

---

**MEMORANDUM**

**PWC-C 33-2020**

**Subject:** COVID-19 Response and Business Continuity in Public Works  
**Date:** September 8, 2020  
**To:** Public Works Committee  
**From:** Bruce Zvaniga, P.Eng., Commissioner of Public Works (Interim)

---

As reported previously, Public Works has remained focused on keeping the critical public infrastructure operational while responding to the COVID19 pandemic. Departmental staff continue to ensure that the community has: safe drinking water, reliable wastewater systems, recycling and waste collection/disposal, regional specialized and regular transit and a well-maintained regional road system. Public Works staff recognize and are dedicated to the essential role they play ensuring that healthcare, social services, emergency responders and the community-at-large can depend upon the reliable availability of these core municipal services.

Public Works leadership is actively participating in the Operations Section of the Municipal Emergency Control Group. Working with all other departments, the Business Continuity Plan and staff redeployment strategy is monitored and adjusted to respond to changing conditions. As of June 26, 44.5 Public Works staff are actively re-deployed outside of the department delivering essential services. Over the next few weeks some of these staff will need to be recalled to address the increased needs in Public Works from the Provincial Stage 2 re-opening and major contracts underway.

The Department Leadership team are actively participating in virtual meetings with their counterparts in the Local Area Municipalities, and provincial committees to share our successes and learn how others have overcome challenges.

The following provides a brief highlight from each of the four (4) divisions on their respective status, service changes, actions taken and future outlook.

## **Water & Wastewater Services**

### **Current Status of Operations**

High quality, safe and reliable water and wastewater services in accordance with health regulations and standards continue to be provided.

Both the Drinking Water and Wastewater Quality Management Systems (QMS) remain active. A Water QMS external audit was completed July 6 to 10 where the Division retained its long standing QMS accreditation. Capital infrastructure projects are deemed essential and continue to be delivered.

Memorandums have been distributed to all W-WW staff and contractors regarding compliance with the new Niagara Region mask by-law.

### **Service/Operational Changes**

- Cancellation of the Niagara Children's Water Festival; supplementary virtual water festival developed and launched on June 9
- Cancellation of the Water Wagon service
- Recreational Vehicle wastewater holding tank disposal service extended to seven (7) days a week at the Niagara Falls Wastewater Treatment Plant and Baker Rd Wastewater Treatment Plant. Both facilities will be open Monday through Saturday 5– 7 p.m. and all day on Sunday 7 a.m.– 7 p.m.

### **Significant Initiatives or Actions undertaken**

- Developed a full divisional staffing mitigation strategy to deal with any staff shortages that may occur due to COVID-19.
- Developed a W-WW Division Pandemic Re-opening Framework to supplement the Region Re-opening Phase of the Pandemic Response Plan.
- Received license from Health Canada to produce disinfectant spray and hand sanitizer for Regional workplace use during the COVID-19 emergency response to alleviate supply chain shortages when required. Currently able to produce 40 litres per week.
- Cancellation of all non-essential meetings, plant tours, training activities, visitor access.
- Implemented COVID-19 protocols for consultants, contractors and project managers at plant facilities.

- Enhanced focus on the health and well-being of staff operating the essential systems including limiting access to the plant and deferring all non-essential contracted services.
- W-WW training activities are scheduled to resume in September.
- Assigned maintenance staff to dedicated areas and implemented flexible start and end work locations to avoid both unnecessary travel and exposure.
- One employee per vehicle where possible; If employees need to travel together they are required to wear a mask.
- Setup static sanitation stations in all staffed W-WW facilities and deployed mobile sanitation kits for all fleet vehicles.
- Implemented W-WW tailored weekly COVID-19 spot check reports including regular reporting of facility sanitation supply inventories.
- Adopted changes to ensure no physical interaction on deliveries, courier and lab samples.
- Changes to pickup and handling of uniform laundry.
- Portable washrooms have been setup at Wastewater and Water facilities to accommodate contractors, couriers and sewage haulers.
- Face shields, half mask respirators and surgical masks are being used as a form of source protection for staff where certain activities do not allow for proper physical distancing or as required per Niagara Region face covering by-law (By-law 2020-46).
- Meeting room max occupancy signage, screening signage, screening protocol and limited door access have been implemented at all Water-Wastewater buildings. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.
- Screening protocol for all vendors and contractors also implemented at all worksites.
- Constructors at various worksites have put into place proper distancing, working measures and PPE for the well-being of all staff.
- Accepting digital signatures for MECP form approvals.
- Capital project delivery through all phases continuing with proper protocols for consultants, contractors as well as for internal staff in place.
- Collaborating with Corporate Communications to develop strategies for Public outreach/engagement to satisfy the requirements of the MECP.

## **Operational Outlook**

### **1 month**

- Implementing phased W-WW Pandemic Re-Opening Plan in accordance with Public Health advisement and direction from the Region's Emergency Operations Centre.

### **3 months**

- Implementing phased W-WW Pandemic Re-Opening Plan in accordance with Public Health advisement and direction from the Region's Emergency Operations Centre.

### **6 months**

- The focus continues to be on the maintenance of all key components, the sustainable supply of key chemicals and materials and most importantly on the well-being of the staff managing these essential systems.

## **Transportation Services**

### **Current Status of Operations**

Essential bridge, culvert and roadway works, forestry, traffic control, pavement markings and signage are critical services which continue to be provided.

Design, construction management and environmental assessments continue from engineering staff and consultants.

Staff continue to monitor all material shipments, supplies and construction contracts experiencing delays to understand larger impacts to ongoing construction project schedules.

Essential and critical project interpretation based on Provincial announcements continues to change and affects the delivery of projects and levels of service to the residents of Niagara Region. This is continuously monitored and adjusted to meet Provincial directions.

## **Service/Operational Changes**

- Dispatch is providing 24 hour support with all calls received by the Region; in particular directing residents for COVID-19 to Public Health and by-law enforcement (Local and Regional) seven days a week.
- Earlier in assessing the separation of staff in field operations, the normal weekday shift and management oversight had been split into two groups scheduled to not physically interact with each other. As a result, the hours of operation were stretched from 5 a.m. - 9:30 p.m. with the support of the union and management.
- Since the implementation of two (2) shifts, management have continued to review staffing levels and needs. Due to the number of redeployments to Long Term Care (LTC) and EMS in support of the pandemic, vacancies, plus sick time, management reassessed the two shifts and converted back to one shift per day from 7 a.m. - 3 p.m. Management is continuing to assess service levels against staffing needs and safety protocols and will adjust accordingly.

## **Significant Initiatives or Actions undertaken**

- Separation of field staff in vehicles where possible is being administered. Vehicle assignment to specific staff with the responsibility to clean / maintain on a daily basis.
- Face masks and shields have been ordered for additional staff protection in certain circumstances.
- Staff continue to monitor supplies out of Fleet stores such as wipes, hand sanitizer, N95 masks and are supporting other Divisions with resources as required.
- Screening signage, screening protocol and limited door access have been implemented at all yards and the service center. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.
- Screening protocol for all vendors and contractors also implemented at yards and service centers.
- Constructors at various worksites have put into place proper distancing, working measures and PPE for the well-being of all staff.
- Updated protocols based on provincial regulations/guidelines for working on construction sites has been sent to Heavy Construction Association of the Region of Niagara to notify their members that they must adhere to these measures.
- IT equipment to assist with working from home has been provided where applicable.

- A number of Transportation Staff have already been trained and redeployed to assist other Departments where needed. In assisting with the redeployments to LTC, Staff manufactured personal screening barriers for screener positions at entry points of the homes as an additional safety measure.
- In meeting essential service levels throughout the pandemic, management continue to review staffing; in particular the redeployment numbers and will be phasing the return of Transportation staff throughout Q4. Key operations (ie Winter Operations) will require staff to be recalled for training and availability to meet legislated service level requirements in keeping Niagara's roads safe.

## **Operational Outlook**

### **1 month**

- Essential and critical project interpretation based on Provincial announcements will affect the delivery of projects and levels of service to residents of Niagara region. This continues to be under review. The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

### **3 months**

- Essential and critical project interpretation based on Provincial announcements will affect the delivery of projects and levels of service to residents of Niagara region. This continues to be under review. The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

### **6 months**

- Contractors have shared their concern that once non-essential work can recommence, there will be shortage within the trades due to demand. Contracts are continuing to be monitored by staff with regards to any shortages (supplies and trades) and updates will be highlighted.

## **Waste Management Services**

### **Current Status of Operations**

Restrictions to the curbside collection program and at the landfill sites/drop off depots have been lifted with minor restrictions still in place as noted below.

The processing of recyclable materials is being maintained. Storage capacity has become an issue. Staff have applied, and have been granted by the Ministry of Environment, Conservation and Parks to work on Sundays and during the hours of 11 pm to 6 am to process the backlog of recyclables. When necessary, unprocessed recyclables have been shipped to other recycling facilities for processing resulting in additional costs and loss of revenue.

An online tool was successfully implemented in June to provide residents the ability to purchase garbage tags, CFC stickers and recycling and organic bins on line. Garbage tags and CFC stickers are mailed to the residents. For recycling and organic bins, payment is made on line and residents can pick up the bins at one of the Regional distributions centres. Some local municipalities have begun to sell or distribute recycling boxes and green bins, by appointment.

Strategic initiatives are continuing such as the MRF Opportunity Review, implementation of new collection contracts and services levels, construction projects, and operational tenders. Staff continue to participate in stakeholder consultation sessions regarding the Blue Box program and other programs transitioning over to a Producer Responsibility model.

## **Service/Operational Changes**

### **Landfill Service Changes**

There have been delays at the sites due to the recent changes implemented, including limiting the number of people on the drop-off pad to support COVID-19 physical distancing guidelines.

Preferred methods of payment are debit and credit, using the tap option.

### **Collection of large household item resumes**

As of July, the collection of large household items has fully resumed.

### **Curbside Battery Collection**

Battery collection originally scheduled for April 20-24 was initially postponed so that staff could focus on the collection of regular garbage, recycling and organics. A decision was made to cancel the services due to staff redeployment as well as a change in the industry funding model.

## **Compost Giveaway**

Compost giveaway originally scheduled for May 4-9 has been postponed until the week of September 14, 2020.

## **Some /Green Bin Distribution Locations Remain Closed**

For more information on [waste management services](https://www.niagararegion.ca/waste), visit <https://www.niagararegion.ca/waste>.

## **Community Events**

Presentations, sites tours and special events recycling have been postponed until further notice. Unstaffed booths have been set up across Niagara to promote new collection services which are commencing October 19, 2020. Staff have engaged in booths at farmer markets during the month of August, and are complying with Public Health protocols.

## **Significant Initiatives or Actions undertaken**

- Screening signage, screening protocol and limited door access have been implemented at all facilities. Daily reports of staff well-being and screening are being provided to management for recording and documentation purposes.
- Screening protocol for all vendors and contractors has also been implemented at all facilities and sites.
- Installation of a portable washroom and hand washing station for commodity drivers to avoid visitors entering the Recycling Centre.
- Staggering breaks and lunch to reduce amount of people taking breaks at one time at the Recycling Centre.
- Increased cleaning being completed at night and during the day (i.e. between lunch breaks and in high traffic areas).
- Installed plexi-glass between sorters on the processing line, and at the scale houses located at the landfill sites/drop off depots.
- Staff are travelling in separate vehicles to maintain physical distancing per health guidelines.
- On-road staff working from home to start and end their day due to lack of public washroom availability, and to reduce the need to enter their work location.



## Operational Outlook

### 1 month

- Implementing the divisional Pandemic Re-Opening Plan in accordance with Public Health advisement and direction from the Region's Emergency Operations Centre.
- Staff are developing a contingency plan for the distribution of recycling boxes and Green Bins, should non-Regional distribution outlets need to close prior to the launch of new collection services.
- 2021 operational budgets are being developed.
- Staff will continue to develop and implement a communication strategy to inform residents about upcoming service changes that will occur with the new waste collection contracts. Initial communication plan adjusted due to COVID. The first direct mail piece (post card) is scheduled to hit mailboxes late June/early July.
- The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly, and work that cannot be deferred is being managed by existing staff.

### 3 months

- The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.
- Staff will continue to implement communications about the service changes that will occur with the new waste collection contracts.
- RFP will be issued for the division's Long-term Strategic Plan.
- Staff will continue to meet with new collection contractors to ensure a successful start up
- New waste collection contracts are set to commence October 19, 2020. Staff will be working to address any major concerns and provide residents with information to fully participate in the curbside programs.
- Staff will work with existing collection contractors to wind down operations

### 6 months

- 2021 work plan will be developed
- The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.

## **Niagara Region Transit/Specialized Transit & GO Implementation**

### **Current Status of Operations**

Niagara Region Transit (NRT) is operating at a modified version of the “Saturday” level of service:

- All Express routes were eliminated (40a, 40b, 45a, 45b, 60a, 65a, 70a, 75a) effective March 23
- 7:00 a.m. - 9:00 p.m. operating hours effective May 4 (typically 7:00 a.m. – 11:00 p.m.)
- Hourly service (60 minutes) on Routes 22, 25, 40, 45, 50, 55, 60, 65, 70 & 75

Niagara Specialized Transit (NST) is operating at the normal level of service, except for trips whose origins or destinations are to/from a location with reported cases of COVID-19 are not being provided. Reducing hours of operation is not a necessity in this case as Niagara Region only pays for trips delivered, rather than an hourly rate. Overall, NST trip requests are significantly reduced, however NST continues to deliver all requested trips within the capacity available. Ridership has continued to show small signs of recovery.

NRT OnDemand service operates in Grimsby, Lincoln, Pelham, Wainfleet and West Lincoln from Monday to Saturday, 7 a.m. to 10 p.m.

### **Service/Operational Changes**

The "Rear door boarding" policy enacted on March 23 to temporarily limit driver contact and respect physical distancing has been lifted. Through Inter-Municipal Transit Working Group (IMTWG) coordination, Niagara's transit providers have installed plexi-glass bio-barriers across the entire fleet of vehicles to protect bus operators. With these bio-barriers in place, reinstatement of front door boarding was able to begin on June 29, and collection of fares on July 2.

Hourly service on Routes 40 and 45 was reinstated to relieve capacity pressures on Routes 50 and 55 and to support the re-opening of the Outlet Collection at Niagara.

NRT OnDemand, a dynamic, ridesharing service, was launched on August 17 in Grimsby, Lincoln, Pelham, Wainfleet and West Lincoln. It does not operate on a fixed route or schedule; rather, riders are able to request trips in real-time through the NRT

OnDemand app (available on IOS or Android) or over the phone by selecting a pick-up point and destination.

Barriers have been installed on NRT OnDemand vehicles between the driver and rider to reduce the potential spread of COVID-19. Mandatory mask usage will also be required as per the Region's Face Covering By-law.

Links to download the app, as well as additional information on the service, including fares and service area boundaries, can be found [here](#).

### **Significant Initiatives or Actions undertaken**

- All NRT, and NST fleet vehicles have been professionally cleaned/disinfected/sanitized well beyond regular protocols, and Aegis antimicrobial spray was applied to all interior surfaces. This work was completed by the local transit service providers as they manage and operate the NRT fleet as part of their own.
- Due to the low volume of trips, BTS has made every effort to deliver trips with only a single occupant in each vehicle, although this has not been formalized as a public policy.

### **Operational Outlook**

#### **1 month**

- NRT staff continue to review ridership data closely in order to determine appropriate levels of service.
- The IMTWG has received provincial guidelines, however those guidelines did not address vehicle capacity. Through discussion with other transit properties in Ontario, Niagara's transit providers are on target to allow for an increased capacity to 100% effective September 7.
- Work continues with our post-secondary partners to review projected enrollment and transit ridership for the Fall 2020 semester at both Brock University and Niagara College. With the percentage of enrolled students on campus undetermined at this time, transit staff are developing scenarios for meeting needs that arise from the campus sites where typically, very significant volumes of students use transit.
- Staff continues to work with Brock University and the Brock University Student Union to maintain the U-Pass Program for the 2020-2021 academic year.

Niagara College terminated the U-Pass agreement in response to COVID-19 and thus students will be purchasing monthly passes in September.

3 months

- Possible further service adjustments based on ridership and in reaction to any provincial changes. Staff will continue to work with the IMTWG in reviewing the available data to ensure that adequate service is being provided while being mindful of the financial challenges faced by each municipality.
- The Niagara Transit Governance Study report will be complete by summer 2020. Introduction of the final report to LNTC with recommendation on a new governance model by the Project Team and study consultants will be done in consultation with the CAO Working Group and the LNTC Chair.

6 months

- The IMTWG will begin working towards the implementation of a new fare payment technology through the funding provided by the Investing in Canada Infrastructure Program (ICIP). Due to the complexity of the program, an implementation date in 2021 is most likely. Staff will continue to provide updates once a timeline has been established and at the major milestones.

As both the Province and Region move through the recovery process, staff at each of Niagara's transit providers will continue to collaborate in monitoring service levels, processes, and policies to ensure the safety of the residents and employees remain a priority and that decisions are made and communicated jointly wherever possible.

Respectfully submitted and signed by,

---

Bruce Zvaniga, P.Eng.  
Commissioner of Public Works (Interim)