

**Presentation to the Audit Committee  
on October 15, 2024  
Agenda Item AU6.1**

# **Audit of Parks Branch Operations – Phase 1: Improving Oversight of Day-to-Day Maintenance Helps to Ensure City Parks are Beautiful, Clean and Safe**

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**AUDITOR  
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# Presentation Overview

- Why this audit matters
- Audit objectives
- Opportunities for improvement
- Closing remarks





# Why This Audit Matters

- Beautiful, clean and safe parks are important community spaces that contribute to the quality of life in Toronto's communities.
- City crews of the Parks Branch are responsible for maintaining the City's parks to ensure service level standards are met.





## **Audit Objectives**

- Are factors such as classification/size, location, and usage of the park considered when implementing service level standards?
- Are operational maintenance activities assigned and completed in a manner that maximizes crew productivity and achieves service standards?





# Opportunities For Improvement

- A. Leverage Technology and Improve Scheduling, Tracking, and Monitoring Processes
- B. Strengthen Monitoring and On-site Supervision of Daily Maintenance Activities
- C. Set Performance Expectations and Measure Outcomes

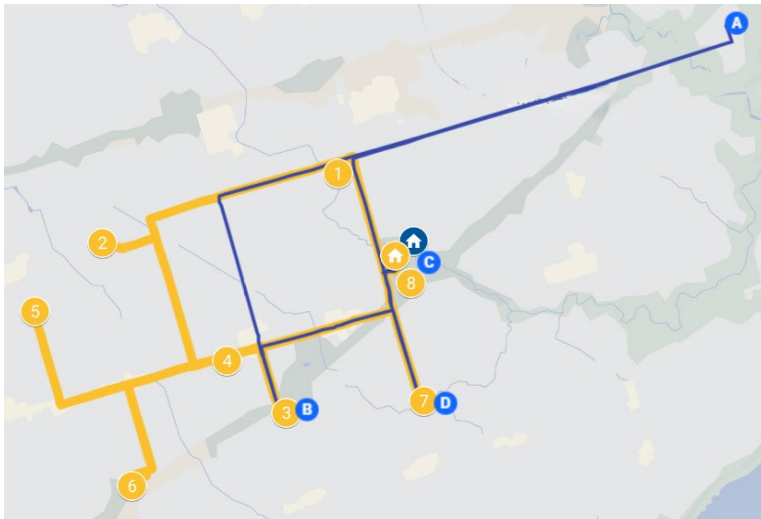


# A. Leverage Technology and Improve Scheduling, Tracking, and Monitoring Processes



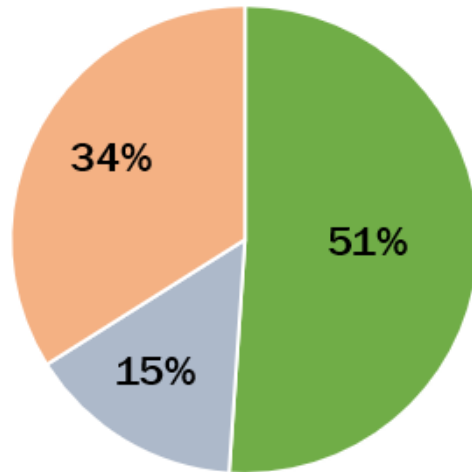
# Sample of 85 Daily Logs Indicate Some Reported Work Locations Did Not Match GPS Vehicle Reports

- 46% - GPS indicates crews did not stop at one or more park locations
- 75% - GPS indicates time in/time out at many locations was not accurate
- 86% - GPS indicates vehicles stopped at retail establishments, eateries, and other non-parkland locations



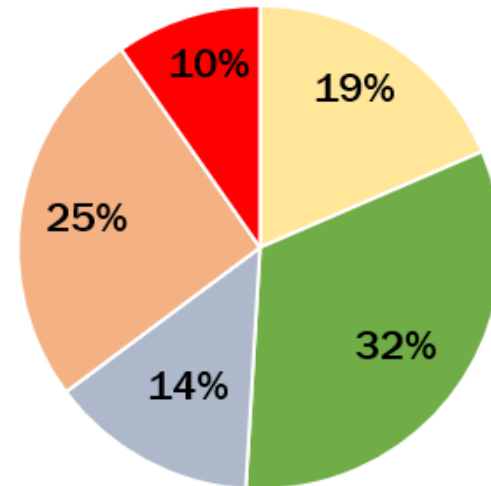


**Breakdown of Average Time Reported on Daily Logs by Parks Crews**



- Time crews reported performing park maintenance (4hrs 5min)
- Time crews reported stopping at yard, garage, waste disposal sites (1hr 12min)
- Gaps in time during the shift where no activity reported on daily log (assumed driving time) (2hrs 43min)

**Breakdown of Average Daily Time per GPS (Compared to daily logs)**



- Actual time stopped at locations where crews reported performing park maintenance (2hrs 36min)
- Actual time stopped at yard, garage, waste disposal sites (1hr 7min)
- Actual driving time (2hrs 2min)
- Actual time stopped at plazas or other non-parkland locations (46min)
- Actual time stopped at other City locations (Stops not noted on daily log. Not known whether crews were performing work / being productive) (1hr 29min)

Crews reported ~ **4 hours** performing park maintenance  
 GPS indicates ~ **2.5 hours** at park locations



## **B. Strengthen Monitoring and On-site Supervision of Daily Maintenance Activities**



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Establish clearer guidelines for Supervisors for on-site monitoring and review of completed maintenance activities



Provide training to Supervisors on guidelines and good practices for on-site monitoring



Summarize and analyze monitoring results



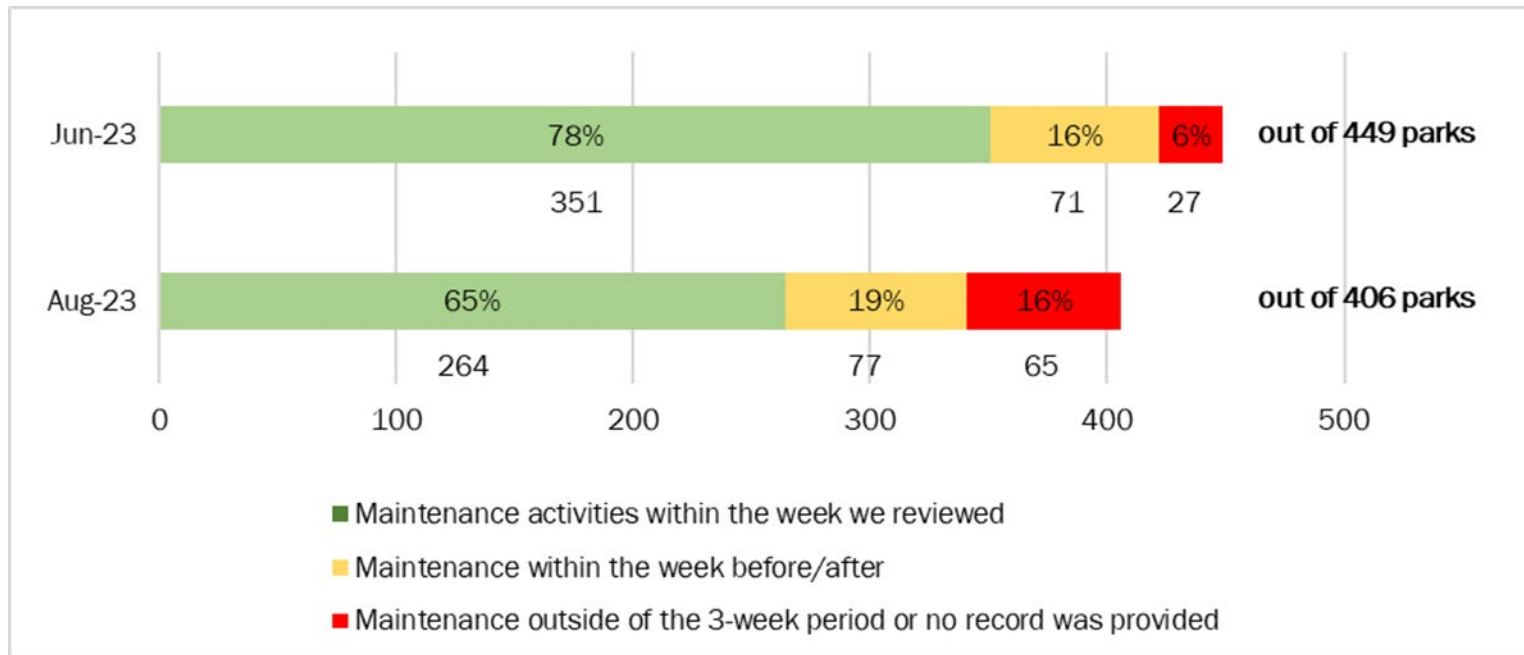
## C. Set Performance Expectations and Measure Outcomes





## C. Set Performance Expectations and Measure Outcomes

- Internal Service Level Standards Are Not Always Met
- Key Performance Indicators Should be Developed and Measured







## Closing Remarks

- Implementing the **9 recommendations** in the report will enable the Parks Branch to identify opportunities to improve parks crew productivity, supervision of maintenance activities, and measuring the achievement of service level standards
- Management agrees with all recommendations

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