

**Management Response to:**  
Audit of Parks Branch Operations - Phase 2: Supporting  
Vibrant Parks by Improving Park Asset Management and  
Repair Processes

Audit Committee  
February 12, 2025



# Summary of Management Response

- The public deserves clean, well-maintained and beautiful parks.
- The Phase II Report demonstrates that, as stewards of these valued public spaces, parks complaints need to be documented, prioritized, and tracked and repairs need to be completed in a more consistent manner.
- **The City accepts and are committed to implementing the nine recommendations.**

## Toronto has 1,500+ parks



**400+** pools, splash pads and ornamental fountains.



**13,000+** benches



**800+** playgrounds and **80+** outdoor fitness areas



**700+** drinking fountains and **180+** park washrooms



**50+** artificial ice rinks



**300+** km park pathways and trails

# Summary of Management Response

- Parks and Recreation staff need clear direction and modern tools to execute their responsibilities effectively.
- The Auditor General's Phase II recommendations provide a roadmap for Parks and Recreation to keep Toronto's park beautiful and ensure park amenities are well-maintained.
- Parks and Recreation will modernize technology systems, improve our administrative processes, communicate service levels clearly and ensure our work is done well.
- The integration with 311 and transition to an enterprise work order management solution will help to achieve many of the Auditor General's recommendations.

# Non-Capital Repairs

- The Parks Technical Services team completes non-capital repairs and includes the following work streams:
  - Parks Construction (repairs to assets and amenities in parks, small construction projects)
  - Property Management and Trades (plumbing and electrical repairs, seasonal asset and facility activation/deactivation)
  - Property Maintenance and Mechanics (maintenance and upkeep of small engine equipment)
- There are 205 permanent full-time employees and approximately 55 temporary full-time employees.
- The current work order process is manual and utilizes the SAP Plant Maintenance system, but will transition to Maximo, an enterprise work management solution, to document, prioritize and track service requests and will be integrated with 311.

# Phase II Findings

## Inspections

### Recommendations 1-4

Improving parks maintenance inspections and monitoring the resolution of deficiencies.

## Repairs

### Recommendations 5-7

Implementing consistent practices for requesting, prioritizing, overseeing, and tracking repair work.

## Complaints

### Recommendations 8-9

Establishing a comprehensive system for monitoring public complaints from intake to resolution.

# How we will respond

## Inspections

**Aligns with  
Recommendations  
1-4**

Review and close historical  
work orders

Update trainings and  
procedures

Modernize via Maximo

Develop system for tracking  
repairs by other service  
areas

## Repairs

**Aligns with  
Recommendations  
5-7**

Improve tracking of staff  
time, location, and results

Institute routine  
management review of Work  
Order Reports

Develop Benchmarks and  
key performance indicators  
(KPIs)

## Complaints

**Aligns with  
Recommendations  
8-9**

Integration with 311

Update divisional complaints  
policy

# Complaints and Service Requests

## **Current Process:**

- Complaints and service requests are received through 311 and other channels where they are directed to the local supervisor and assigned to staff via phone and email.
- City staff prioritize requests based on risk and safety. Work is completed and logged manually, in various systems, and response times to complainants may vary or be missed.
- There is no database of complaints and datasets are limited.

## **Future State:**

- Service requests will be routed and tracked through 311 and assigned to the staff responsible for completing the work.
- Clear service levels will be established to prioritize requests and once fully implemented, provide a seamless handoff and response to complainants.
- City staff will have the ability to leverage 311 data management protocols to support the analysis of trends, volume and response time.

# Inspections and Repairs

## **Current Process:**

- City staff inspect park assets and amenities and identify where repairs are needed which can result in the inconsistent identification of issues.
- Work orders are not always created promptly, and the completion time and prioritization of work is not always clearly defined. The assignment of work orders to other service areas are not tracked.
- The manual (paper-based) system results in limited analysis of work completed, and inconsistencies.

## **Future State:**

- Improved procedures and training will result in consistent inspection criteria and submission practices.
- An enterprise work order management solution will ensure work orders are created, assigned and prioritized appropriately and work will be tracked and monitored. This will be complemented by improved procedures.
- City staff will utilize Daily Activity Sheets and the enterprise work order management solution will provide a fully digitized system. The completion of work can be measured against established key performance indicators.



# Response Timeline – Q1-Q2 2025

Q1-Q2  
2025

- Improved oversight of technical services operations through tools implemented after Phase I Audit including Daily Activity Sheet harmonization, Daily Activity Sheet accuracy audits and supervisor quality checks. **(In-progress)**
- Review historical work orders and previous inspection results to ensure requisite repairs have been assigned, completed and work orders closed. **(In-progress)**
- Update guidelines for prioritization of work orders. **(In-progress)**

# Response Timeline – Q3-Q4 2025

Q3-Q4  
2025

- Integrate Parks service requests through 311 with service benchmarks. **(In-progress)**
- Review, revise and implement divisional complaints policy and update policy and staff training on:
  - Bi-annual inspections, deficiency identification and service request creation
  - Work order creation, prioritization, timelines, monitoring, closure and management review.
- Develop interim tracking system for deficiencies referred to other service areas. **(In-progress)**

# Response Timeline – 2026

2026

- Transition to an enterprise work management solution, to document, prioritize and track service requests.
- Implement Key Performance Indicators to ensure repairs are completed on-time.