

## Parks Operations – Parks Maintenance and Design – Spring/Summer 2020 Service Levels

### SUMMARY

	Staffing Level	Budget Impact	Comments
Typical Staffing for Parks Maintenance and Design	293 staff	At Budget	Maximum Level of Staffing (June, July and August)
<b>A. Recommended 2020 Staffing Levels Reduced Service Levels</b>	<b>215 staff</b>	<b>\$1,018,200 Favourable</b>	<ul style="list-style-type: none"> <li>- <b>Safety and Asset Preservation Focus. Aesthetic appeal provided by trimming and shrub bed maintenance activities will be reduced.</b></li> <li>- <b>Assumes 78 fewer labourers are hired this season and associated savings on materials, service and supplies.</b></li> </ul>
B. Option: Near Typical Level of Staffing and Service	268 staff	\$158,000 Favourable	<ul style="list-style-type: none"> <li>- With additional PPE, scheduling adjustments, temporary facilities for staff staging and crew transportation options, we could expand to recall an additional 53 staff.</li> <li>- Assumes only 25 fewer labourers are hired, and accounts for additional expenses related to safety and transportation protocols.</li> </ul>

### MODIFIED 2020 SERVICE LEVELS

Modified levels of Parks services will be necessary to support business continuity and safely operate maintenance programs. The modified levels of service have been developed to ensure that Saskatchewan Health Authority's safe physical distancing and gathering requirements are met throughout Parks operational areas. Recommended service level activities will be provided by a staffing level of approximately 74% of historical levels.

In general, the act of operating Parks' equipment is generally a solitary activity where physical distancing is maintained, however the staging and transport of staff and

equipment is the biggest barrier to providing typical service levels. Recommended service level adjustments with approximately 78 fewer labourers have been made to prioritize employee and public safety, as well as asset preservation of green infrastructure and other park assets in over 236 parks, 283 sport fields. This entails the care and maintenance of approximately 1,280 hectares of green space which also includes right-of-way areas such as medians, buffers and berms, electrical corridors, etc.

<b>Parks Maintenance and Design</b>	<b>Typical Service Level</b>	<b>Recommended 2020 Service Level</b>	<b>Near Typical Level of Staffing and Services</b>
Mowing Irrigated	18 times per year	16 times per year	Typical
Mowing Dryland	9 times per year	7 times per year	Typical
Mowing ROW including medians	5 times per year	4 times per year	Typical
Mowing Class 1, 2 & 3 Sports Fields	2 times per week	1 time per week	Typical
Trimming of Grass with portable trimmers (bollards, fence lines, light posts, trees, etc.)	Provided at the same frequency as mowing	Strategic reductions to maintain service in high priority areas as labour is available.	Provided to all irrigated areas and visible dryland areas once per month (June- August).
Irrigation	1" applied weekly to general parks, 1.5" applied weekly to class 1,2 & 3 sports fields (June to August)	Reduce weekly application to 0.8". Prioritize high use, high asset value and establishing areas as required.	Typical
Class 1 & 2 Ball Diamond Grooming	5 times per week	1 time per week*	1 time per week*
Shrub Beds (Weeding/Maintenance)	Tiered service ranges from 8x to 1x per season	Tiered service ranges from 5x to 1x per season	Tiered service ranges from 5x to 1x per season
Annual Beds	2x week maintenance, watering as required	Reduce plantings to priority high profile parks, irrigation dependant**	Reduce plantings to priority high profile parks, irrigation dependant**

\*Ball season very limited due to COVID-19.

\*\*The Flowerpot program will be provided at a typical service level.

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## **Discussion/Analysis**

Near typical levels of staffing and services have several considerations and potential risks, as outlined below.

### Health and Safety

Near typical levels of staffing and service will add strain to the limited supply of Personal Protective Equipment, washroom access, burn rate of cleaning supplies and the ability to monitor cleaning procedures. Shortages of these supplies and equipment will impact the health and safety of employees and the continuity of maintenance activities.

Near typical levels of staffing will put additional strain on emergency procedures in the event of inclement weather or other situational emergencies. At the recommended 74% staffing level, Administration has determined that supervisory, transportation and staging areas are adequate for emergency response while maintaining COVID-19 safety requirements. A near typical level of staffing will require developing additional contingency procedures, supervision, transportation and safe shelter locations.

### Transportation of Employees

Parks vehicle inventory will not be adequate to support the near typical level of staffing and service. COVID-19 safe distancing and transport protocols will limit the number of employees to a maximum of one to two employees per work truck depending on the size and configuration of truck, availability of PPE, and proper cleaning procedures being followed. It is estimated that Parks Maintenance and Design will require alternate transportation options for employees to support a near typical level of staffing and service. Options such as employees using their personal vehicles, or transport by chartered bus, would need to be coordinated; however, additional costs associated with bus/vehicle rentals would be required.

### Satellite and Staging Area Limitations

Capacities of operational staging areas will not support the physical distancing requirements for the number of staff associated with near typical service levels. For example, space constraints at satellite locations, such as Umea and Forestry Farm Maintenance locations, will require special considerations, enhanced distancing procedures and temporary staging areas at additional locations. There is a risk the staging of operations in additional locations would result in a less efficient, uncoordinated approach to service provision and impact the service levels.

### Application of Overtime or Additional Maintenance Periods

Near typical staffing and service levels would require additional adjustments of staff scheduling including the further staggering of work shifts, which could result in reduced quality of life and park user experiences due to the requirement to have staff scheduled to work during non-traditional periods of maintenance, such as evenings and weekends. The expansion of maintenance activities during these periods will result in additional noise, potential adjacent resident concerns and park user conflict during periods of higher park use on the weekends and evening hours.

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### Supervisory Capacities

In addition to their regular responsibilities, Parks maintenance supervisors will have COVID-19 specific duties that will include training, developing additional COVID-19 procedures and ensuring that additional sanitation and physical distancing procedures are being followed. Also, more frequent monitoring of cleaning and PPE supplies will be required. Supervisory capacities may not be adequate to deal with the multitude of additional responsibilities associated with a near typical level of staffing and service. This lack of capacity may result in inadequate employee training and orientation and increased risks associated with a reduction of overall employee health and safety.

In closing, Administration recommends proceeding with the 74% of typical staffing levels, then depending on timelines, if there are early indications that COVID-related requirements for physical distancing can be adjusted to support additional staffing in areas, Administration would explore the option to recall some additional labourers by mid-July. The additional staff would be used to catch up on the service level provision to restore aesthetic levels the community is accustomed to, prior to the end of the season.

### **RECOMMENDATION**

Continue with the delivery of the recommended service level A” for the Parks Maintenance and Design program as described in this report.