



Our Actions Count



Responding to the Pandemic

October 21, 2020



Let's Flatten the Curve
& keep our community safe



Our Actions Count



AGENDA

1. Purpose
2. Priorities
3. Initial Response
4. Ongoing Response: Customers & Community
5. Ongoing Response: Service Excellence
6. Ongoing Response: Staff
7. Ongoing Response: Financial Performance
8. Learnings
9. Next Steps



- To provide an update on the City's management of the COVID 19 pandemic impacts:
 - where we have been
 - where we are today
 - where we are going

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2. PRIORITIES

- Community safety
- Delivery of City services
- Communication
- Staff health and wellness
- Effective fiscal management

Excellence Markham Framework

**Customer &
Community**

**Service
Excellence**

Staff Focus

**Financial
Performance**

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3. INITIAL RESPONSE

- Enhanced monitoring – January
- Infection control in City facilities - February
- Emergency Operations Centre (EOC) activated - March 17
- Communication – ongoing :
 - Mayor and Council
 - Corporate external communication
 - Staff
 - Multi channel
 - Advocacy
- Business continuity plans activated – March

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3. INITIAL RESPONSE

- Technology leveraged for expanded virtual service delivery to customers - March
- Confirmed essential front line services to be provided - March
- Closed all community centres, libraries, and cultural facilities – March
- Pivoted to first virtual Council meeting March 27
- Active monitoring of public spaces - education and compliance – March
- Signage in public spaces including playgrounds, sportsfields – March

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3. INITIAL RESPONSE

- Lay-off notices to 1,773 part-time and seasonal staff – March
- Provided guidance to staff and contractors
- City and third party events cancelled
- Reviewed and assessed need to continue active capital projects
- Virtual summer programming – Recreation, Culture & Libraries
- Analyzed 300+ new regulations and legislation to inform municipal service decisions

Initial City response helped to reduce spread of COVID and ensured continuity of City services

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4. ONGOING RESPONSE: CUSTOMER & COMMUNITY

- Proactive public awareness and education
- Advocacy with federal, provincial and regional governments
- Mayor's Virtual Town Hall sessions
- IBM COVID-19 Virtual Assistant – 24/7
- Support to local businesses - online seminars and ShopHere
- Expedited restaurant/bar patio expansion permits
- Activated Destination Markham

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4. ONGOING RESPONSE: CUSTOMER & COMMUNITY

- Council approved relief measures:
 - Waived late payment charges on property taxes to December 31st, 2020
 - Eliminated the 2020 Stormwater Fee
 - Maintained the April 1st, 2019 water rate for 2020
 - Opportunity to defer Development Charges and Application Fees until December 31st, 2020
 - Suspended the Municipal Accommodation Tax (MAT) to December 31st, 2020

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4. ONGOING RESPONSE: CUSTOMER & COMMUNITY

- Markham Cares Program
- Markham Foodbank drive
- Markham Donation Centre - PPE donation drive
- Seniors support programs
- Promoted public safety measures

Markham was a leader in implementing significant community measures to support local businesses & residents, and the health of the community

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5. ONGOING RESPONSE: SERVICE EXCELLENCE

OPEN

Markham Civic Centre – selected in-person services by appointment

- Aaniin Pool (lane swimming, lessons, aquafit & rentals) - **October**
- Angus Glen Tennis Centre – **September**
- Arena rentals:
 - Angus Glen - **August**
 - Thornhill & Mount Joy – **September**
 - Crosby, Markham Village, Centennial **October**
- Benches & picnic tables - **June**
- Community gardens - **June**
- Fitness virtual - **July**
- Gym and Multipurpose space (Angus Glen, Thornhill) - **October**
- Heintzman House - **September**
- Library virtual programs - **March**
- Markham Museum (outdoor self-guided tour) - **September**
- Markham Pan Am Centre (pickleball, badminton & lane swimming) - **September**
- Markham Public Library (Aaniin, Angus Glen, Markham Village, Thornhill CC, Old Unionville) - **October**
- Markham Recycling Depots - **June**
- Milliken Mills Soccer Dome – **October**
- Milne Dam Conservation Park - **June**
- Morgan Pool (seasonal) - **August**
- Off-leash dog parks - **June**
- Outdoor tennis & basketball courts - **May**
- Park shelters & washrooms - **June**
- Playgrounds & outdoor exercise equipment - **June**
- Recreation virtual, and Pop Up Parks - **July**
- Rouge River CC – **September**
- Skateboard parks - **June**
- Sports fields (including soccer & basketball) - **July**
- Stiver Mill - **October**
- St. Roberts Soccer Dome - **October**
- Unionville Train Station - **October**
- Varley Art Gallery (self-guided tours) - **September**

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5. ONGOING RESPONSE: SERVICE EXCELLENCE

CLOSED

- Aaniin CC – Gym, Multipurpose Space and Fitness Centre
- Angus Glen Pool
- Armadale CC
- Centennial CC – Pool, Multipurpose Space, Bocce and Fitness Centre
- Civic Centre Ice Rink
- Clatworthy Arena
- Cornell CC – All Amenities
- Flato Markham Theatre
- Fitness Centres-Pan Am, Thornhill
- Markham Public Library – Cornell, Milliken Mills, Thornhill Village and Unionville
- Markham Seniors Centre
- Milliken Mills CC – All amenities
- Thornlea Pool and Gym
- Thornhill Senior Centre

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6. ONGOING RESPONSE: STAFF

- Adapted quickly to the new work environment
- Focus on communication, health and wellness
- Developed field guides, training, e-learning
- Partnered with CUPE
- Successful redeployment of over 100 staff
- Weekly Business Continuity Reports
- Staff Work From Home Survey

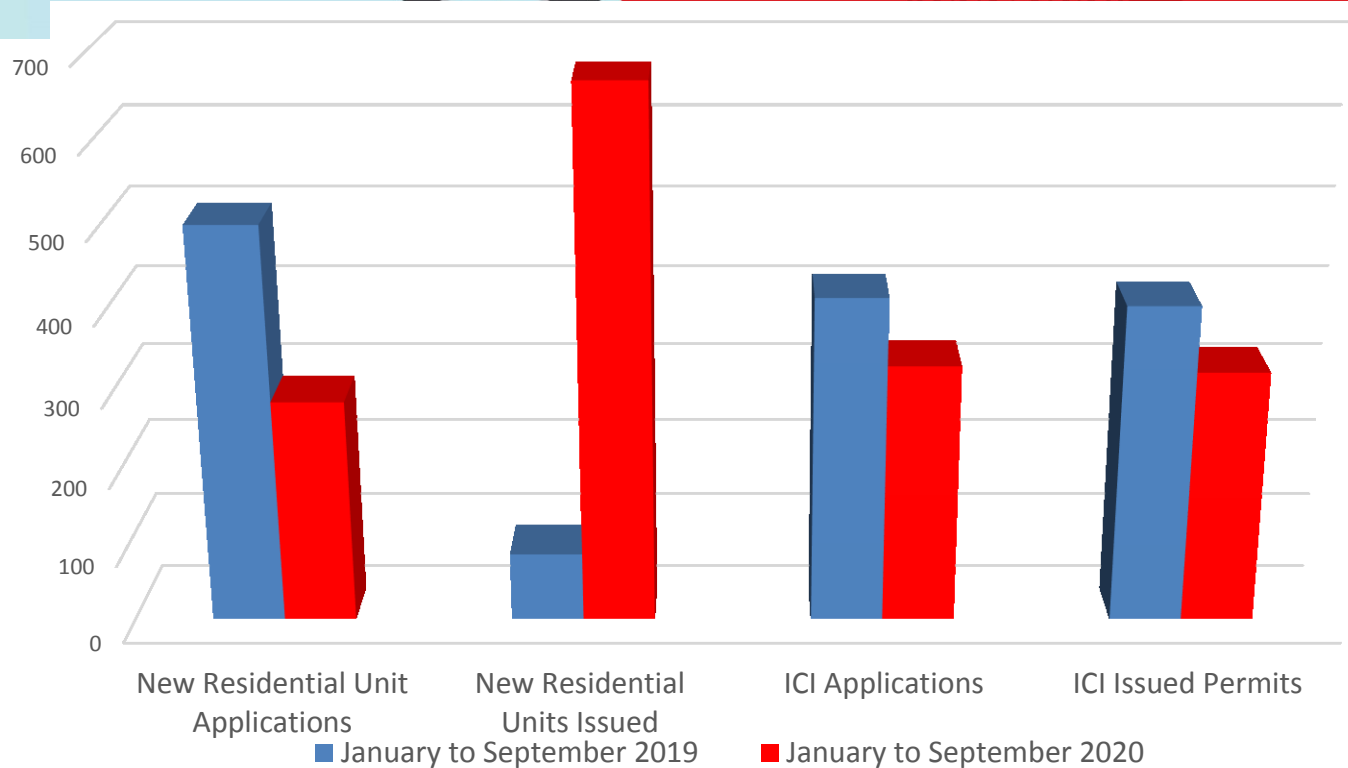
Staff continue to be engaged and supported to deliver City services

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6. ONGOING RESPONSE: STAFF

Building Services

Building Permit
Activity continued



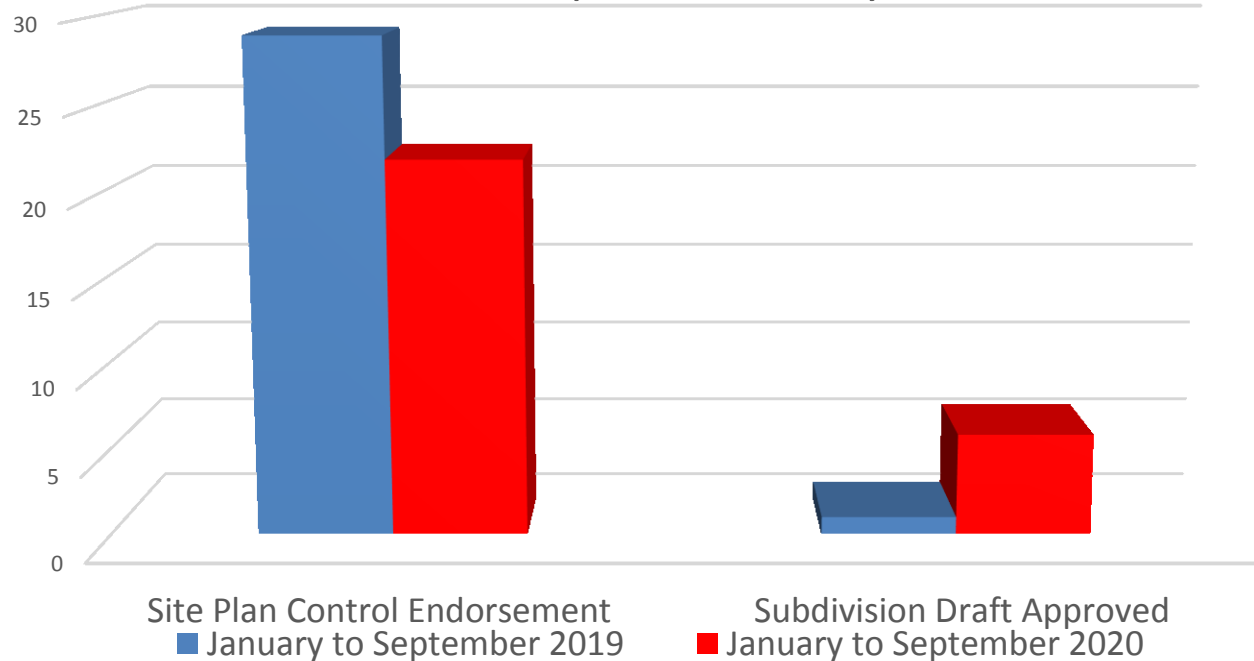
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6. ONGOING RESPONSE STAFF

Planning and
Urban Design

Development Activity



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6. ONGOING RESPONSE STAFF

Economic Growth, Culture & Entrepreneurship



Resources for Business During
COVID-19 Disruption



- Seminars/workshops delivered: **31**
- # of seminar attendees: **1,537**
- Business inquiries responded to: **653**
- In-depth consultations: **114**
- Close contact with business community

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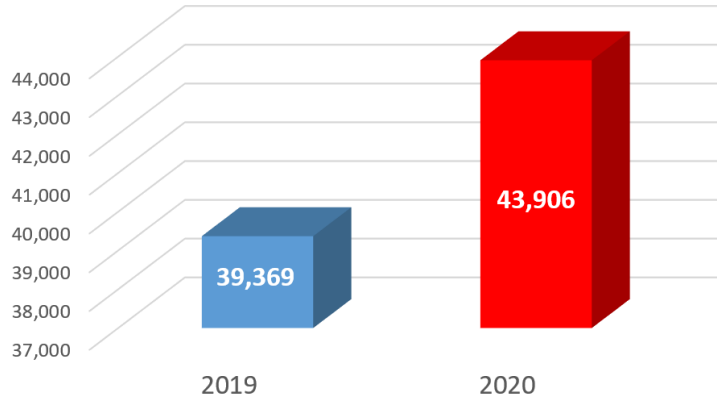


6. ONGOING RESPONSE: STAFF

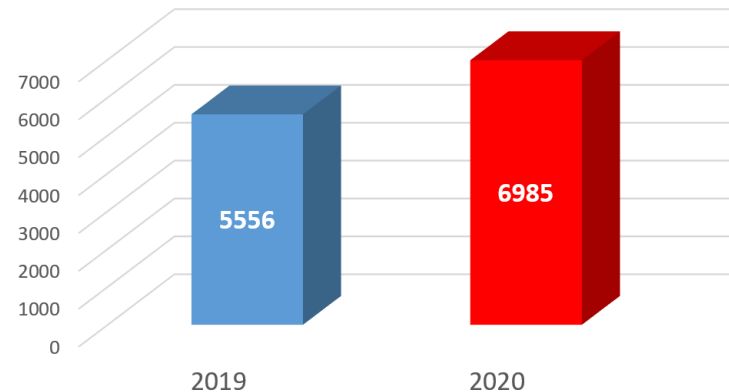
Environmental Services

- Higher Waterworks CSR volumes - Maintained 5 days response time service levels
- Higher water usage and waste tonnage due to more residents staying at home
- Maintained textile collection services throughout pandemic

Waste Tonnage (Garbage, Recycling, Organic)



Waterworks Customer Service Requests



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6. ONGOING RESPONSE: STAFF

Operations

Block Pruning as of October 16, 2020

- 98% complete
 - +/- 15,600 residences
 - = 23,521 trees pruned in phase 1

Road Sweeping as of October 16, 2020

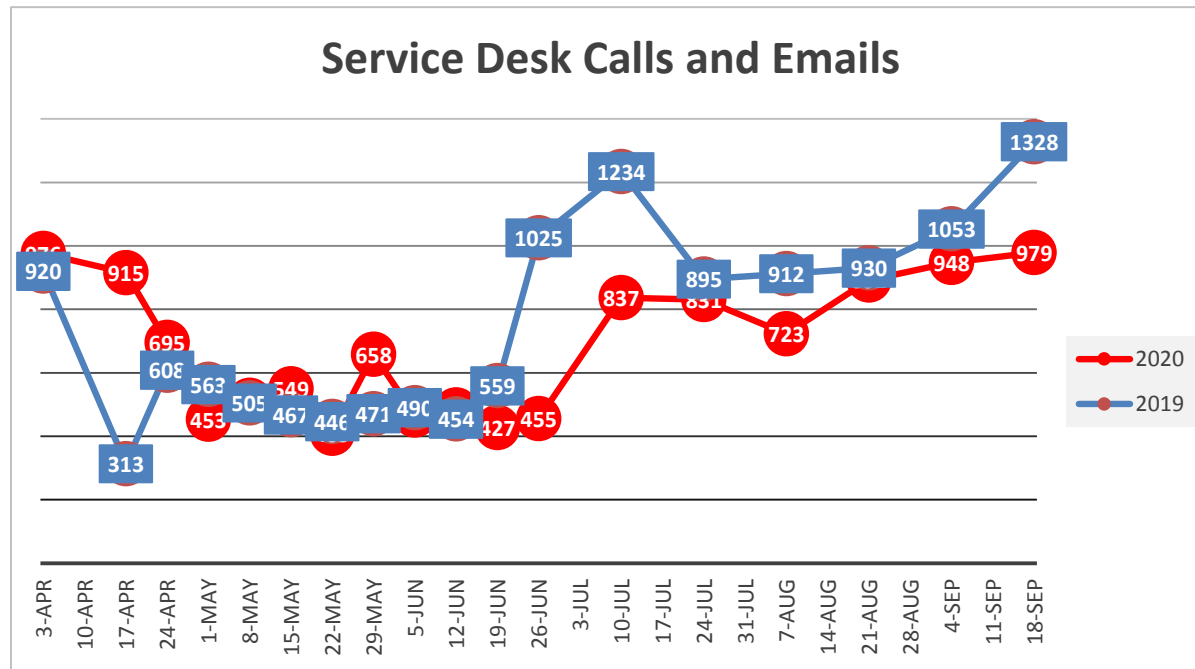
- 100% complete
 - +/- 1,050 tons of sweeping material removed
 - = 2,200km of roads swept

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6. ONGOING RESPONSE STAFF

Information Technology Services

Service calls
Apr–Sept
2020 show
similar
volumes/
patterns as
2019



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6. ONGOING RESPONSE STAFF

Legislative Services

	September 2019	September 2020
Total number of parking tickets issued	4,155	3,581
Total number of calls and emails dealt with in the Contact Centre	17,800	27,543
Total number of Burial Permits issued	151	207

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Property Tax Collection Results

Property Tax Bill Instalment Type	YTD Total Taxes % Collected <i>(as of Oct 16)</i>
Regular Tax Instalment	91.6%
Pre-authorized Tax Instalment (PTP)	98.4%
Total % Collected	93.4%

- Year-end collection forecasted to be between 92% and 95% (3-year average 96.5%)

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6. ONGOING RESPONSE: STAFF

- Lay-off notices issued in late March to 1,773 part-time/seasonal staff
- Redeployed over 100 full-time staff: to fill seasonal contracts, summer student positions and existing staff vacancies
- Early termination of some employee contracts
- Deferred recruitment of some key positions
- ELT review of all vacancies and recruitment
- No cost of living adjustment for non-union staff and Members of Council to December 31st, 2020

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7. ONGOING RESPONSE: FINANCIAL PERFORMANCE

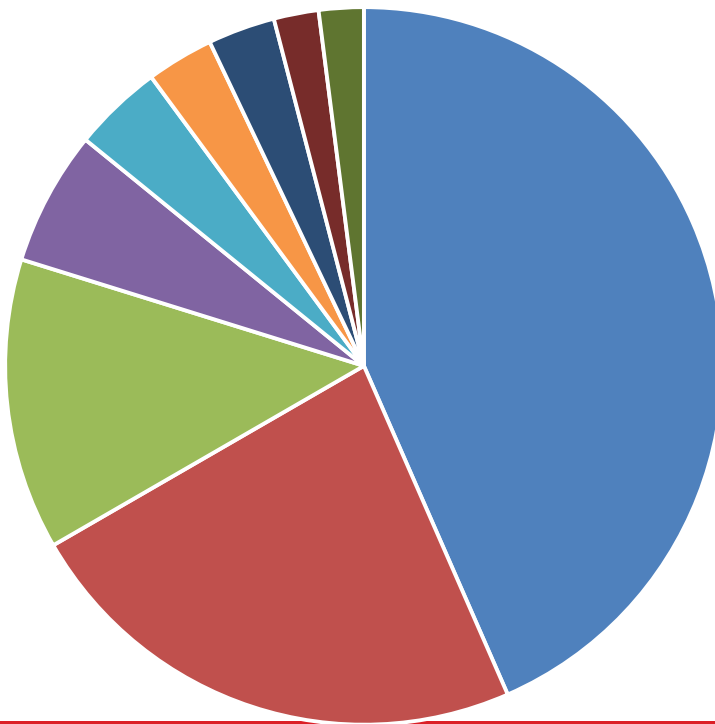
- Comprehensive expenditure review
- Reduced operating costs in closed facilities
- Suspended non-essential vendor contracts

Measures taken to reduce the financial impact of COVID-19 on the 2020 operating budget have been effective.

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CURRENT TOTAL CASES AS OF OCTOBER 18, 5pm



- Vaughan 43% (2401 cases)
- Markham 23% (1280 cases)
- Richmond Hill 13% (709 cases)
- Newmarket 6% (339 cases)
- Aurora 4% (224 cases)
- Georgina 3% (181 cases)
- Whitchurch-Stouffville 3% (163 cases)
- King 2% (129 cases)
- East Gwillimbury 2% (123 cases)

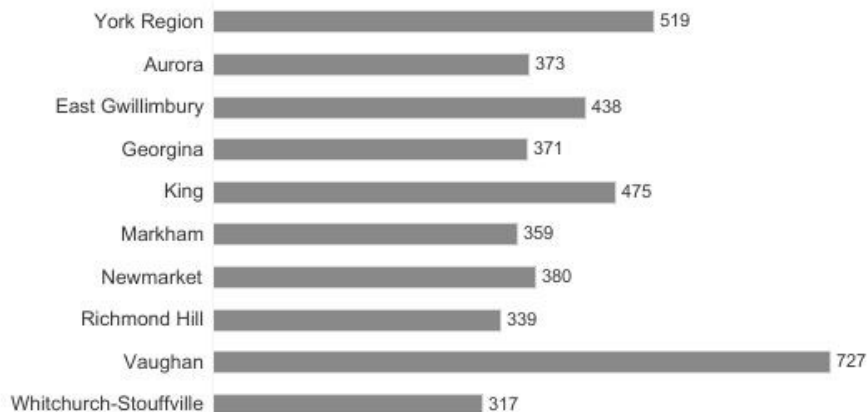
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Rate of COVID- 19 Cases by 100K Population

Municipality

- ☐ Case Count
- ☒ Total Cases per 100,000 Population



York Region Data as of October 18, 5pm:
Markham has one of the lowest rates of
cases per 100K population

1. Whitchurch-Stouffville: 317 cases/100K
2. Richmond Hill: 339 cases/100K
3. Markham: 359 cases/100K



The response to the COVID-19 pandemic has resulted in:

- Transformational change within our organization and beyond
- Unprecedented collaboration between the federal, provincial and local governments
- Increased use of technology, cross-functional collaboration widespread innovation and paradigm shifts at all levels

These elements will strengthen the City as we move through the pandemic and into the future.



- Continue to:
 - Deliver services
 - Support the health & wellbeing of our community and Staff
 - Demonstrate leadership
 - Maintain flexibility to pivot and be nimble
- Monitor, analyze and advise Council on fiscal position and outlook