



# MOVING FORWARD

**The Town of Pelham's  
Framework for Reopening  
During COVID-19**



## CONTENTS

Moving Forward: A Framework for Reopening	3
Message from the CEMC, Mayor, CAO	3
Prepare the Building	4
Prepare the Workforce: Anxiety	7
Prepare the Workforce: Vehicle/Equipment Cleaning and Disinfecting	9
Control Access	11
Reduce Touch Points and Increase Cleaning	13
Create a Physical Distancing Plan	16
Communicate for Confidence	18



COVID-19 has had an impact on everyone in Pelham: residents, businesses, municipal workers. As the Town monitors the pandemic and imposes safe reopening practices, the continued presence of the virus in Niagara is expected. As the Town navigates a current- and post-pandemic environment, the following framework for reopening was developed. The framework will be updated as guidelines and best practices from Provincial and health authorities become available.

### **MESSAGE FROM THE MAYOR, MARVIN JUNKIN:**

As the Mayor of Pelham, I have heard from many residents and businesses, all wondering when things will reopen and when normal will return. These are valid questions but difficult ones to answer. Reopening our facilities in Pelham is desirable, especially as we approach the summer months, but it must also be calculated. Safety is the priority and we will not jeopardize the health and safety of our staff or residents by hastily reopening. We welcome your questions, comments, and concerns, as we emphasize open, two-way communication during this pandemic, and at all times. Thank you to all residents who have employed physical distancing and followed the advice and guidelines of the Province and Public Health. If we continue doing this, we will be in good shape.

### **MESSAGE FROM CEMC, FIRE CHIEF, BOB LYMBURNER:**

As the Town's community emergency management coordinator (CEMC) we have been working cooperatively with team leaders, staff and outside partners to analyze, prepare and present a comprehensive operational procedures package which will address public health and the Town's health and safety requirements in order to open our services and work with the residents and fellow employees safely. This package will also provide a clear direction on the procedures to provide a safe and comfortable working environment as we transition through this Pandemic.

### **MESSAGE FROM THE CAO, DAVID CRIBBS:**

I'm very proud of this document, of the team that put it together and of the staff who are working to make a return to the safe provision of services a reality. These have been trying times for everyone in Pelham and beyond. I believe that the Town has found a path forward that will allow most services to resume, albeit many in modified format. Health and safety always have to be top of mind, and this Framework accomplishes that by addressing mental and physical health concerns, operational needs and financial challenges with the community's hopes and aspirations. If we all practice patience, understanding and empathy this Framework will see us through to a healthful, prosperous and productive future. Be well and remember to wash your hands!



## PREPARE THE BUILDING



- Ensure safety of all workers
- Ready Mechanical, HVAC, Fire/Life Safety systems
- Clean with products from approved lists from governing authorities
- Ensure compliance with owner/landlord requirements policies
- Engage vendors in back-to-work plan
- Review and prepare plans regarding changes to cleaning scope or any additional services
- Ensure all inspections, remediations, repairs and communications are complete before reopening

### Pelham's Approach

Before reopening a Town of Pelham facility to the public, that has been closed due to the COVID-19 pandemic, a variety of pre-return checks, tasks, and assessments will be completed to ensure a healthy and safe environment for everyone.

In addition, due to the increased risk of contamination to both staff and the public, as a result of the COVID-19 Pandemic, additional cleaning and disinfecting of Town facilities will be completed prior to reopening, as well as providing an increased level of service and frequency during regularly scheduled cleaning operations.

All Town of Pelham facilities will be properly cleaned on a daily basis with additional disinfection to all touch points every 4 hours (in effect during COVID-19 Pandemic).



## Personal Protective Equipment (PPE)

Personal Protective Equipment will be provided by the corporation and donned by all employees engaged in any activity requiring such required PPE. Non-surgical face coverings are required to be worn when a minimum of 2 metres of separation between people is not possible.

### Personal Protective Equipment including eye protection

Personal protective equipment that provides protection of the eyes, nose, and mouth, is required if a worker is required to come within 2 metres of another person who is not wearing a face covering and not separated by plexiglass or some other impermeable barrier.

## Operating Guidelines/Best Practices

Prior to the reopening of a Town of Pelham Facility, the building and property must undergo a thorough inspection and systems maintenance program including:

- Fire safety & suppression
- HVAC (heating, ventilation, air conditioning) system
- Water supply
- Waste systems
- General building systems
- Cleaning and disinfection

Staff performing the inspections shall complete and initial a Facility Re-Opening Checklist. The Facility Re-Opening Checklist shall be posted at the facility in a visible and available location for a minimum of 14 days after reopening.

All staff (and/or contractors) performing maintenance or inspection of equipment are required to be sufficiently trained or licensed to perform the required works. All maintenance and inspections will be performed in accordance with the manufacturer's specifications or departmental procedures and guidelines.

Cleaning and sanitization will focus on the following areas and will be in accordance with the Town's approved cleaning and disinfecting checklist:

- Public Spaces
- Washrooms
- Meeting Rooms
- Offices
- High touch points - door Handles / knobs, light switches, railings

Once a facility is open for public use, the regular cleaning of facilities and high frequency touch points are carried out in accordance to departmental procedures, and/or approved service provider contracts.



A comprehensive site-specific cleaning scope of work will be broken down into individualized work plans, service schedules, and checklists that clearly detail the work that must be completed, to what frequency, and to what standard, for each facility and service area. Standardization will ensure improved consistency, efficient productivity, and reduced errors and omissions.

Contracted cleaning services and internal cleaning staff will be certified and or will receive training regarding the proper handling and use of the cleaning products. In addition, contractors and staff will be trained in proper cleaning practices and procedures. Certified training programs promote an educated, professionalized workforce, equipped with relevant knowledge and skills.

Health and sustainability will be the governing principles for ensuring the Town's facilities remain clean and sanitized. This will be accomplished through the use of efficient cleaning equipment, developing and maintaining effective cleaning processes to trap contaminants at the source, providing segmented cleaning activities to prevent cross-contamination, and following sanitization procedures to remove pathogens from surfaces, keeping the facility safe – as well as clean.



## PREPARE THE WORKFORCE: ANXIETY



Policies for deciding who returns and when; employee communications

- Mitigate anxiety of returning to the workplace through change management planning and communications
- Consider why people can benefit from returning to work
- Consider why people can benefit from continued WFH
- Develop and execute detailed plan on how to return to work
- Advise on alternate means of safe commuting
- Prepare and post reminders of physical distancing and cleaning protocols

### Pelham's Approach

The Town's goal is to identify approaches and best practices for mitigating anxiety that employees may feel about returning to the work place through management planning and communications during the COVID-19 pandemic.

### Mitigating Anxiety

Mitigating anxiety of returning to the work place through change management planning and communications will be completed through measures such as:

- Enforcing physical distancing measures
- Regular cleaning of all facilities, along with periodic deep cleaning



- Supplying wipes, hand sanitizer and disinfectant supplies
- Cleaning high touch areas every four hours
- Creating an environment where staff feel comfortable taking the precautions needed
- Ensuring appropriate communications are developed and shared with staff prior to returning and reinforced while at work.
- Screening visitors and the public, including taking their temperature prior to entry
- Continuously reviewing the processes and changes to protocols and procedures as circumstances change with the pandemic in accordance with Public Health guidelines and Provincial directives.

## Considerations

### ***People can benefit from returning to work.***

Productivity from proximity to colleagues, socialization, amenities and work tools and resources increase in the office setting. Additionally, proper ergonomics are increasingly likely and the feeling of normality increases mental health.

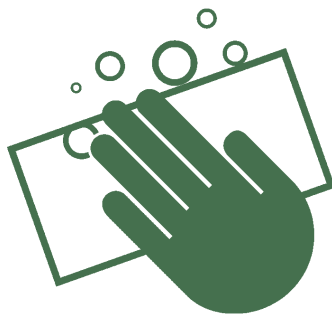
### ***People can benefit from continuing to work from home.***

Working from home allows for increased attention to health and family priorities, reduces work commute time, and technology enables work from home without the loss of productivity. Now more than ever, we are in the position to be fully functional from home.





# PREPARE THE WORKFORCE: VEHICLE/EQUIPMENT CLEANING AND DISINFECTING



## Pelham's Approach

The Town of Pelham is committed to preventing disease transmission and increasing employee and public safety through proper and consistent use of infection prevention and control practice in accordance with Federal and Provincial Infection Prevention and Control Guidelines

The Town will employ disinfection procedures in accordance with recommendations from Public Health Ontario Provincial Infectious Diseases Advisory Committee (PIDAC) as outlined in the Best Practices for Cleaning, Disinfection and Sterilization of Medical Equipment/Devices.

Employees must ensure equipment and vehicle surfaces are free of pathogens to decrease disease transmission. Cleaning and disinfection are elements of routine practice and shall occur prior to individual use.

### Definitions

**Cleaning** – The physical removal of foreign material (e.g., dust, soil) and organic material (e.g., blood, secretions, excretions, microorganisms). Cleaning physically removes rather than kills microorganisms. It is accomplished with water, detergents and mechanical action

**Disinfection** – The inactivation of disease-producing microorganisms. Disinfection does not destroy bacterial spores without executing a proper cleaning first.



## General Cleaning and Disinfection Procedures

- Cleaning / disinfection must be performed while wiping top to bottom, clean to dirty and one direction only.
- Rags/wipes must not be double dipped in cleaning/disinfection product. Place all contaminated wipes & rags in plastic bag before disposing into garbage.
- Cleaning must always be completed prior to disinfection.
- Follow manufacturers' direction for contact time of products.
- At any time, a vehicle or equipment be found in a state of uncleanliness at the beginning of a shift, inform your Supervisor immediately to request time for proper cleaning / disinfection.

### Equipment Cleaning and Disinfection Procedure

- Where there are little or no visible signs of soiling, cleaning / disinfection shall be conducted for each individual use. Disinfecting wipes are to be used for all equipment cleaning/disinfection.
- Staff taking part in the cleaning / disinfecting procedure shall practice proper hand hygiene and don the appropriate PPE prior to beginning the procedure (masks, eye protection and gloves.)
- Place all contaminated equipment in an area to limit cross contamination.
- Discard all disposable equipment that is contaminated in a separate garbage bag and then placed the appropriate container, i.e. garbage not recycling.
- Any reusable equipment will be cleaned and disinfected with disinfecting wipes employing a minimum contact time of five minutes.
- Cleaning should always be performed from the “cleanest” (least contaminated) area to the “dirtiest” (most contaminated) area to prevent the spread of contaminants.
- Cleaning/disinfection must be performed while wiping top to bottom, clean to dirty and one direction only.
- Doff and dispose all PPE used and complete hand hygiene.



## CONTROL ACCESS



Protocols for safety and health checks, building reception, shipping/receiving, elevators, visitor policies

- Control the entry points including deliveries
- Reconfigure gathering and lobby areas for physical distancing
- Install plexiglass shields as appropriate
- Clearly communicate building protocols through signage and floor markings
- Consider temperature screening
- Provide sanitizer, wipes, PPE as appropriate
- Disable touchscreens

### Pelham's Approach

With the present situation concerning COVID-19, and at the direction of Public Health, the Town will be taking steps to further limit the chance of the spread of the virus. Health and safety procedures for entering any facility or administration building are applicable upon entry. This also pertains to any department personnel, service personnel, or contractor working in a facility.

Entering any building will be restricted to one specific entrance. Before proceeding into a building, an attendant will ask you a number of questions pertaining to the COVID-19 virus. This process will only have to be conducted once per day for employees (at the beginning of their shift (day or night)).

In order to avoid false positives, should a person register a temperature of 37.8° Celsius or greater, the individual is to wait five minutes and retest. If still above they will not be allowed entry into the building.



## Requirements

The following will be the designated entrances for buildings:

- o Town Hall, Lower rear door entrance
- o MCC, Main South West entrance door
- o Station 1, Front office entrance door
- o Tice Road, South man door into bays
- o Fonthill Library, main entrance
- o Fenwick Library, back door entrance



## REDUCE TOUCH POINTS AND INCREASE CLEANING



Touchless ingress/egress, clean desk policy, food plan, cleaning common areas

- Maintain enhanced cleaning and disinfecting practices
- Supply disinfectants near or on each desk or work area, particularly those that are shared
- Remove food/beverages – consider restocking with single-serving items
- Enable DIY cleaning through hand sanitizer, disinfectant wipes, and other such products
- Sanitize all workspace areas, including office, conference room, breakroom, cafeteria, restroom, and other areas prior to opening. Ensure appliances/equipment are in working order
- Limit in person meetings, using electronic methods when available
- Consider low-touch or no-touch switches, doors, drawers and other fittings
- Remove high-touch shared tools such as whiteboard markers, remote controls, etc.
- Institute a clean desk policy
- Create secured, designated storage areas for personal items
- Designate a specific enclosed room to isolate any person identifying themselves with symptoms

### Pelham's Approach

The Town will review the touch points at Town Facilities in order to reduce the number of places touched and identify and increase deep cleaning required to maintain a clean and safe environment for staff and residents. During COVID-19 the goal is to disinfect surfaces in the workplace that are responsible for transmission (kill germs on surfaces that we touch). Proper cleaning and disinfection of work stations, equipment, tools, and vehicles are essential measures that are required to prevent the spread of COVID-19 in the workplace.



## Requirements

Proper cleaning and disinfection is key to stopping the spread of COVID-19 in the workplace. Public Health Ontario recommends high touch surfaces be cleaned and disinfected a minimum of twice daily or when work surfaces, tools, or equipment become visibly soiled.

Health officials have recommended common areas need to be cleaned every 15 minutes to help control virus transmission; facilities management will need to re-evaluate and adjust operations based on traffic use. Cleaning times will be reviewed to ensure adequate cleaning is done based on the number of people in the facility. Facility management will also need to research different equipment options that will effectively perform the disinfection of public infrastructure while increasing staff performance and ability to meet the new standard of facility cleaning and disinfection.

## Operating Guidelines/Best Practices

In addition to providing disinfectant sprays or wipes adjacent to each touchpoint, the following range of precautions to reduce touchpoints will be implemented:

### Light/power switches

- Affix signage to remind occupants to keep switches 'on' all day
- Install movement detectors to activate light switches
- Provide wall-mounted disinfectant dispensers

### Doors and drawers

- Remove non-essential doors
- Remove door handles if viable
- Affix doors in an open position

### Collaboration tools (conference phones, room reservation panels)

- Disable/decommission room reservation panels outside meeting rooms
- Remove shared conference phones and encourage the use of personal mobile phones or laptop softphones for teleconferences.
- Remove whiteboard pens and erasers and encourage individuals to bring and manage their own
- Provide whiteboard cleaning solution and disposable wipes adjacent to every board
- Remove remote control handsets and provide instructions for manual equipment use instead

### Chairs

- Remove unnecessary fabric upholstered chairs
- Consider plastic wrapping fabric upholstery for ease of cleaning
- Affix notices to each chair reminding occupants to avoid or disinfect touchpoints

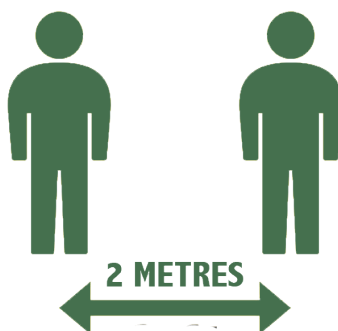


### **Touchless Ingress/egress, clean desk policy, food plan, cleaning common areas**

- Maintain enhanced cleaning and disinfecting practices
- Supply disinfectants near or on each desk or work area, particularly those that are shared
- Remove food/beverages-consider restocking with single-serving items
- Enable DIY cleaning through hand sanitizer, disinfectant wipes, and other such products
- Sanitize all workspace areas, including office, meeting rooms, lunchrooms, restroom, and other areas prior to opening. Ensure appliances/equipment are in working order
- Limit in person meetings
- Consider low-touch or no-touch switches, doors, drawers, and other fittings
- Institute a clean desk policy
- Designate a specific enclosed room to isolate any person identifying themselves with symptoms



## CREATE A PHYSICAL DISTANCING PLAN



- Consider phasing based on roles and priorities, including temp workers if needed
- Introduce planning to support physical distancing/ 2 metres (approx. 6 feet) Office Protocols
- Monitor space usage
- Specify seating assignments for employees to ensure staff adheres to minimum work distances
- Redesign spaces, alternate desk/chair use, etc., for physical distancing
- Add panels between desks including height adjustable panels for sit/stand desks
- Enforce stringent cleaning protocols for shared spaces
- Reduce capacity of spaces — e.g., remove some chairs from large conference rooms
- Prohibit shared use of small rooms and convert them to single-occupant use only
- Designate and signpost the direction of foot-traffic in main circulation paths

### Pelham's Approach

Individuals are required to practice physical distancing and keep a distance of two metres (approximately six feet) from others. Where physical distancing may be a challenge, wearing a face covering is encouraged and may be an added way to protect others around you, even if no symptoms of COVID-19 are displayed.

All appointments with the public will be pre-scheduled and appropriate meeting rooms assigned. Signage will be placed at the entrance of each common space indicating the new maximum occupancy and floor markings will be installed to direct traffic and assist individuals in safe physical distancing.







## How we're keeping physically distanced

### At Town Hall, the libraries, Tice Road, and Old Pelham Town Hall

Recommendations have been made to decrease density, manage schedules, and amend office traffic patterns. The Town has installed - and is preparing to install - barriers in various areas including reception at Town facilities and the libraries, creating circulation routes with floor stickers, and creating signage to help all individuals practice safe interactions.

Council Chambers will have chairs spaced two metres apart to abide by public health recommendations and all other chairs will be removed, including gallery chairs.

### At the MCC

Change Rooms will have signage indicating physical distancing practices and public health recommendations displayed and will be limited in use. Rotating room bookings will be scheduled and rooms will be cleaned between users.

Shared Spaces, such as meeting rooms or multipurpose rooms, will have limits to the number of persons allowed at any given time. Furniture will be spaced out to abide by Public Health regulations and signage indicating best practices and safe behaviours will be prominent.

Chevrons will be installed around the walking track as a visual reminder of physical distancing.

Arena seating will be marked with appropriate distancing when spectators are permitted to enter the building. Atriums, viewing areas, and other open spaces will have spaced out furniture and appropriate signage and floor stickers.

### At the Pool

The outside washrooms are single use and stringent cleaning protocols will be maintained.

A circulation route will be established to abide by physical distancing rules and signage will be in place to reinforce the message.

Change rooms are closed this season as per current recommendations by the Lifesaving Society. Change rooms are to be used as an area for staff to safely change into and dispose of PPE.



## COMMUNICATE FOR CONFIDENCE



- Ensure leadership alignment on re-entry
- Establish two-way communication
- Ensure a trusting and transparent culture
- Clearly set employee expectations, with an emphasis on making them feel secure

### Pelham's Approach

The Town is committed to open, two-way communication as employees return to work and residents of Pelham begin reentry into Town facilities.

To garner a deeper understanding of employee's needs and concerns in returning to work, a staff survey was developed to create a baseline. Taking into account the survey's response, the Town will undertake the suggestions found therein to further communicate to Town staff.

Externally, the Town will continue its use of print and digital media to share news, information, and messaging as it pertains to COVID-19 and/or the Town's reopening steps.

Policies for returning to work, working from home, welcoming guests and visitors, employee travel, and other human resources matters are being developed to ensure safe practices moving forward.

The Town recognizes the anxiety and uncertainty many feel in reopening, and places significant weight on how, when, and what is communicated to staff and residents.