Attachment 1: Audit Results by District

The Parks Branch divides maintenance operations across four districts and the Waterfront covering 29 local areas. During the audit, we selected a sample of Daily Activity Sheets (referred to as DAS or daily logs) from:

- the week of June 12, 2023, covering 477 parks in eight wards/areas across the four districts and one area of the Waterfront
- the week of August 28, 2023, covering 431 parks in eight wards/areas across the four districts

The wards/areas covered by our review included:

- West: Ward 5, Ward 7, and part of Wards 3 & 4
- North: Ward 6, Ward 8, Ward 17
- South: Ward 9, Ward 10, Ward 12
- East: Ward 20, Ward 21, Ward 24
- Waterfront: Eastern Beaches (Wards 14 & 19)

The sample of 85 daily logs to GPS reports was drawn from across the four districts and an area of the Waterfront, covering all 31 City-owned vehicles identified in our overall sample of daily logs where the GPS information was available at the time of our audit.

Tables 1 and **2** below provide a breakdown of findings by district. For the purposes of this breakdown, the Eastern Beaches area of the Waterfront is included with the South district.

Excerpted from the Auditor General's Report, "Audit of Parks Branch Operations - Phase 1: Improving Oversight of Day-to-Day Maintenance Helps to Ensure City Parks are Beautiful, Clean and Safe" (page 10 and 16 of Attachment 1)	
Crews are not always accurately reporting locations and working time	We reviewed a sample of 85 daily logs with available GPS data from 13 wards/areas across four districts and the Waterfront and found that the locations and working times reported by parks maintenance crews did not always match the GPS records. Specifically, when reviewing the GPS records against daily logs, we noted that: • For **39 of 85** (46 per cent) logs, crews did not stop at one or more park location recorded in the daily log • For **74 of 85** (87 per cent) logs, crews stopped at one or more City/park locations not recorded in the daily log, where there is no way to determine from the log whether any park maintenance was actually performed at the stop • For **64 of 85** (75 per cent) logs, the working times (time in/time out) at many locations recorded in the daily log was not accurate

Vehicles stopped at retail establishments, eateries, and other non-parkland locations	Furthermore, in **73 of the 85** (86 per cent) logs we reviewed, the GPS data showed that vehicles stopped at locations that were not parkland, transportation garages, or waste disposal sites. Instead, the stops were near retail establishments (e.g., groceries), eateries, industrial areas, residential addresses, and places of worship. The total time spent at these locations, together with reported running lunches and breaks at other parkland locations, exceeded the allowable 60 minutes per day for lunches and breaks in **30** of the 73 (41 per cent) instances.
	Overall Analyses of Time Spent Working at Reported Parkland Locations
Timing on daily logs and GPS reports often did not match	Overall, based on the sample of daily logs and GPS reports we reviewed, for crews that travel to multiple parks to perform maintenance service, the amount of time spent directly working on park maintenance activities as reported on crews' daily logs was often not aligned with the timing captured by the GPS.
Crews reported working on parks maintenance for 4 hours within the standard 8-hour shift, on average	As summarized in Figure 7a, based on our review of 68 daily logs[1], crews reported spending just over 4 hours (51 per cent), on average within a standard 8-hour shift, on location performing park maintenance activities. Crews reported spending 1 hour and 12 minutes (15 per cent) on other duties at the yard/garage or waste disposal. On average, there were 2 hours and 43 minutes (34 per cent) where there were gaps in time that had no location noted[2].
GPS indicates crews spent 2 hours and 36 minutes per day, on average, on parks maintenance activities	In comparison, as summarized in Figure 7b, GPS information for the vehicles indicate that, on average, 2 hours and 36 minutes (32 per cent) within a standard 8-hour shift was spent at park locations reported on the daily log, 1 hour and 7 minutes (14 per cent) was spent on other duties reported on the log, and 2 hours and 2 minutes (25 per cent) was spent driving between locations. For the remainder of the shift, the crews spent, on average, 1 hour and 29 minutes (19 per cent) at other City locations not recorded on the daily log[3] (where it is unknown whether or not crews were performing ad-hoc work / being productive) and 46 minutes (10 per cent) at non-city locations.

[1] The 68 daily logs reviewed are a subset of the selected sample of 85 daily logs. We excluded 17 daily logs from our analyses because the vehicles noted on the daily logs were wide area mowers. The turf cutting machines are constantly at work, therefore the driving time would include the productive work time and driving to/from locations. Productive time for regular crews is when vehicles are stopped.
[2] It is assumed that gaps in time between reported locations include travel/driving time. While breaks/lunches may be included within the gaps in time between locations, at maintenance locations, or at the yard, this was not always determinable because crews did not consistently follow Parks Branch procedures for recording lunch/break times on the daily logs.
[3] Parks Branch daily log procedures require crews to report any ad-hoc work and any changes to expected maintenance (e.g., emergencies) on daily logs. No notes were included on the daily logs to indicate the reason for stops at unrecorded City locations.

Table 1: Breakdown of Reported Results by District

| District | Total Daily Logs | Number of Daily Logs | | | | | Average time crews reported working on park maintenance per DAS** | Average time spent at reported park locations per GPS** | Difference between DAS and GPS |
		Did not stop at 1+ location	Stop at extra City location	Time in/out inaccurate	Stop at non-City location	Exceeded allowable lunch/ break time			
North	30	8	23	18	27	15	4hr 41min	2hr 56min	1hr 45min
East	14	7	12	11	9	4	3hr 20min	1hr 49min	1hr 31min
South*	9	3	8	5	7	2	4hr 36min	3hr 28min	1hr 08min
West	32	21	31	30	30	9	3hr 42min	2hr 19min	1hr 23min
Total	**85**	**39**	**74**	**64**	**73**	**30**	**4hr 05min**	**2hr 36min**	**1hr 29min**

Notes:
* Waterfront area was included as part of South District
** Average time excludes wide area mowers where productive work time includes driving to/from locations

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Excerpted from the Auditor General's Report, "Audit of Parks Branch Operations - Phase 1: Improving Oversight of Day-to-Day Maintenance Helps to Ensure City Parks are Beautiful, Clean and Safe" (page 23 of Attachment 1)

Daily logs were not always properly completed	Despite the Parks Branch requirement for completing, reviewing, and approving daily logs, we found many instances where the logs were not properly completed. Specifically, our review of 564 daily logs from 13 wards/area across the four districts and the Waterfront, found:

- **156 of 564** (28 per cent) logs did not indicate which maintenance activities were completed at one or more park locations

- **262 of 564** (46 per cent) logs did not note either the time in / time out from a work location or the shift start /end time and location

- **73 of 564** (13 per cent) logs were not signed off by a Foreperson or Supervisor

Travel time, breaks, and lunch were not recorded consistently	Under the relevant collective agreements, the City crews are entitled to two 15-minute breaks and one 30-minute paid running lunch[4] in an 8-hour shift. Current procedures require crews to record the time in and time out for each location. We found that travel time, breaks, and/or running lunches were not consistently recorded on daily logs. For example, for:

- **37 of 564** (7 per cent) logs, travel (driving) time was included as part of maintenance activity time at a park location. For most daily logs, travel time was not recorded at all

- **107 of 564** (19 per cent) logs, breaks and/or running lunch times were not recorded

- **12 of 564** (2 per cent) logs, more than 60 minutes of lunch/break time was recorded[5]

Table 2: Breakdown of Reported Results by District

District	Total Daily Logs	Number of Daily Logs					
		Maintenance activities not recorded	Time in/out or shift time not recorded	Not signed by Supervisor	Travel time not recorded	Break/ lunch not recorded	More than 60 minutes of break/lunch recorded
North	130	17	57	0	0	23	3
East	146	62	61	0	2	42	0
South*	180	44	89	2	26	16	6
West	108	33	55	71	9	26	3
Total	564	156	262	73	37	107	12

Note: Waterfront area was included as part of South District.

A breakdown of Audit of Parks Branch Operations - Phase 1 findings by City Ward is presented in Confidential Attachment 1.

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[4] A running lunch is a paid half hour lunch period where an employee is required to remain at a job site or work location, ready and available to work should the operation require it.
[5] This is over and above any discrepancies in locations and times identified through GPS, such as time spent at unreported non-parkland locations, as discussed in Section A.1.