

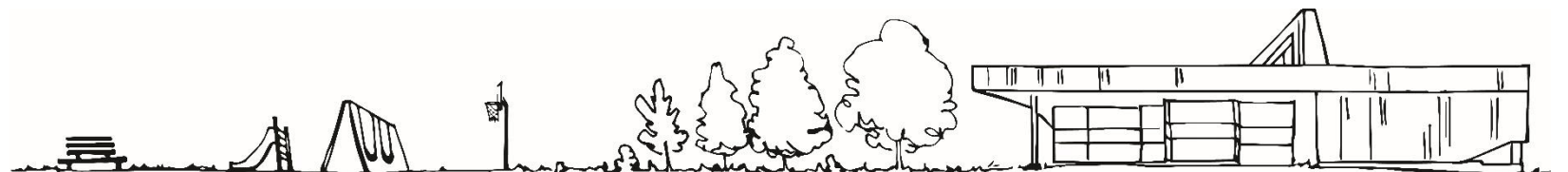
Management Response to Audit Committee

October 15, 2024



Summary

- The results of this audit are disheartening.
- The public deserves clean, well-maintained and beautiful parks.
- The audit provides us with important areas of focus that, once implemented, will improve the experiences Torontonians have in their parks.
- I am committed and determined to aggressively implement the audit's recommendations, lead a cultural change, and - together with parks management – provide frontline staff the tools, training, coaching and oversight needed to be successful.



Next Steps – Key Actions of Response to Recommendations

Parks Branch will develop & implement a Quality Assurance Program – reference slide 4 for program detail (in progress)

Aligns to Rec #1, 3, 7 & 8

Parks branch will strengthen training/communication related to time recording & Daily Activity Sheets (DAS) (in progress)

Aligns to Rec #2 & 5

Parks branch together with Fleet Services will undertake full implementation of telematics on all Parks vehicles (in progress)

Aligns to Rec #4

Parks branch will undertake a review of Service Level Standards

Aligns to Rec #9

Parks branch will develop and measure productivity KPI and measurement of Service Level Standards through the digitization of daily activity sheets

Aligns to Rec #3, 6, 7 & 9

Quality Assurance Program Framework

Accuracy Audit of DAS



Review completion and accuracy of current paper DAS so all DAS are reviewed every 4-6 weeks

Interim measure while we modernize

Implementation November 18, 2024

Supervisor Quality Check



Supervisors to inspect work of 5 crews per week by cross referencing DAS with a site inspection and measured against identified service levels.

Phased in implementation began October 1, 2024 – December 2024

DAS Digitization



Improvement of efficiency of work & measurement of work completed

Implementation February 2025 to November 2025

GPS/DAS Comparison



Utilizing telematics data to compare against DAS to identify gaps, ensure accountability and accuracy of documentation.

Outcomes

- Increased supervisory oversight of work completed and of staff – accountability
- Increased data/metrics to support the development of KPI and measurement of service level standards - productivity
- Data rich reporting – aggregate data to be able to track trends over time, and demonstrate where KPI's not met or where downtime above average or where routes not optimized etc..

Response Timeline - 2024

2024

Q4

- Accuracy Audit of Daily Activity Sheets (*Interim measure while we modernize*)
- Supervisor Quality Check
- Strengthen training & communication related to time recording

Response Timeline - 2025

2025

Q2

- Update training and strengthen language related to time recording and DAS procedure in annual orientation & parks operations handbook.
- Enhance training materials to ensure staff complete Daily Activity Sheets according to divisional procedures.
- Full implementation of GPS in all Parks fleet vehicles.

Q3

- Full Implementation of GPS/DAS Comparison Procedure.

Q4

- Full Implementation of Digital Daily Activity Sheets.

Response Timeline - 2026

2026

Q2

- Complete review of service level standards, including benchmarking against other municipalities