



Winter Maintenance Service Level Task Force

Terms of Reference

June 1st, 2015

1. Establishment

Building Markham's Future Together – Towards a Sustainable Community represents Markham's strategic direction and will be the foundation for our future planning and actions.

The Winter Operations Service Level Review Task Force established by Council at its June xx, 2015 meeting.

2. Mandate

The Operations Department provides hundreds of services to its residents and prides itself on providing high quality services.

The objective of the Task Force comprised of Councillors is to review the service levels of specific winter maintenance activities in three areas:

- **Citywide and Seniors Windrow plowing;**
- **Service level of local roads** – current level of 7.5 cm for plowing to snow packed conditions. Evaluate the costs to change that current service level to equal the service levels provided to secondary or arterial roads;
- **Service levels for local roads that do not have sidewalks** as those areas pose challenges for pedestrians.

The review will be a balance score card approach based on the Excellence Markham's program. The Task Force will evaluate any service changes by evaluating four outcomes of Excellence Markham:

- **Customer Satisfaction** –will the changes improve resident satisfaction with the service and reduce customer complaints and concerns. Meet or exceed customer expectations.
- **Financial Performance** – can the City afford the changes in service levels and will the increased costs be accepted by our residents in the form of an increase in tax. Will the changes respect value for money and value for service. Will residents value the service and be willing to pay additional taxes to cover those costs.
- **Operational Excellence** - will the service level changes contribute to improvements in productivity and not negatively impact other services and the natural environment. Ensure that the service level changes will not negatively impact the environment.
- **Staff Engagement** – will the service level changes engage staff in the change process and foster continuous improvements and innovation from our staff teams. Will the changes demonstrate innovative and adaptive approaches to work?

The review will also include benchmarking of best practices of other similar municipalities including evaluation of costs, customer satisfaction, and innovative approaches to achieve outcomes desired.

The Task Force will report to Council upon conclusion of the review with recommendations on future service levels. **Due to the lead time required to undertake changes to service levels, the earliest that changes would be implemented would be in the fall of 2016/winter 2017.**

Deliverables:

The Task Force will evaluate options and recommendations that reflect a made in Markham best practice model for delivery of winter operations.

As noted above the evaluation will be based upon a sustainable program considering the social, economic and environmental measures.

Technical staff will support the Task Force in undertaking the research, surveying (as required), collection of data from other municipalities. Staff will prepare presentations and reports to the Task Force. **A final report outlining activities undertaken by the Task Force and any recommendations related to changes to service levels will be prepared by staff for Council approval.**

The program evaluation and final report will include strategies to address the following elements:

- Public Education Program
- Customer Service satisfaction measurement
- If service levels change a strategy will be needed to address increased yard space for equipment storage
- Impacts to By-law Enforcement if City wide changes are made to service levels.
- Review of impact of new development and anticipated demand for on-street parking in new high density developments (Markham Centre, Langstaff, etc.)
- Review opportunities to leverage technology to enhance service delivery effectiveness and efficiency
- Financial analysis to measure cost effectiveness of the program

Definitions:

In addition to definitions outlined in the Council Procedural By-law 2001-01, in this Term of Reference:

- a) Snow Windrow is that portion of snow at the end of the driveway created after the road plow has plowed the municipal road.

Term:

June 15th to October 31st 2015

Membership and Roles and Responsibilities

Composition:

The Task Force is composed of the following members:

Role and Responsibilities	Member Name
The Task Force Advisory Team will review and analyse the information presented and provide direction to the Task Force Technical Team to achieve project objectives within established timelines. The Task Force will present recommendations to General Committee.	Chair, TBD – Member of Council Plus four other members of Council
	Mayor Scarpitti
Seven Members of Council in total:	Deputy Mayor

A Technical Staff Team will be established as outlined below to undertake a structured problem solving process to review existing programs; research and analyse data; identify options for various elements of program delivery and present to the Task Force Advisory Team for consideration. A project manager and project sponsor will be assigned to assist the Task Force Members in achieving outcomes.

Project Sponsor for Technical Staff Team: Brenda Librecz, Commissioner of Community & Fire Services

Project Manager for Technical Staff Team: Morgan Jones, Manager of Roads, Operations

3. Meeting Schedule and Decision Making

Meeting Schedule:

Task Force Advisory Team meetings will be conducted monthly, while the Task Force Technical Team meetings will be conducted weekly. Meeting schedules will be prepared in consultation with the respective project Teams.

4. Reporting Requirements and Methods

Reports and minutes are to be provided to General Committee and from General Committee to Council.

For the Task Force Advisory Team

Minutes, reports and documentation resulting from the work of the Technical Team will be recorded and distributed to all members of the Task Force Advisory Team. The Technical Team will provide information

regarding the issues and the Advisory Team will consider information presented by the Technical Team and provide appropriate direction.

For the Task Force Technical Team

The data collected by the Technical Team will be presented to the Advisory Team for consideration. Minutes and any action items arising from the Team meetings will be captured by the Project Manager and distributed to the Technical Team for information/action.

The Technical Team of the Task Force will conduct interviews and survey municipalities that provide windrow services and those that provide different levels of service. The Technical Team will present the details of these programs including staffing models, numbers and types of equipment utilized, in-house vs. contract work, etc. The Technical Team will report on all issues, challenges and options for measurements of customer satisfaction within the programs.

5. Budget and Resources

Staffing Resource:

The following Town of Markham staff resources will be required for the successful operation of this Task Force:

Staff Resource	Time Commitment (FTE equivalent) per meeting or other descriptor
Andy Taylor , Chief Administrative Officer	Task Force and strategic advice
Brenda Librecz, Commissioner of Community & Fire Services Project Sponsor for Technical Staff Team	Technical Staff Advisor
Director , Operations	FTE: 32 hours (2 hour meetings weekly until Oct.)
Morgan Jones, Manager of Roads	FTE: 45 hours
Joel Lustig, Treasurer or Designate	FTE: 32hours (2 hour meetings weekly until Oct)
Dennis Flaherty, Director, Communications and Community Relations or designate	FTE: 32hours(2 hour meetings weekly until Oct)
Representative , By-law Enforcement and Licensing	FTE: 32hours (2 hour meetings weekly until Oct)
Rose Cozis , Contact Centre	FTE: 32hours (2 hour meetings weekly until Oct)
David Porretta, Acting Manager of Business Services	FTE: 32hours (2 hour meetings weekly until Oct)
Craig Breen, Operations Supervisor John Hoover, Supervisor Contract Administration	FTE: 32hours (2 hour meetings weekly until Oct)
Joseph Petrungaro, Manager Roads Maintenance, Region of York	FTE: 32hours (2 hour meetings weekly until Oct)

Financial Resources :

Financial Resources maybe be required to undertake special research or external expertise if required by the Task Force.

6. Test for Completion

The Task Force will have submitted a presentation and report to Council on or before November 15th, 2015. The final report will have been submitted to Council from the Task Forces.