Parks Infrastructure Planning and Development Audit

Audit Committee – March 20, 2024

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Agenda

1. Audit Objective
2. Scope and Methodology
3. Audit Conclusion
4. Management Action Plans
5. Next Steps
6. Questions

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Audit Objective

To evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place related to Parks Infrastructure Planning and Development, and that they are adequately designed and operating as intended to mitigate business risks.

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Audit Scope and Methodology

- Review of strategic goals, objectives, policies and procedures and management oversight
- On-site observations
- Use of technology
- Staff Interviews
- Asset management framework
- Interactions between internal and external stakeholders

The scope of the audit included Parks Infrastructure Planning and Development activities for the period of January 2022 to September 2023.

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Audit Conclusion

Parks Infrastructure Planning and Development has made significant strides to help achieve their objectives including the development of new parks and facilities, upgrades to existing assets and the initiation of strategic initiatives.

However, improvements are required to ensure risks related to Parks Infrastructure Planning and Development activities are efficiently and effectively mitigated.

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Issues and Observations

The following opportunities were identified:

1. Update the content of City policies, procedures and guidelines while providing more clarity on roles, responsibilities, and expectations of stakeholders.

2. Develop processes to periodically evaluate direction, strategy, programs and service delivery to ensure efficient and effective deployment of resources to achieve the City's Term of Council Priorities and Strategic objectives.

3. Improve budgeting and forecasting processes to better align Council directives and corporate strategy with resource allocation.

4. Improve project management, contract administration and management oversight.

5. Leverage advances in technology to improve business processes.

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Management Action Plans

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Management Action Plans

1. Update the content of City policies, procedures and guidelines while providing more clarity on roles, responsibilities, and expectations of stakeholders.

➢ Undertake a **city-wide resource review** across departments to consider parkland functions, roles and responsibilities, and opportunities and constraints with recommendations to streamline functions and clarify areas of responsibility

➢ An outcome of the city-wide resource review will be development of a **strategic resourcing plan** for the Parks Infrastructure Planning and Development department

➢ Initiate a comprehensive **review of existing parkland policies** and consider **developing new policies** to address:
  • policy gaps and standards for off-site dedication, parkland credits, strata parks and POPS
  • strata-specific policies related to risk, liability and financial reserves needed to mitigate against future failures and to address routine maintenance requirements
  • developer-build parkland considerations

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Management Action Plans

2. Develop processes to periodically evaluate direction, strategy, programs and service delivery to ensure efficient and effective deployment of resources to achieve the City's Term of Council Priorities and Strategic objectives.

➢ *Policy review and updates* as previously described, based on findings and outcomes of the *Greenspace Strategic Plan* study that is currently underway

➢ A review of 2018 ATMP to *address outstanding recommendations* and referral of several recommendations for consideration as part of the upcoming Long-Range Facilities Development Plan for Parks Development, Recreation, and Libraries to be initiated in 2024

➢ Undertake *Parks Observation Project(s)* and development of a *data management tracking system* to supply metrics to monitor park performance and assist with decisions related to access, equity and sustainability

➢ Develop a *Parks Planning and Development Guidebook* for staff use to provide relevant background information, education modules, policies, and processes

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Management Action Plans

3. Improve budgeting and forecasting processes to better align Council directives and corporate strategy with resource allocation.

- ➢ Work with Development Finance to **update monitoring** of impacts and estimated parkland funding gaps **as a result of Bill 23** including:
    - development of a revised data dashboard to support regular monitoring and risk management of parkland provision levels
    - Initiate a review of By-law 201-2022 Community Benefits Charges to consider parks improvements as a funding category

- ➢ Collaborate with departments to further **refine the Park Asset Condition Assessment** process, project pre-planning, and budget submission process and **develop a long-term State of Good Repair** parks asset plan
    - Implement the next stage of asset management for non-core assets
    - Develop budget book by Asset Class

- ➢ Consider **staff resource allocation** required to address identified needs of the State of Good Repair program

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Management Action Plans

4. Improve project management, contract administration and management oversight.

- ➢ **Further define standard levels of service** for park asset classes and **establish Vendor of Record** and/or multi-year contracts

- ➢ Work with Procurement Services to review historical data (type, quantity, asset class) and future planned procurements to **develop a strategic procurement approach** to help streamline project delivery rates

- ➢ Review contract requirements and **develop new holdback requirements** to address current deficiencies and provide Corporate-wide consistency

- ➢ Consider re-purposing one vacant staff position in Parks Infrastructure Planning and Development to **establish a Municipal Services Inspector** to provide full-time on-site contract administration and oversight of contractors

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Management Action Plans

5. Leverage advances in technology to improve business processes.

➢ Work with the Office of the Chief Information Officer to **implement the Corporate CRM (Customer Relationship Management) system** into the Parks Infrastructure Planning and Development Department

➢ Continue to engage with Corporate and Strategic Communications to **enhance areas of collaboration and communications** and to help guide and train staff

Next Steps

- ✓ Action plans have been developed

- ✓ Implementation is underway or completed

- ✓ Internal Audit will follow up and report on the status of these action plans

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Questions?

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Thank you!

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