained would mean only one city employee would go to a customer's home instead of potentially three. 579- Implement a cross training program between areas in the Utility (Trouble truck, Meter shop, Water attendants). Better understanding of other areas results in better quality of information and work. 570- Investigate the potential to combine functions between the Meter shop and water turn on/off. Currently the meter shop does do some cuts and water attendants. | Rev Admin | Some cross training has taken place in 2005 and continues in 2006. This opportunity crosses bargaining unions and Depts, discussion and negotiations to occur as a 2007 initiative. |
| 537.0 | | Response to 580 | E&W | Meter Readers are local 7 so this opportunity involves collective agreement issues |
| 537.0 | | | E&W | Some cross training is taking place in 2005. This crosses bargaining unions and will require negotiation. Targeted for 2007. |
| 537.0 | | | HR | HR would participate as required. |
| 545 | Have the designers and engineers involved in a project out there where the work is being done. | | Comm | Project management within PSD requires frequent on site attendance and this is being done. We are also involved in inspection processes. |
| 545 | | | E&W | E&W Supports this opportunity and will participate. |

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| 552 | Review the current practice for leasing (including the length of lease) versus purchasing computer equipment. | | Corp | Starting in 2005, we have changed the length of desktop lease from 3 to 4 years. We know that leasing has saved the City \$\$ on the total cost of ownership. With prices continuing to drop, the resources & "brown dollars" required for admin & repairs & cascading (all involved with owning the equipment) become a larger percentage of the total cost, & make leasing even more attractive. |
| 562 | Centralize Payroll Services. | There are staff from all areas (Comm Services, Corp Services, E & W) that key in employee's time and the hours are then sent to Payroll. | Comm | The location of payroll staff should be reviewed. Perhaps some of the information could be submitted electronically directly from the departments. |
| 562 | | | Corp | Finance to review and lead |
| 562 | | | E&W | Staffing and work flows for Distribution Clerk role are under review through the SPL maintenance management implementation project. Options being examined include relocation of Distribution Clerks and/or implementation of hand held technology for data capture in the field. |
| 562 | | | Fin | A SW review in 2006 will be done that involves WWD, WTS, Building Inspections and Water Billing to see if this is possible. |
| 573 | Meters should be installed as soon as the water line is hooked up for a new address. | Currently plumbers may turn water on (without permission) and there is no real way of knowing that water is connected. 834 - Integrate Water Meter installations to ensure consistency in processes. A few meters are installed by Utility Billing staff; most by the Meter shop; after-hours done by ESV. Inconsistencies in processing. | E&W | Requires consultation with groups such as the Home Builders Association. |
| 573 | | | Rev Admin | |
| 574 | Develop package for home-builders, contractors, home-owners who are doing construction that provides a complete list of requirements and contacts. | This should include information from all relevant departments and divisions. | Comm | The Building Division has an extensive series of publicly available pamphlets which outline the list of permit and building requirements as well as being addressed to specific topics on buildings (e.g., Decks, garages, basements, etc). In addition the Division has a checklist of all contacts and submission requirements available for any applicant. These documents are accessible through the City's web site. These publications continue to be revised and updated as required and are considered to be current at this time. The Division would not see any efficiency with continuing this opportunity as a project |
| 574 | | | E&W | E&W supports the opportunity and will participate. Requires central coordination within the City's communication strategy. |
| 574 | | | Rev Admin | Promote the City's website. Website users could request additional information specific to their needs on line. |
| 574 | | | Fire | Fire would work with Building Division to provide input on Fire Code requirements. |
| 575 | Develop a brochure for new home owners providing info about taxes, utilities, some most commonly asked question, or items that cause our customers the most trouble (city trees; ownership of water line; laneways; building permits). | | Comm | Community and Leisure Services division would contribute information where appropriate including having the information available on the web. PS&LD would be involved. |

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| 575 | | | Corp | We have done separate brochures on some of these items and could do one combining them, directed to new home owners, if funding and resources were available. A website, similar to express address, which would provide information like this for people looking at moving to the City or province is among a list of proposals currently being considered by the e-Sask Steering Committee. The Committee consists of representatives from the City's of Regina and Saskatoon, SGI, SaskPower, SaskEnergy, SaskTel and ITO. |
| 575 | | | E&W | E&W supports the opportunity and will participate. Requires central coordination within the City's communication strategy. |
| 575 | | | Rev Admin | Tax and utility information is provided on the internet. Expansion of this data would require other areas to participate. A homeowner tips guide to address the frequently asked questions and to raise attention to the key responsibilities of property owners. As an alternative to the guide promote the City's website and develop key links to information relating to property ownership. The website contains more information and allows for easy update and addition/deletion of data at a minimal cost. The site is interactive and allows the user to request additional information specific to their needs. Each department would need to lead this initiative within their department. |
| 575 | | | Fire | Fire would contribute information where appropriate with an additional recommendation to focus on e-brochures and updates to City website. |
| 576 | Providing extended hours of service for the utility. | Could significantly improve information tracking, consistency of service, and reduce repeat calls. | E&W | Strengthening internal processes involving Dispatch, water attendants and the emergency service unit will improve customer service and provide increase in service hours without increasing staffing levels. Timing to be determined. |
| 576 | | | Rev Admin | Turn-on and turn-off service is provided through the Utility Billing area (water attendants) from 7 a.m. to 6 p.m. Monday through Friday. Turn-ons and turn-offs for non-delinquency customers is provided until 8 p.m. (winter) and 9 p.m. (summer) by the Emergency Services staff. No service is provided after that time for reasons of staff safety. |
| 576 | | | Corp | Could fit into other Customer Service Initiatives and reviews currently underway. |
| 588 | Procedures for Building Inspection and Utility Billing, working together to ensure that new water customers are billed as appropriate need to be reviewed and updated. | | Rev Admin | The inspection of buildings and the water meter in operation is to be shared with Community Services in the development of procedures to verify if the customer is in billing for water services. |
| 588 | | | Comm | The issue is one of water consumption being billed at the completion of a building project. Discussions have been held between the Building Division, Utility Billing and the Meter Shop for a number of years. The Building Division has implemented new procedures to assist in the matter as agreed to by the group, but there continues to be a need to revisit the issue on the part of these agencies. The opportunities represent predetermined solutions to the issue that do not have consent of the whole group. Discussion continues on the matter. The Building Division does not view this as being a topic for resolution under this review. |
| 594 | Change parking ticket fines for expired meters to make the value of the fine proportional to the length of the parking violation. | | E&W | Police (Commissionaires) should be involved in the review of this opportunity as they can currently issue double or triple tickets and can even tow in extreme cases of over parked vehicles. The opportunity is worth considering further, however, it is not seen as an urgent priority, additional research and/or investigation is required to more clearly define the opportunity. |
| 594 | | | Rev Admin | While in theory such a suggestion may sound good, it is impossible to know what the length of the violation was. |
| 605 | Improve access to, and availability of computer training for employees. | Provide touch-typing program/email instruction/data processing tutoring programs on intranet from Introductory to Advanced at the City and RPS; include training on correct posture when using a computer to prevent health problems. | Corp | Recent initiatives like Online Learning and the Virtual Learning Centre are pushing some responsibility back onto the user. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|--|-----------------------|---|
| 618.0 | Review parking ticket service to determine if it could be completely operated by the Licensing and Fines area. | 666-Consolidate parking enforcement into a Parking Authority. | Rev Admin | Legislative authority for the issuance of tickets lies with the Chief of Police. |
| 618.0 | | | Legal | The Legal Department is not aware of any project to review the structure or organization of the parking process or to consider consolidating it into a parking authority. If such a review were to be undertaken, the Legal Department would want to be involved. |
| 621 | HR department should include the payroll function. | | Fin | See response to 192 - similar issue |
| 621 | | | HR | Idea to consider |
| 622 | HR department should include the payroll function. | | Fin | See response to 192 - similar issue |
| 622 | | | HR | Idea to consider |
| 649 | Review the potential of amalgamating utility-related functions into one department. | I.e. administrative and operational service areas. 218- Co-ordinate the provision of Water and Sewer Services within the organization. Various components are provided by different service areas within the City (i.e., planning engineering by Engineering and Works, meter reader billing by Finance, etc.). | E&W | The current responsibilities that Departments have fit appropriately with the functions that each has responsibility for. (The communication between Finance and E & W has increased in the last few years ensuring that the Departments are working together to provide quality services.) Current functions are aligned with the current Corporate Organizations. Processes are in place to ensure that systems deliver service appropriately. This opportunity should be considered from a broader corporate perspective. |
| 649 | | | Rev Admin | If pursued, this initiative needs to be a joint effort and part of an organizational change. |
| 656 | Amalgamate into one service area all of the environmental programs to ensure consistent messages and goals. | Environmental issues addressed from various departments are related (i.e. water conservation and climate change and horticulture extension have similar messaging...reducing greenhouse gas emissions and reducing waste and composting and are related). | Comm | |
| 656 | | | Corp | Agreed. This is a primary role of the Sustainable Communities Coordinator position within Corporate Services. The mandate of the position perhaps needs to be better communicated within the corporation. |
| 656 | | | E&W | E&W, while supportive, does not see this as a Core Services item. Education relates to specific programs as part of program delivery. |
| 671 | Amalgamate all Planning and Development services into one (Building, Urban Planning, Development and Technical Services, Transportation Planning). | Best practice in other municipalities. | Comm - UP | First - not necessarily best practice, but it is a common practice. Similar to opportunity 614. Urban Planning Division will undertake consultation with other Divisions and Departments to review operation and structure. |
| 671 | | | Comm - BI | The Building Division had been in the same department as the Development Division and later the Planning Division. Currently, the Building and Planning Divisions are within the same department. These various divisions operate with a high efficiency between them with respect to development matters. It would be a topic for a larger corporate review to determine if there was any administrative or operational efficiencies to be realised. |
| 671 | | | E&W | Practise depends upon specific municipalities' issues and requirements. There is no one size fits all solution. |
| 671 | | | Tran | Transit strongly supports a tighter co-ordination of development and transportation planning (which includes multi-modal). Transit would be an active participant in further review of this opportunity. |
| 683 | The big 3 departments all should have a lead Manager/Admin person. Currently only E/W has one. Comm Services does not but has people in the Divisional levels. | | Comm | |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|--|-----------------------|--|
| 683 | | | Corp | There may be merit in a lead administrative person. Within Corporate Services the one deficiency is for a workforce development coordinator type of position. Also, a lead administrator could be of assistance in leading strategic initiatives. |
| 685 | Develop cross-seasonal permanent positions to reduce turnover, time spent on staffing summer casual positions (Parks) and winter casual positions (E & W), and in case the image of City as a good place for permanent employment. | | Comm | The Parks and Open Space Management has had preliminary discussions with Engineering and Works and the Facilities Division to determine the feasibility of cross seasonal permanent positions. Our primary interest at this stage are in a number of our Forestry positions and Irrigation workers. More evaluation is required. |
| 685 | | | E&W | Under consideration. Issues of jurisdiction, qualifications, etc., have to be addressed. |
| 685 | | | HR | HR would participate as required. |
| 688 | Moving the payroll process to a centralized location such as City Hall. | Transit's payroll rules, which are very specific, will need to be addressed. | Comm | with director |
| 688 | | | Corp | The location of payroll staff should be reviewed. Perhaps some of the information could be submitted electronically directly from the departments. |
| 688 | | | E&W | Finance to review and lead. |
| 688 | | | Fin | Processes will be reviewed during SPL (Maintenance Management) implementation. |
| 688 | | | Tran | The amount of work and interaction between the Payroll clerk and the supervisors and managers limits the suitability of moving the position to City Hall. The possible savings in synergy are likely offset by the number of mistakes and corrections that would be needed. |
| 691 | Transit could have Smart Card technology along with other civic departments. This would allow citizens to have a card for payment of City services (bus fare, leisure centre, golf courses, leisure programs). | | Fin | Smart Card technology has generally been very expensive to implement. We are implementing more cost-effective solutions including use of credit card payments for parking tickets and leisure programs. If and when Smart Card technology is more affordable it should be reviewed again. |
| 691 | | | Rev Admin | Smart Card technology has generally been very expensive to implement. |
| 691 | | | Corp | Good idea. Expensive to implement & technology changing quite quickly. |
| 691 | | | Comm | |
| 691 | | | Tran | This concept was discussed by the affected City departments a few years ago but did not go any further. The technology in this area is changing and further research would have to be done to determine if there is a system that would be versatile enough to |
| 734 | Review the operation of the Paratransit Advisory Board and Transit Advisory Board with the aim to reduce the frequency of meetings. | 735-Provide Transit Advisory Board with clerical support from the City Clerk's Office to operate in the same manner as the Paratransit Advisory Board. 736-Review the composition of the transit advisory committee with the aim to reduce the number of members. The prescribed composition (1 member of PCSC, 5 representatives from the Zone Boards, 2 citizens - students, seniors or other regular transit riders, Executive Director of Regina Downtown, representative from Regina Downtown, 2 representatives from ATU 58 | Corp | The City Clerk's office has recently assumed secretarial responsibilities for the Paratransit and Transit Advisory Board. |
| 734 | | | Tran | No comment |
| 746 | Consolidation and tracking of corporate inventories under one functional area. | Allow for standardization of products, possible outsourcing, etc. | Corp | This inventory initiative could be worth a review. |
| 746 | | | E&W | Shared services opportunity. |
| 746 | | | Fire | Fire would contribute information where appropriate. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|---|-----------------------|---|
| 746 | | | Tran | Until the scope of this opportunity is defined in more detail it is difficult to determine how, and at what level the Transit department would be a value added participant. "Corporate inventories" needs definition and then opportunities for consolidation and tracking can be considered in more detail where it makes sense and adds value. |
| 754 | Customize VIP systems to eliminate separate databases. | Currently a separate database is used to track things like the number of trips per employee per month. | Fin | This relates to the policy for the parkade. Employees who use their personal vehicle for a certain number of trips are considered eligible for a parking space. Payroll tracks trips to verify the allocation of frequent traveller parking spaces. This is minor and takes about 1/2 hour a month to do in Excel. |
| 754 | | | HR | Not HR - Systems |
| 754 | | | Corp IS | Due to experiences with the current vendor (DLGL) implementing Core Upgrade & eRecruit, we do not plan to do any customizations in the near term. |
| 755 | Set-up direct debit systems with banks to charge customers account rather than sending out invoices for refuse payments. | Currently the city has postage fees and handles this billing three times. | E&W | Will be addressed in 2006. |
| 766 | A amalgamate employee changes in VIP to one area. | Currently, HR, Payroll and Pensions all make changes in VIP. | Fin | Payroll has done this with changes that they are responsible for. |
| 766 | | | HR | Likely required to maintain checks and balances in system so no one area does not have access. |
| 767 | Move Fire Dept payroll into VIP. | Fire Dept currently tracks attendance separately from VIP. | Fin | It is in VIP. |
| 767 | | | HR | Fire - not HR |
| 767 | | | Fire | The Department is exploring this opportunity. Fire payroll system may be available under rostering option within FDM. Opportunity should be referred to Finance to consider within multi-departmental and corporate approach. Payroll system for Fire is influenced by articles of current collective bargaining agreement. |
| 767 | | | Corp - IS | Implementing FDM module, which will interface with VIP, in the fall of 2005. |
| 768 | Assign Payroll sign-up to one area. | Currently Financial Services, Payroll and HR all perform the function. | Fin | Has been done for 2005. |
| 768 | | | HR | Hiring Department |
| 769 | Improve the timeliness & accuracy of employee payroll changes & processes. | E.g. reclassification, retirements, new hires, terminations, etc. | Fin | Has improved with additional experience and training in HR and in departments. |
| 769 | | | HR | Payroll |
| 808 | Sell aerial photos & customized maps to residents. | Licensing requirements from data sources (e.g., ISC). | Comm | This has all been handled through E&W in the past and my understanding is this is happening. |
| 808 | | | E&W | Drawings and aerial photos are currently available to customers. |
| 808 | | | Rev Admin | This issue involves several Departments and should be lead by Corporate Services (IS). A group is currently looking at this issue. |
| 808 | | | Corp - IS | Cross-dept. team has researched & is creating a "data provisioning" policy. All agree that it is most cost-effective & beneficial to provide basic data for free, and for other requests, just recoup costs. |
| 820 | Review the process for handling customer complaints for parking tickets. | Licensing and Fines in Revenue Admin, Commissionaires at the RPS and Traffic Engineering and Operations all receive complaints about parking issues and all have authority to address specific aspects. | E&W | E&W agrees. Feasible - consider 2007+. Issues raised involve many departments and should be considered as a customer service issue rather than a department specific matter. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|--|-----------------------|--|
| 820 | | | Fin | Policy review completed regarding parking meters and Process and Policy review on parking tickets completed in 2003/2004. The review recommended improvements to the complaint handling process. The Police have requested for the authority to handle all complaints that would be cancelled regardless of the reason. A response is outstanding. A review of the procedures and policies is planned with the Customer Service Area in 2006 to ensure consist information delivery. Police will continue to handle the complaint process as they will continue to issue the parking ticket. |
| 820 | | | Legal | The use of different policies between the University and the City is not a serious issue for the Legal Department in terms of its role in the prosecution of parking tickets. Whatever policies used by the University before this point are of no relevance to the prosecution process. The prosecutor has received complaints that the University does not always follow its informal appeal procedure for parking tickets. If the City were to review the process and request that the University change its policies to correspond to the City's, the Legal Department would likely play a peripheral role in these discussions. |
| 827 | Streamline customer inquiry process for faulty parking ticket meters to allow meter shop staff to speak directly to customers. | Licensing & Fines do not have first hand information when they communicate with customers. | E&W | There are opportunities to improve process and these will be considered as part of a larger customer service review. |
| 827 | | | Rev Admin | Parking meters policy review complete in 2005 - will monitor if issues have been addressed. In 2005 the faulty parking meter policy and procedures were reviewed and documented with Engineering and Works and communicated to those involved. |
| 831 | Parking ticket reduced penalty amount should be based on post mark rather than receive date. | Cashier/POS System changes and increase in data entry time required. | E&W | Legal and Revenue Admin to review and lead. |
| 831 | | | Rev Admin | Alternate payment options for parking tickets is being addressed in the Parking Enforcement Project in the implementation of on-line payment services. |
| 831 | | | Legal | In the past, Legal has advised that ticket payments could be accepted based on the post marked date therefore giving the benefit to the customer. This may however create administrative difficulties that may not make this the most efficient process for the service areas concerned. |
| 833 | Integrate or better co-ordinate the water turn on/off process. | Service turn ons/off during regular hours are done by Utility Billing staff; after-hours is done by Emergency Services (ESV). | E&W | This item is similar to item 576. |
| 833 | | | Rev Admin | Work has already been done, cross training will continue. Work with E&W planned for 2006. The primary barrier to coordinating these areas is passing of information to ensure that work is not duplicated, and that all activities are recorded in the utility billing system. Work has been done in 2005 to improve the stream of communication between the Emergency Services Area and the Turn-on/off area. In 2006, there will be additional process review to ensure that information is passed in the most effective method, and to eliminate duplication of effort. |
| 840 | Charge for missed appointments for water meter servicing. | Focus on repeat occurrences. | E&W | Will be reviewed in 2006. |
| 840 | | | Rev Admin | In progress in the bylaw rewrite. Implementation planned for 2006 |
| 842 | Offer full water meter services after hours. | After hours callers can get water turned on but cannot apply for service. If a meter is changed after hours, the radio device is not hooked up. 1181 - Problems with water meters should be more specifically identified. Repair persons should work later to catch people when they return home from work. | E&W | As part of a Customer Service Initiative, offering extended hours of service for water meter repairs and service. Priority 2007. |
| 842 | | | Rev Admin | Review processes and training. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|--|-----------------------|--|
| 854 | Ensure a consistent approach to tax collection for leases of city owned property. | The leases should specify whether or not a business leasing land from the City is required to pay taxes. | Corp | The division is working with the Assessment and Taxation areas to ensure that where feasible, the lease agreements for city owned properties include the collection of taxes within the lease fees remitted to the Real Estate Division who in turn, remit the tax portion of the lease fee directly to the Taxation Division. This ensures that taxes are collected with the lease fees on a consistent basis and reduces the potential for these properties to enter into tax arrears. The tax enforcement process is expensive and takes a considerable amount of time and effort in comparison to the processes available to the Real Estate Division who can take action for non-payment of leases much sooner. |
| 854 | | | Rev Admin | Process Review of Collection to be conducted with the implementation of the new tax system. |
| 861.2 | Partner with closely affiliated agencies to provide financial services and human resource services for them. | Examples include RPL, Regina Exhibition, Regina Downtown, Regina Economic Development Authority. | Fin | Certain financial support is already provided to Regina Downtown, ROWDA and Buffalo Pound. We are at capacity based on existing staff to process transactions, and to manage master file changes and setup required for different employee groups. There are no economies of scale to adding additional separate employers to the City's payroll function. The setup suits a high volume of employees; the same setup is required for 2 versus 500 employees. |
| 861.2 | | | HR | Already provided LR services to RPS. Any further service delivery would require increased resources. |
| 863 | Provide information to assist staff and taxpayers understand process and payment options for Local Improvements. | One-time payment vs. amortize over 10 years. | Rev Admin | TAS provides additional billing information at annual tax bill printing. This is an ongoing opportunity in communication and training. There is room for additional information to be provided to the taxpayer that they can payout the local improvement at any time. |
| 863 | | | E&W | Use of local improvements will be reviewed and may be replaced by more effective systems and processes to implement asset management program. |
| 879 | Develop interface between building permit and tax assessment systems. | Inspections done by both areas for different reasons - information overlap. | Comm | These two divisions have different licensing requirements as well as differing purposes for being at a building site. The two types of inspectors are not at the site during the same stage of the building. The building inspector is present during the construction stage and the assessor is present after construction and periodically during the building life. There are no overlaps in services identified other than both groups go to the building on behalf of the City. This opportunity will not be considered at this time. |
| 879 | | | Rev Admin | IS and Urban Planning would be involved. Permit system is in the process of being replaced. This should occur after permit system is in place. Revenue Admin has provided a representative to work with the Project for a new permit system on developing data interdependencies. |
| 879 | | | Corp - IS | New Building Permit app being implemented soon, so we should wait until that is done. |
| 905 | Create employee development/training co-ordinators in divisions. | | Comm | The Parks and Open Space Management Division created an Employee Development Coordinator approximately 2 years ago that would serve as a model for the other Departments. |
| 905 | | | Corp | There would be merit in Corporate Services Department creating an employee development/training coordinator though a separate position would not be required in all of the divisions. |
| 905 | | | E&W | E&W - workforce development initiative, will have the resources to implement this in 2006. |
| 905 | | | Fin | Finance does not require a full-time position to respond to these types of issues. Each division manager can identify training needs (payroll courses, purchasing courses, computer skills, etc.) |
| 905 | | | Rev Admin | This issue potentially impacts all Departments. Departments have the capacity now to propose such a position in their budget submission, although the proposal may not be adopted. Continually a need for staff development and to have resources dedicated would be an asset to support the managers/staff. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|---|-----------------------|---|
| 965 | Improve green space planning, design and planting choices for medians to reduce rework. | | Comm | Have completed a set of alternate planting plans for traffic islands. Requirements for centre medians are addressed within the Development Standards Manual which receives review on an annual basis. Evaluation is part of regular business. There is a formal process with RRHBA where Development Standards are updated annually. |
| 965 | | | E&W | Community Services to review and lead. E&W should be an active participant. Refer to Community Services' streetscape initiative. |
| 987 | Training should involve two people and then train the rest of the crews on a individual basis. | | Comm | Training techniques vary according to the audience and the complexity of the skills being taught in the Parks and Open Space Management Division. The most effective training model is determined by the Employee Development Coordinator in consultation with instructors and other educators. There is no one standard approach to training rather one that adapts to the needs as they emerge. |
| 987 | | | Corp | Through Fleet Training and Safety, there is a process similar to this one. Field Trainers are trained and perform some training tasks for fleet. The Field Trainers receive extra compensation for this. |
| 987 | | | E&W | "Train the trainer" is an essential component of workforce development initiatives underway. |
| 992 | Create a weekend staffing schedule to avoid the need for overtime. | | Comm CLS | In the Community and Leisure Services division staff are scheduled on weekends as part of the work week shift. |
| 992 | | | | Weekend work is a rare occurrence in the Parks and Open Space Management Division. Where it is a necessary function of a program or service, such as in the Golf Course Section, staff are scheduled on weekends as part of normal shift through a shift change. There are occasions during inclement weather periods when it is necessary to work a weekend to catch up on maintenance duties. The effect of inclement weather is felt primarily by casual employees who are generally sent home. If it is necessary to work a weekend shift, casual employees would not be entitled to overtime unless their total hours for the week exceeds 40 hours. |
| 992 | | | Corp | No Comment |
| 992 | | | E&W | Improvements in process have been achieved as multiple shifts have been adopted in some work areas. |
| 1028 | Review the process for computer lease agreements. | Hardware decisions need to address department requirements. | Corp | In '05 we moved from 3 to 4 year lease for normal users. We still upgrade high-end users every 2 years, cascading their equipment to others. Recent email from a user in Traffic: "I recently had an upgrade done to my office P.C. This upgrade included a multi-monitor array, cd burner etc. I can't say enough about what a great set-up it is." |
| 1032 | Review the design of new subdivisions, specifically for pavement and infrastructure. | | Comm | this opportunity is currently underway. Development Standards Manual is currently being updated by Development and Technical Services Division and UP Division is involved in several components including subdivision design. Further, UP Division will be undertaking a review of zoning standards with the aim of affording more flexible and innovative subdivision design. |
| 1032 | | | E&W | Although this opportunity has some merit and will continue to be included in future discussions with RRHBA Liaison Committee, E&W Divisions currently conduct annual updates of construction standards for pavement and infrastructure through internal reviews and consultation with the development industry. The Standard Construction Specification Manual is updated annually based on these reviews. In addition, the Development Standards Manual is reviewed periodically to address current design standards (best practices) for subdivisions and emerging trends in the industry. |
| 1036 | Include air conditioning in new units. | 1171-Equip all City vehicles with air conditioning. | Corp | ONGOING - Equipment configuration options and scheduling of fleet replacement equipment are reviewed with the operating departments as a normal part of the replacement process. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|------------------------|-----------------------|--|
| 1036 | | | Tran | Air conditioned buses is an attractive feature to passengers and Operators. The addition of air conditioning to Transit buses at time of purchase includes several negativities, which are as follows: Engine horsepower rating requires an increase, resulting in increased exhaust emissions; Reduction in fuel mileage: The total cost of each bus would increase by approximately \$10,000.00 per bus; Technical training to maintain the HVAC systems would be required by the Journeyman mechanics increasing Maintenance costs; Tooling and equipment would be required to make repairs and provide routine preventive maintenance to the HVAC systems increasing Maintenance costs; and HVAC systems will increase overall weight of the bus increasing public concerns of shaking houses. |
| 1037 | Partner with 3rd parties such as Social Services and Corrections to develop Litter Pick-up Programs. | | Comm | - This opportunity will need to be considered as part of a larger corporate review as well as with other outside agencies such as DCRE and Corrections/Public Safety. |
| 1037 | | | E&W | A litter strategy is under development. |
| 1039 | Develop a Regina specific guide to setting up a small business. | | Comm | This could be led by Licensing Division. UP Division would provide input towards zoning regulations and would reference the zoning bylaw (online availability). On our own, the UP Division would not undertake such a guide, as a generic business must adhere to the entire zoning bylaw. We currently have brochures (information sheets) for the establishment of specific types of land uses such as home occupations, bed and breakfasts, and day care homes. Setting up a small business is generic and likely requires more regulation from the Province and more assistance from RREDA. |
| 1039 | | | E&W | RREDA initiative? |
| 1039 | | | Rev Admin | Business development is led by RREDA, with the City Manager as the liaison to RREDA. Should be combined with #529 |
| 1039 | | | Fire | Fire would contribute information where appropriate. |
| 1039 | | | Tran | Transit participation may be minimal in relation to communication and marketing opportunities with the small business market. The department could provide basic information regarding the services offered by Regina Transit for inclusion in the guide. |
| 1055 | Combine Landscape Trades with Engineering & Works Department to eliminate duplication of snow removal on parking lots, repairing torn up lawns, etc. | | Comm | There may be an opportunity to look at some efficiencies of this approach. |
| 1055 | | | E&W | Review of the City's winter road maintenance policies is currently underway and includes services in parks, open spaces and pathways. |
| 1056 | Review responsibilities for sweeping boulevards. | | Comm | Not clear of what the purpose would be in reviewing responsibilities of this maintenance task. The current work group has the skill and equipment to do the job which gets done effectively and efficiently. This opportunity should not be pursued. |
| 1056 | | | E&W | Meetings are held each spring between Community Services and Engineering and Works to Co-ordinate boulevard sweep and ensure responsibilities are clear. Roadways Operations sweeps all hard surfaced medians while Community Services is responsible to sweep all soft surfaced medians. Annual meetings reconfirm responsibilities and communicates lessons learned from previous year's sweep. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|--|--|-----------------------|--|
| 1110 | Review work schedules and implement shifts where necessary, consistently through the organization. | Only a few areas are required to work shifts, while other areas are allowed to work significant amounts of overtime. | Comm CLS | In the Community and Leisure Services division staff work schedules are reviewed regularly and shifts are adjusted based on the programs and services offered throughout the year, ensuring adequate facility coverage, safety requirements and instructional needs are met. |
| 1110 | | | Comm POSM | Employee work scheduling is used extensively in the Parks and Open Space Management Division as a management tool to create operating efficiencies, reduce inconveniences to the public and to improve the effectiveness of various programs and services. The Division implements approximately 45 shift changes annually in cooperation with the various collective bargaining units. |
| 1110 | | | Corp | This could be reviewed. There have been changes in hours in the Fleet garage. Perhaps the work areas are not being consistent. |
| 1110 | | | E&W | Improvements in process have been achieved as multiple shifts have been adopted in some work areas. |
| 1121 | Combine Financial Services on main floor with Dispatch at 4th Ave (water turn on and off). | Customer service could be improved through cross training as the duties are similar. | E&W | There likely is merit in cross training multiple divisions who do similar work. Opportunities exist to improve customer service by cross training the 24 Hour Dispatch staff with the main floor Revenue Administration Customer Service staff on certain functions. Priority 2006 |
| 1121 | | | Rev Admin | Service provided at Dispatch @ 4th Avenue, extend beyond water turn on and off. Clarification is required regarding this initiative. Service provided by Revenue Admin and Assessment Dept on the main floor also extends beyond water turn on and off. There are interdependencies between the two areas there may be opportunities for improved communication/process and procedures to increase the level of service to the customer. |
| 1130 | Provide ergonomic seating on equipment. | Staff operate equipment for extended periods - often full 8 hour shifts. | Corp | ONGOING - Equipment configuration options and scheduling of fleet replacement equipment are reviewed with the operating departments as a normal part of the replacement process. |
| 1130 | | | Tran | During all new bus purchases high quality drivers seats are specified. Transit has had 100% positive response from our Operating staff on the current seat selection. In the mid 1990's Transit upgraded all drivers seats to a self adjusting air ride seat current seat in use is another improvement from the fleet upgrades in the mid 90's. |
| 1149 | Allow seasonal staff to work in another department during off season. (Parks/Engineering and Works). | | Comm | The first priority is to determine if it is feasible for permanent employee to work in "cross-seasonal" position in the other Departments. If it is feasible for casual staff and they are allowed to work in "cross-seasonal" positions in other Departments, they would eventually evolve into permanent positions. It is therefore logical, to investigate the feasibility of developing cross-seasonal permanent positions first. |
| 1149 | | | E&W | Under consideration. Issues of jurisdiction, qualifications, etc., have to be addressed. |
| 1149 | | | HR | HR would participate as required. |
| 1167 | Provide written notice/posting of pay classification for all equipment to ensure that all operators receive the correct pay. | | Comm | The Parks and Open Space Management Division will consider adding a page to the Employee Handbook that identifies the rates of pay for various equipment types. The Handbook is prepared annually and distributed to every employee that works in the Division. |
| 1167 | | | Corp | No Comment |
| 1167 | | | E&W | Supported by E&W. A corporate standard is needed for implementation. |

| Opp # | Description | Issues/ Considerations | Responding Department | Department Response |
|-------|---|------------------------|-----------------------|--|
| 1174 | Provide customer inquiry service outside of regular hours of operation during high volume times, such as a storm, tax deadlines, etc. | | Corp | City Central has a storm response policy in place and is also the Public Information Centre in the event of a major emergency or disaster. Within Emergency Planning there are activation procedures for expanding the service of City Central. The storm response policy was created after the big storm of 2005 in consultation with Engineering & Works. See attached policy for more information. Guidelines for enacting the policy are contained therein. The City's Emergency Planning manual states the guidelines for activating City Central in the event of a major emergency or disaster. I believe that policy was updated this year as well. |
| 1174 | | | Rev Admin | Clarification on this initiative - is the need for the ability to make an inquiry or to make a payment during high volume times, such as Tax Payment deadline, or both? Rev Admin would require analysis of the customer needs and the customer traffic to determine if there is a need for extended hours. In addition, consideration would need to be given to security issues to ensure staff safety. Extended hour service currently offered by Revenue Administration includes the promotion of the Web for general and property specific information, and payment options include night deposit, electronic payment, and autowithdrawals for Tax and Utility payments. |
| 1174 | | | E&W | Lead on this issue should be broadened. Issues raised involve many departments and should be considered as a customer service issue. |
| 1179 | Provide a bike/walking path into Uplands. | | Comm | The need for a bicycle route along Broad Street into Uplands is identified in the Regina Bike Network Study. The on street bicycle routes are the responsibility of E&W. The Regina Bike Network Study is being updated and then this route will need to be prioritized. |
| 1179 | | | E&W | Not implemented. Uplands route, via Broad Street, is included in Bikeways Study for future work |
| 1194 | Combine RPS and Fire within one facility (building). Fire personnel could be utilized to assist/perform administrative duties in-between fire callouts. | | Fire | Could consider a neighbourhood based police stations at new fire stations. |
| 1043 | Increase awareness of GIS Mapping System and InSite-Current Events to direct calls. | | Fin | Project involving Finance and Engineering and Works is underway. |
| | | | Corp | City Central is aware of and using both systems successfully. The InSite Current Events section is an initiative of the Parks and Open Space Division that provides current information that City Central staff can use to help respond to customer enquiries. There would be additional benefit if other departments expanded on the idea and created a similar events section. City Central would assist in this process but the information needs to come directly from and be led by the department concerned. |

ALL DEPARTMENTS

| Opp # | Description | Issues/ Considerations | Department Response | Status |
|-------------------------------------|---|---|---|----------|
| Internal Communications | | | | |
| 48 | Other departments could follow Information Systems' Customer Service Profiles available on the corporate intranet to answer basic questions about a service area. | | For the most part the suggestions related to internal communications are good ones and those that can be integrated into the 2006 internal communications review will be undertaken. | Underway |
| 122.1 | Improve communication channels within organization. | The inability to communicate easily with front line staff is an issue. | | |
| 394 | To create consistencies among departments, increase inter-department awareness of what each other does. | | | |
| 408 | Provide more up front information to City central staff, reducing confusion later. | This may also reduce unneeded requests for service. | | |
| 412 | Strengthen communication between various related work areas. | Interaction or partnerships between planning, urban design delivery, streetscape are necessary. | | |
| 508 | Have group e-mail lists for departments/areas etc. and let people know what they are and who maintains them. | | | |
| 796 | Develop online issues management system. | | | |
| 991 | Improve communication between field employees and management so that ideas and suggestions are received. | | | |
| Continuous Improvement Forum | | | | |
| 886 | Share innovative ideas across the corporation. | | Program Review is undertaking the development of a Continuous Improvement Forum where good news stories related to work improvement processes and innovative and new ideas will be shared corporately. | Underway |
| 1082.3 | Solicit ideas from employees more proactively. | | | |
| 1156 | Develop a feedback system for improvement ideas, so that people making suggestions see where their ideas are going. | | | |
| 1228 | Develop a Corporate Knowledge Management Centre. | | | |
| Customer Service Strategy | | | | |
| 68 | Use of the same call centre software in all call centres, for first tier support, to collect the data about the call for tracking and reporting purposes. | Second tier could remain as the specialists in the business areas. | One of the six strategic themes introduced in February 2006 is Customer Service. This organization requires a Customer Service Strategy and then an action plan. That action plan should consider all the opportunities outlined within this section. | |
| 92.1119 | Review City policies, procedures and work processes to empower front line employees to do their jobs more effectively. | | | |

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| | | <p>Council requests are being directed outside of the Hansen Call Centre system directly to department managers (creates gaps in information gathered by Hansen). There is improper documentation entered into Hansen which result in a response recorded as "done" with no additional information to provide to the caller should they call back for a status update. The Administrative Review Body process may interfere with standard procedures for a citizen to file a request or complain. There are time and budget constraints, lack of training (ongoing for Call Centre staff and lack of time to get field training to increase understanding/knowledge of City/Police programs and services, and lack of communication among City departments. City departments prefer callers to contact them directly and are therefore not recording/fogging calls in the Hansen system.</p> | |
| 95 | <p>Staff need to be trained in handling customer Service Inquiries to provide consistent and uniform service.</p> | | |
| 170 | <p>Review the Customer Relationship Management process.</p> | <p>Develop a database to track status of work. A standard form should be created and posted on City website requesting necessary information about nature and scope of complaint. This allows customers requesting service to check back on-line.</p> | |
| 343 | <p>Establish a consistent and concise Customer Relationship Management process.</p> | <p>Tracking and documenting the number of concerns received, handled, response time, responses given, and completion date for each facility and for the section would be very beneficial and great to benchmark against. It would be beneficial to have the same</p> | |
| 550 | <p>Work with employees to help them understand and provide appropriate customer service to all customers.</p> | <p>This will help to improve the Public Image of City employees.</p> | |
| 556 | <p>Create one call centre application to administer all customer accounts and customer lists.</p> | <p>This could assist with effectively linking customers between areas, reduce duplication and improve communication.</p> | |
| 568 | <p>Create a customer protocol that demands that individuals are treated fairly, with their issues being addressed in an appropriate way while not compromising the issues of other customers of the City or other work of the City in the process.</p> | <p>Elements to consider for such a process would be assigning a single point of contact within the City to deal with an individual and setting up some clear parameters of how communication is to occur and how the issue is to be managed. Reduce the effect of the "squeaky wheel".</p> | |
| 675 | <p>Consistent use of telephone greeting at all City of Regina phones ("Good morning, City of Regina, dept/div/sect name, name speaking") to reduce customer confusion and frustration.</p> | | |
| 817 | <p>Provide Customer Service on the internet.</p> | <p>This could be expensive to implement, however the benefits include providing 24 x 7 service and increasing efficiency in customer service delivery.</p> | |
| 819 | <p>Develop a Corporate Customer Service strategy.</p> | <p>For example, a strategy for directing calls for complex, specialized processes such as assessment and taxation.</p> | |

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| 876 | Develop a Customer Service Strategy. | Inconsistent approach to customer service within the City. | | |
| 897 | Develop a Customer Service Strategy. | Differing vision & commitment of customer service delivery between divisions and departments. Lack of identification & recognition of customer service skills as part of job skills across the organization, missing opportunities in the recruitment process | | |
| Corporate Revenue Strategy | | | | |
| 56 | Look for opportunities to leverage (sell) our non-personal or private data to other organizations for a profit. | This could include air photos, building footprints, single line road network. Costs to implement would be minimal other than staff time for market analysis, data gathering, remarketing, and packaging. | One of the six themes introduced in February of 2006 is Revenue Generation and it outlined a requirement to develop a comprehensive revenue strategy. The opportunities in this section that can enhance that process will be undertaken as part of the development of that strategy. | |
| 140 | Institute user fees for all City Services to reflect actual costs. | | | |
| 340 | Charge user fee for services that are currently free. | Outdoor pools is an example. If a fee was introduced, revenue may be increased, but the fee may turn people away. Some additional administration costs would be incurred. | | |
| 376 | Charge outside users for corporate statistical information. | Information is provided for free to Statistics Canada, which in turn uses the information to provide statistical information that they charge Urban Planning for. | | |
| 465 | Ensure cost recovery when providing media such as props/uniforms, stais requests to video productions, and workshops. | | | |
| Corporate Project Management | | | | |
| 33 | Consider the provision of project management mentorship through a corporate Project Management Office. | Corporate PMO services would assist all City departments in the use of a consistent project management methodology, which brings benefits in the area of reduced project timelines, communication, status reporting, scope management, resource allocation management, and financial management. | Requires a corporate committee to review and determine feasibility/value. | Further consideration |
| 40 | An alternative to MSPProject software is required for smaller, less complex projects and project planning. | | | |
| 210 | Develop an on-line Project Management system. | | | |
| 338 | Implementing project management systems to help manage workloads. | It would be necessary to acquire or train staff to use the new technology. | | |
| 528 | Develop several permanent cross-functional work teams consisting of employees from a variety of divisions/departments sharing information about projects. | The mandate of the work teams would be to discover efficiencies by, at minimum, being aware of projects in other departments from planning through to completion. Both the composition of the teams and their mandate would distinguish them from regular departmental/divisional team meetings. | | |
| 555 | Create an internal pool of resources that could be shared by different areas in need of additional support for projects. | These don't necessarily need to be permanent or full time positions. | | |

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| 625 | Select & promote the consistent use of a corporate project management methodology. | | | | |
| 811 | Develop corporate project management skills. | Difficult to recruiting and retain these skills. | | | |
| 1229 | Develop a Corporate Program/Project Management Office. | | | | |
| Employee Recognition | | | | | |
| 517.0 | Improve employee morale and civic pride. | City employees do not participate. They don't get fired up. The mayor, council and senior managers have to be seen supporting the cause and they have to challenge the employees to participate. | Incorporate feasible suggestions into current recognition program development. | | Further consideration |
| 517.1169 | Provide staff appreciation for all City staff. | | | | |
| 937 | Initiate a points reward system for citizens/employees who make efficiency improvements. Points could then be considered for redemption on taxes when system is implemented. | | | | |
| Public Engagement | | | | | |
| 176 | Improve process for providing Public Information Services. | Annual planning, program and public information are difficult to manage because of high staff turnover in Public Affairs and inadequate record retention. | | These opportunities will be considered as part of a forthcoming review of the Public Participation strategy. | Further consideration |
| 592 | Open a 'Complaint Box' at City Hall where all the people in the city can make their suggestion / complain. | | | | |
| 1162 | Arrange "Day in the City" tours to foster better relations between citizens and staff. | | | | |
| Other | | | | | |
| 200.0 | Outsource Administrative support. | | | A change of this nature would be considered within the Service Delivery methodology theme and if considered at all feasible should be analyzed within a business case that recognizes both service level and labour relation (succession and bumping rights) issues. Implementation would require at least one senior position to administer, while managers within service areas responsibilities would not change. Significant savings will not result, and issues surrounding training and familiarity with the organization would be prevalent. | Not Proceed |
| 947.0 | Offer discounts to City employees & their families when purchasing fitness memberships or participating in programs offered by the City. | | | Outside a Wellness program with a specific mandate to do so, providing discounts to employees is contrary to civic policy. | Not Proceed |
| 804 | Provide process and policy review services corporately. | Brings consistency to documentation. | | This is an ineffective process to provide policy documentation. Service areas responsible for work processes and applying specific policies should be the authors and keepers of policy documentation. | Not Proceed |
| 1109 | Ensure cell phones issued to City employees are really required and establish a cell phone usage policy to ensure limited personal use. | | | Cell Phone policy in place | Complete |
| 1168 | Vaccinate employees. | I.e. Annual flu shots. | | The City of Regina provides annual flu shots for employees | Complete |
| Background Information | | | | | |

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| 62 | Implement workflow technology to replace manual process currently in place for completing forms. | This includes anything that requires approvals and routing (i.e. On/Off forms, Access Request forms, Travel and Training Request forms). | The issues raised in these opportunities provides good information and can provide awareness for all managers, however there are no explicit steps that can be taken to resolve a specific issue. Through this process these opportunities are being provided to all management staff for their general awareness. They are encouraged to think about the subjects raised and how they can generally address the issues within their area. | | |
| 92.0 | Development of documented, defendable training programs and establishment of Standard Operating Procedures for each operational area. | Potential to increase productivity, reduce accidents and injuries, do our work safer with less disruption to the public. | | | |
| 148 | Develop partnerships with related organizations to improve efficiencies, share resources and research that require specialized expertise and/or equipment. | Examples of related organizations include the U of R, Sask Dept. of Highways, City of Saskatoon and other Municipalities. | | | |
| 161 | Investigate the feasibility of changing the geographic location of department resources. | Distance between work area and staff can create communication challenges. | | | |
| 200.513 | Review requirements for current administrative staff levels. | Employees at all levels use Word and Excel to produce their own documents. | | | |
| 224 | Job description revisions should be ongoing. | | | | |
| 250 | Improve quality of work by providing better training, design and feedback. | | | | |
| 255 | Management accountability is required in recruitment, selection and probationary review processes. | | | | |
| 256 | Increase management understanding of how to build a qualified workforce. | | | | |
| 259 | Review Departments' decisions not to use HR services. | | | | |
| 377 | Streamline information sharing by using electronic circulation methods. | Will get the information to our partners sooner to allow for more timely responses. | | | |
| 415 | Enhance communication by developing work teams (i.e. planning, design and operational staff from various civic departments) to ensure a holistic approach to City services. | This contributes to the soft infrastructure which doesn't get the recognition it deserves. | | | |
| 416 | Managing of the list of reports and deadlines should be handled by clerical support rather than the division manager. | | | | |
| 505 | HR professionals should be consulted when decisions are made internally in Departments/Divisions to reorganize or relocate positions. | This helps to ensure that the position is best suited for the appropriate area, and the employee can receive the best training, mentoring and support. This will also benefit succession planning and provides an opportunity for HR professionals to add value | | | |
| 519 | Ensure that conference assignments are relevant to employee's current position. | | | | |
| 678 | Strengthen relationships between all employees regardless of title or reporting relationship. | | | | |
| 771 | Ensure EDO coverage in all departments that have input into the payroll deadline process. | | | | |

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| 848 | Corporate standards should consider special needs of departments and allow for some flexibility in their application. | Software decisions, printers, computers. Sometimes 'generic' decisions hinder specific operations. | | |
| 889 | Do business process improvement reviews on a regular basis. | Train managers on how to do this. | | |
| 964 | Review City cell phone costs. | | | |
| 973 | Increase the amount of computer training available to employees. | | | |
| 997.0 | No contracting out of work assignments that we already do. | | Relates to Service Delivery Methodology theme. All decisions to change the way service is provided should be accompanied by a comprehensive business case. | |
| 997.1002 | Review reasons to outsource a service. | | | |
| 1017 | Review the responsibilities of employees on light duties. | | | |
| 1077 | Increase the number of front line workers to increase service levels. | | | |
| 1086 | Review and minimize the use of both the 2-way radio system and cell phones. | | | |
| 1093 | Ensure that flex time use is not being abused - ensure full time work for full time pay. | | | |
| 1122 | Managers cross train with employees so they have a better understanding of jobs that are done in their divisions/sections. | | | |
| 1160 | Involve and listen to people who are most affected by corporate decisions. | | | |
| 1161 | Reduce the number of studies completed and focus more on in-house communication. | | | |
| 1165 | Don't waste money on external reviews. | | | |
| 1173 | Ensure more enforcement of time permitted for breaks. | | | |
| Beyond Scope | | | | |
| 22 | The Film Commission should be overseen by SaskFilm to save funds and better utilize the expertise of the film industry. | The City would consult on City services provided (street wetdown, street closures etc). | This grouping of opportunities is deemed to either be beyond the normal scope of a municipality or so vague in content they are therefore not possible to implement as part of this process. | Not Proceed |
| 74 | Process should be template based and workflow driven to improve the time required and notification of status. | | | |
| 132 | Reassignment of responsibility and resources. | Inability to access resources the Department needs to implement initiatives. Results in an ad hoc solution and practice. | | |
| 171 | Review the roles & responsibilities process. | Centralize support service to make central service programs easier to manage. Currently this is not the case. | | |
| 540 | Blank in error. | | | |
| 606 | Ensure the resources to sustain the program are available prior to implementation of any new initiative. | | | |

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| 939 | Allow solar panels and wind mills for residents/corporations and provide credits on bills to encourage energy conservation. | | | |
| 1035 | Review staffing requirements for the Front Office. | | | |
| 1106 | Centralization of storage, shop and office spaces. | | | |
| 1112 | Hire a field investigator. | | | |
| 1166 | Allow limited commercial development of Wascana Park. | | | |
| 1170 | Provide better training to employees working on Core Services Review. This would result in more consistency and accuracy. | | | |
| 1178 | Increase the gas tax, so that the City would get a portion to fund road improvements. | | | |