

**Presentation to the Audit Committee
on February 12, 2025
Agenda Item AU8.4**

Audit of Parks Branch Operations – Phase 2: Supporting Vibrant Parks by Improving Park Asset Management and Repair Processes

Tara Anderson, CPA, CA, CIA, CFE, BAcc
Auditor General

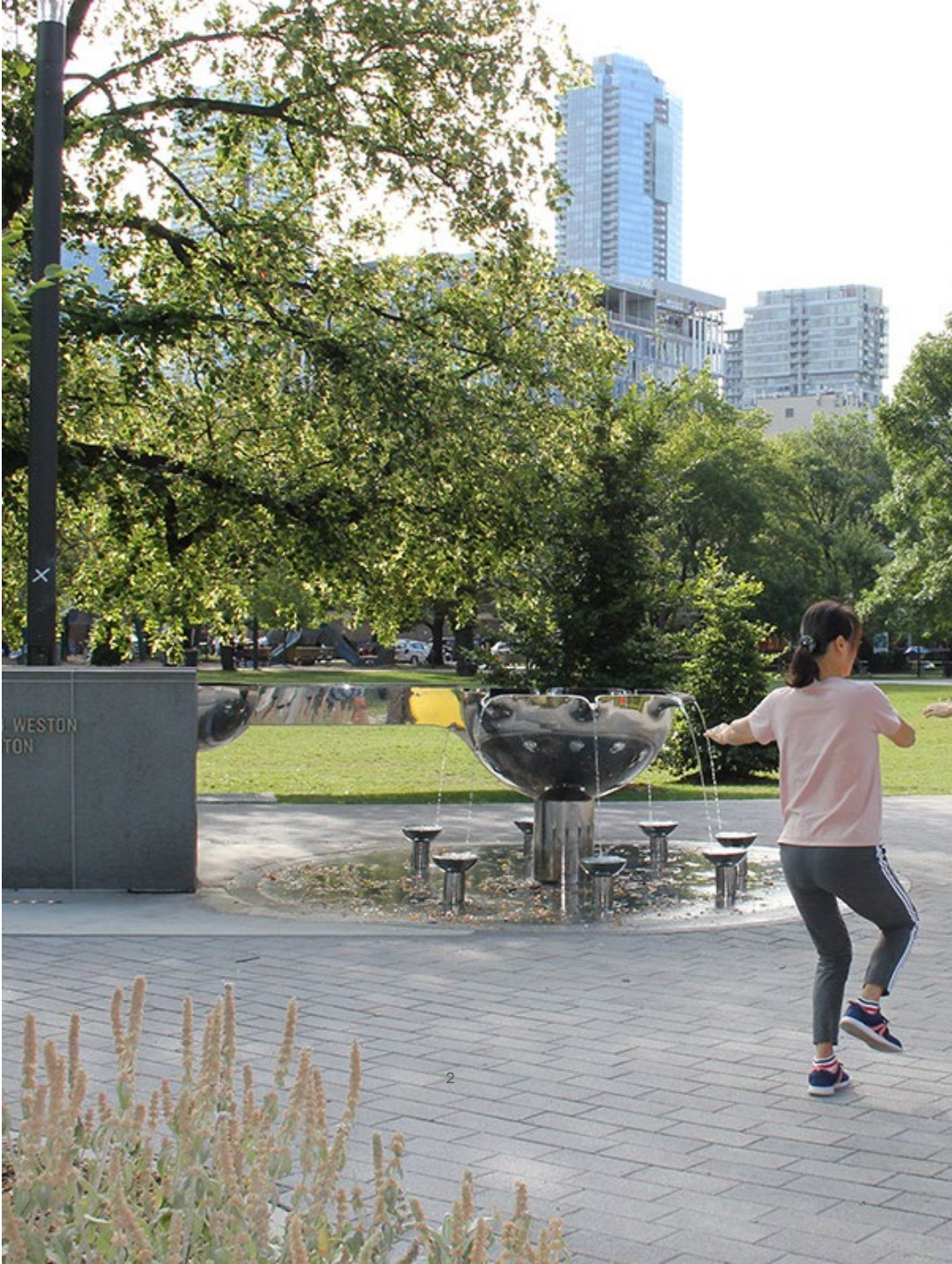
Ina Chan, CPA, CA, CISA
Deputy Auditor General

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GENERAL**

TORONTO

Presentation Overview

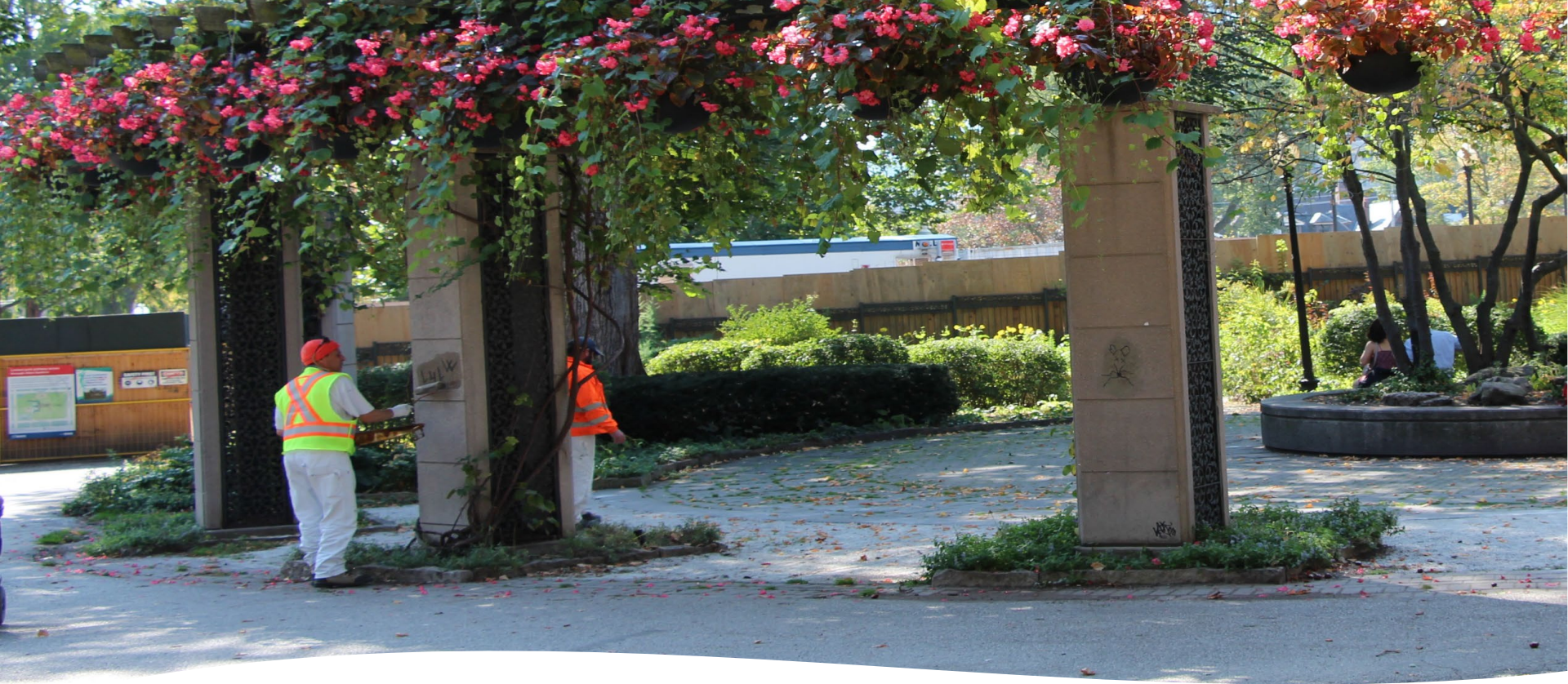
- Why this audit matters
- Audit objectives
- Key audit findings and recommendations
- Closing remarks



Why This Audit Matters

- City parks play a vital role in enhancing the quality of life for people of all ages





Audit Objective

- Are parks' maintenance and non-capital repair needs being identified, prioritized, and addressed in a timely manner?

Areas with Opportunities for Improvement

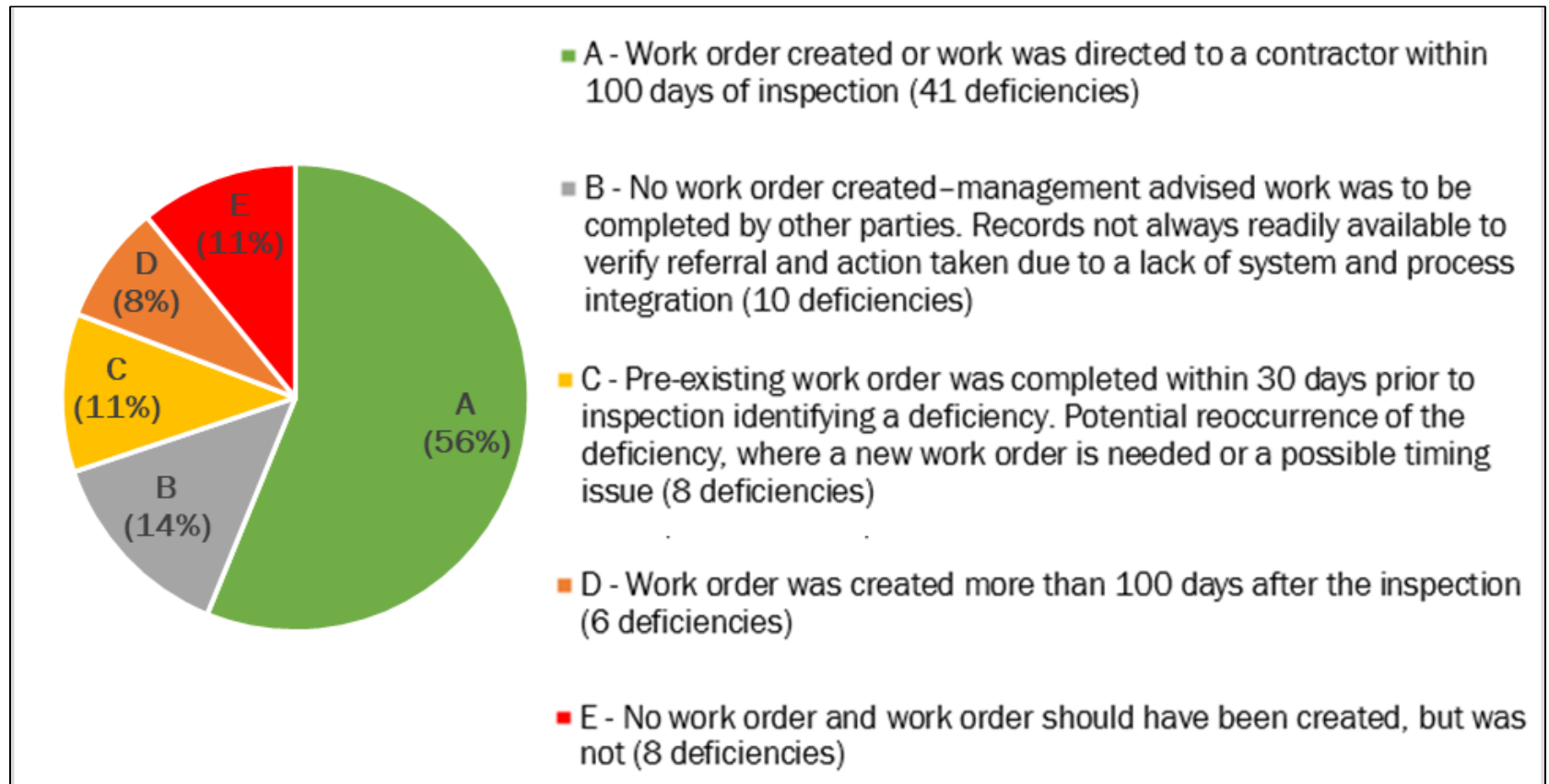
- A. Improving Park Maintenance Inspections and Monitoring of the Resolution of Deficiencies
- B. Implementing Consistent Practices for Repair-Related Service Requests and Work Order Tracking
- C. Establishing a Comprehensive System for Monitoring Public Complaints from Intake to Resolution

A. Improving Park Maintenance Inspections and Monitoring of the Resolution of Deficiencies



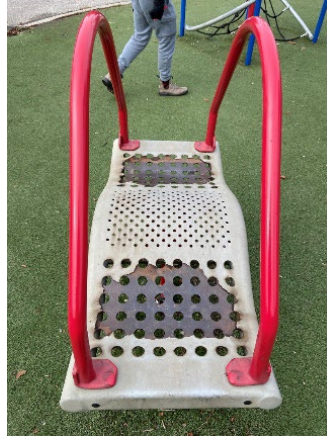
A.1. Parks Maintenance Inspections Process Did Not Always Identify and Resolve Repair-Related Deficiencies

- **44%** - of PMIT repair-related deficiencies selected did not have a related work order created promptly, or at all, or had other issues



A.1. Site Visits to Parks Noted Deficiencies Not Identified Through Park Maintenance Inspections

Examples of Deficiencies within the Scope of Technical Services Group



Examples of Deficiencies Considered Low Priority/Aesthetic by Parks Branch and Would Not Generally Be Tracked During Park Maintenance Inspections



A.2. Establishing Clearer Guidance on Parks Maintenance Inspections Can Help to Improve the Quality of Inspections



Guidance on documenting inspection results including defining what deficiencies are significant



Guidance on timeframes and actions to follow up on deficiencies identified during the inspection



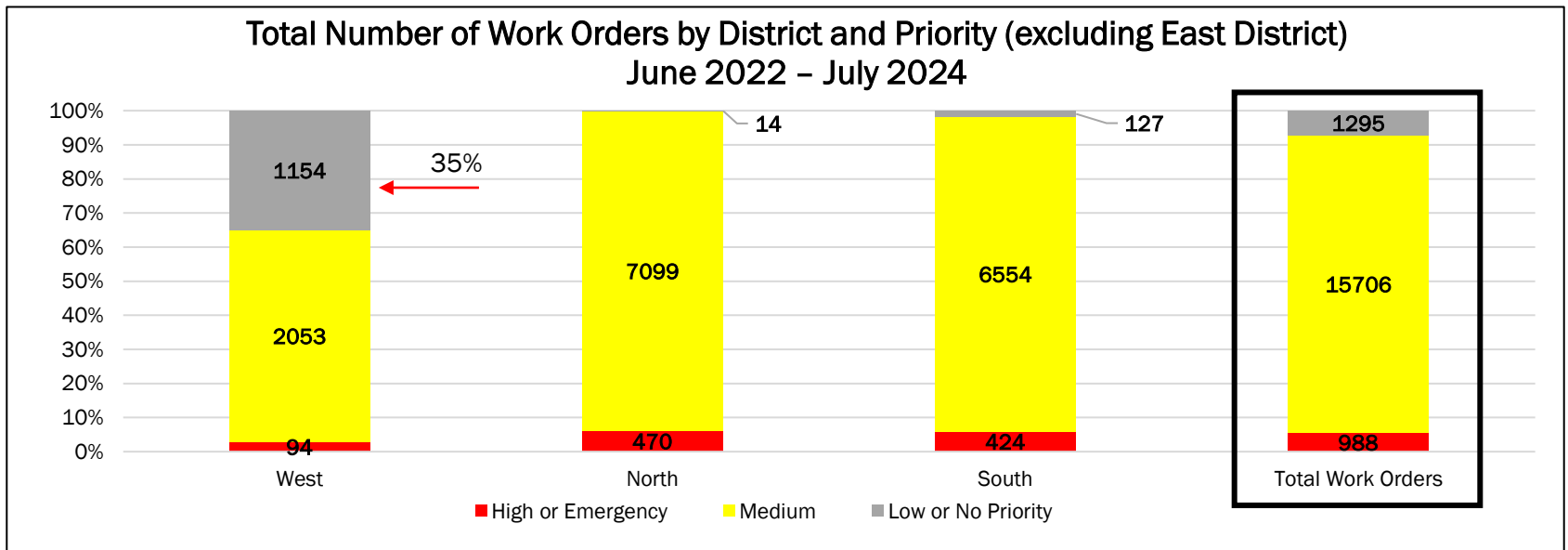
Clarify roles and responsibilities for monitoring that follow up action has occurred

B. Implementing Consistent Practices for Repair-Related Service Requests and Work Order Tracking



B.1. Management of Work Orders and Documentation Need Improvement

- Current work order system does not meet Parks needs
- Work order processes are very manual in nature. SAP data records are often inaccurate, incomplete and out of date
 - **43%** - Manual work orders were not properly documented
- Consistent approach needed for prioritizing service requests/work orders based on urgency and importance



B.2. Improve Monitoring of Work Order Status and Related Performance Measures

- SAP is not used effectively to track and monitor work orders status.
 - **90%** - Recent open work orders reviewed had been completed but were not closed in SAP
 - **Almost 8,200** open work orders created from 2018 to July 2024
- Procedures to improve accountability for daily activities of staff including using GPS is needed
- Establishing service level standards and performance measures based on priority is needed

C. Establishing a Comprehensive System for Monitoring Public Complaints from Intake to Resolution



C. Establishing a Comprehensive System for Monitoring Public Complaints from Intake to Resolution



Public concerns can be submitted in many ways and provides valuable feedback



A centralized complaints management system is needed to track and manage complaints through to their resolution



Complaint resolution timelines are not always followed



Closing Remarks

- Implementing the **9 recommendations** will support vibrant parks by improving park asset management and repair assets.
- Management agrees with all recommendations

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