

Date: 2022-08-30

Subject: **Parks Maintenance Audit Report 2022**

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Report Number: CAO's Office-2022-891

Improvement Required

Executive Summary:

The report highlights control gaps in Parks Maintenance in standard operating procedures (SOPs), contract management, and assets.

The overall audit was rated as **“Improvement Required.”**

The audit noted the following strengths relating to controls and processes around Parks Maintenance:







- The required frequency of grass cutting at sports fields (1x per week) is being met.
- The required frequency of garbage bin pick-ups at parks (1x per week) is being met.
- The required frequency of playground and water safety station inspections (1x per month) is being met.
- All playground inspectors have certifications for CPSI (Certified Playground Safety Inspector) or OPA (Ontario Parks Association).
- Documentation to support all snow removal activity (Snow logs) is properly completed and maintained.
- All park maintenance equipment (Fleet & Small engine) contains asset tags.
- Purchase orders are in place for all vendors with expenditures over \$25K in accordance with Purchasing By-law 19-2018.
- Grass-cutting invoices are appropriately supported (Completed assignment sheets) and approved before payment.
- Snow removal invoices are appropriately supported (Completed snow logs) and approved before payment.


- Staff demonstrated a commitment to learning and adopting the newly implemented Cityworks system.

The issues and associated management action plans are detailed in the body of the audit report located in **Appendix 1: Parks Maintenance Audit Report 2022**.

See **Appendix 2** and **Appendix 3** for the criteria for rating findings and audit report rating.

Internal Audit discussed the following improvement opportunities with Parks Maintenance Management:

Process	Finding	Rating
1. Standard Operating Procedures	Standard operating procedures (SOPs) are not in place or are outdated for some processes. Management should work with operations staff and administration to create and update necessary SOPs.	
2. Contract Management	Inspections of vendor grass cutting are not always performed or completed promptly. To properly assess the quality and completeness of grass cutting, staff should complete inspections within one day of the cut.	
3. Contract Management	Tracking new grass areas added to existing contracts needs to be strengthened. A reconciliation between the "Added hectares" spreadsheet and the respective "Assignment sheet" should be performed at least annually.	
4. Asset Management	The quantity of small park equipment showing in asset records is not always accurate. Staff should continue to perform physical asset counts at all parks periodically.	
5. Asset Management	The process for tracking park maintenance equipment needs to be strengthened. Parks Maintenance should use the M5 system to track all fleet and small engine assets.	
6. Report Review	The status of resolved service requests is not always up to date in Cityworks. Open service requests should be reviewed monthly, and the status of all resolved service requests should be updated.	

7. Contract Management	Vendor performance evaluations for grass-cutting vendors have not yet been completed. Staff should complete the vendor performance evaluations for each vendor per the required frequencies outlined in the Vendor Performance Evaluation SOP.	
These issues and associated management action plans are discussed in more detail in Appendix 1 . These issues are rated as per the criteria described in Appendix 2 .		

Conclusion:

The objective of the audit was to evaluate the effectiveness of processes and controls around Park Maintenance activities, identify strengths, and provide recommendations for improvement. Management should strengthen oversight and controls for certain processes.

The overall report rating is determined per the audit report rating criteria explained in **Appendix 3**.

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- Attachments:**
- Appendix 1: Parks Maintenance Audit Report 2022
 - Appendix 2: Criteria for Evaluating Audit Findings
 - Appendix 3: Criteria for Audit Report Rating