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**Communication**

**Audit Committee – May 26, 2025**


**Item No. 3**

# Recreation Services Audit: Phase 1

Audit Committee – May 26, 2025



# Agenda

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

# Audit Objective

The objective of the audit was to evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place to mitigate the business risks associated with providing recreational services at the City of Vaughan.

# Audit Scope and Methodology

The audit scope included assessing that:

- Policies and procedures exist, are regularly reviewed, updated and applied consistently.
- Service levels have been developed, reviewed, approved and updated appropriately.
- Assets are adequately safeguarded.
- Adequate oversight and monitoring of staff is being performed.

# Audit Scope and Methodology

- A comprehensive health and safety, and training program exists and is being appropriately administered.
- Roles and responsibilities have been clearly defined.
- Interactions between internal and external stakeholders and key City departments occur and required information is exchanged in a timely manner to support management objectives.

# Audit Scope and Methodology

- A formal contract management process has been established and consistently applied and controlled.
- Information Technology systems are being leveraged to meet departmental objectives.
- The scope of the audit covered Recreation Services activities for the period of January 2024 to March 2025.
- Three Audit Phases:
  - Phase 1 - Community Centre Management
  - Phase 2 – Client Services
  - Phase 3 – Business Planning and Creative Services

# Conclusion, Issues and Observations

The key opportunities that were identified include:

- 1 Improve Recreation Services Administrative Processes Including On-Boarding, Training, Scheduling, Time and Attendance and Payroll Processing.
- 2 Active Together Master Plan Review (ATMP) Should Consider Challenges, Service Levels, and Potential Opportunities in Vaughan's Intensification Areas.
- 3 Maximize Space Utilization of the City's Community Centres.
- 4 Ensure Only Authorized Persons Can Access Fitness and Pool Areas.

# Management Action Plans



# Management Action Plans

1

Improve Recreation Services Administrative Processes Including On-Boarding, Training, Scheduling, Time and Attendance and Payroll Processing.

A review of the current operational system requirements will be undertaken and benchmarking done with VFRS and other municipal Recreation departments to identify solutions to address time, labour and scheduling needs. Based on the results, a business case will be prepared for Q3 2026.

Process documentation will be reviewed and developed for the current onboarding, annual training plans, scheduling and time entry processes. The review to be concluded by Q2 2026.

# Management Action Plans

2

Active Together Master Plan Review (ATMP) Should Consider Challenges, Service Levels, and Potential Opportunities in Vaughan's Intensification Areas

Management is working with the CSP consultant to ensure the plan considers intensified areas and assigns accountability to the various elements of the recommendations.

# Management Action Plans

## 3 Maximize Space Utilization of the City's Community Centres.

Recreation Services will undertake the development of a utilization strategy aimed at making more efficient use of existing resources. The development process will be executed in three distinct phases.

In the first phase, we will conduct a thorough analysis and examination of data and current trends to gain a comprehensive understanding of the landscape and identify optimization opportunities by Q4 2025. This phase is critical for establishing a solid foundation of insights into the current operational environment.

The second phase involves the formulation of a comprehensive strategy by Q4 2026. This strategy will address the identified needs and leverage potential partnerships to maximize resource utilization.

The final phase is the implementation of the strategy by Q1 2027. This phase will focus on the effective execution of the strategy in achieving the desired outcomes.

# Management Action Plans

## 4 Ensure Only Authorized Persons Can Access Fitness and Pool Areas.

To ensure the effective usage of staff and resources, we will identify periods of peak usage as the focus of tailgating solutions. Staff will develop communication to share with staff, members and the public, providing education in the role they play in controlled access and preventing tailgating. Recreation will implement solutions Q3 2025.

# Next Steps

- ✓ Action plans have been developed
- ✓ Implementation is underway
- ✓ Internal Audit will follow up and report on the status of these action plans



# Questions?



# Thank you!