



# The Corporation of the Town of Milton

Report To:	Council
From:	Strategic Management Team
Date:	July 9, 2020
Report No:	ES-008-20
Subject:	Town of Milton Recovery Program Strategy and Framework
Recommendation:	<p><b>THAT Council approve the Town of Milton Recovery Program Strategy and Framework attached as Appendix 1.</b></p> <p><b>THAT Council approve the Milton Transit COVID-19 Recovery Plan attached as Appendix 2 including the following updates to the Transit Fare Policy:</b></p> <ol style="list-style-type: none"> <li><b>1. Introduction of a Two-hour Universal Transfer Policy;</b></li> <li><b>2. Discontinuation of the Day Pass;</b></li> <li><b>3. Discontinuation of Trans-Cab Premium Fare;</b></li> <li><b>4. Realignment of Child and Youth Concession Categories and introduction of a ‘No Fare’ Child Concession permitting those 12 years of age and younger to ride transit for free.</b></li> </ol> <p><b>AND THAT the Town User Fee Bylaw be amended to incorporate the Transit Fare Policy changes, with an effective date of September 1, 2020.</b></p>

**EXECUTIVE SUMMARY**

- The Town of Milton Recovery Program Strategy and Framework was developed by staff assembled to address the unique needs of the Corporation and the community. The framework considers the safety of staff, the public, business continuity and the restoration of services.
- Employee and Community Risk Assessments have been performed to review, identify and mitigate risks and prioritize hazard control measures;
- The framework identifies the various stages of recovery ( 1,2,3 ) and provides the ability to adapt business activity to adhere to provincial guidelines and directives from public health as required
- The Town of Milton Recovery Program Strategy and Framework provides the necessary flexibility to respond to changing provincial direction, public health guidelines and other associated requirements.

- An internal companion document is nearing completion and will serve as the basis for all Departments concerning Human Resources Policies, Health and Safety, Standard Operating Procedures and workplace environment changes.

## Background

COVID-19 has presented many challenges in workplaces, public facilities and high traffic amenities such as parks and transit. Staff has done a tremendous job responding to the changing environment with health and safety being the number one priority.

Throughout the pandemic, the Town of Milton focused on business continuity and in many cases was able to provide similar levels of service in a virtual environment. This put the town in a unique position as we turned the focus to recovery as most of our services were still being offered.

The town follows provincial direction and guidance from public health regarding when and how services are able to be restored. Council has been provided with various updates throughout the pandemic including but not limited to: service level changes, workforce adjustments, program re-designs and amenity openings.

The Town of Milton Recovery Program Strategy and Framework attached as Appendix 1 defines the various strategies that will support town staff returning to the workplace, workplace alternatives and the reintroduction of services that were impacted by the COVID-19 emergency. The goal for recovery planning is to continue to deliver services while protecting the health and safety of staff and the public.

## Discussion

The Town of Milton's Recovery Program Strategy and Framework was developed by staff assembled to address the unique needs of the Corporation and the community. The framework considers the safety of staff, the public, business continuity and the restoration of services. Expected outcomes include:

- A process to ensure activities and services are coordinated in a consistent approach across the organization
- Reduced exposure of our community and employees to COVID-19
- Balance services with financial considerations
- Business continuity to the greatest extent possible
- The implementation of a scalable recovery plan that contemplates services and work programs being increased or decreased to adapt to the changing environment



While the circumstance has been unusual, with many factors outside of Milton’s control, the approach used has been cohesive and deliberate to manage the impacts. The following guiding principles continue to be applied to decision making:

- Safety of staff and the public is of paramount importance;
- Continuation in the delivery of essential public services;
- Responding to the needs of the community as the pandemic evolves;
- Fair and equitable treatment of the Town’s workforce;
- Fiscal responsibility and appropriate use of taxpayers funding.

As part of the re-opening plans, the following approach has been utilized to develop COVID-19 workplace health and safety measures:

Table 1 – Risk Assessments

<b>Assess</b>	<b>Approach</b>
Review risk levels for staff	<p>Completion of an Employee Risk Assessment for all positions.</p> <ul style="list-style-type: none"> <li>(a) Review Risk levels</li> <li>(b) Prioritize Hazard Control Measures</li> </ul>
Review risk levels for the public at Town Facilities	<p>Completion of a Risk Assessment to identify and mitigate risks associated with the re-opening of facilities and resumption of services.</p> <ul style="list-style-type: none"> <li>(a) Review the tasks that the activity involves (i.e. public entering a building, approaching a counter, processing a payment, interaction with staff, or sport group renting a facility)</li> <li>(b) Identify the risks associated with each task in the activity (i.e. touch points, physical distancing, and gathering size).</li> <li>(c) Evaluate the plans and or controls that are already in place to determine if they are sufficient to manage the risk.</li> <li>(d) Implement additional controls, if required, to further mitigate the risks identified.</li> <li>(e) Monitor the controls put into place to ensure</li> </ul>



	they continue to manage the risk.  (f) Reassess the controls periodically to confirm efficient management of the risks and readjust as guidelines and directives change.
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The Town of Milton Recovery Program Strategy and Framework provides the necessary flexibility to respond to changing provincial direction, public health guidelines and other associated requirements. This document was developed as a 'Made in Milton' approach to adapt services to needs.

An internal companion document is nearing completion and will serve as the basis for all Departments concerning Human Resources Policies, Health and Safety, Standard Operating Procedures and workplace environment changes. This document will provide staff with the necessary tools to address workplace and business process challenges and meet the Corporations legislated obligations.

#### Transit

Transit service has continued throughout the pandemic and staff are continuing to work with our service provider (PWTransit) to ensure all associated operational policies, protocols and procedures are updated and in place. Measures are intended to reduce the risk of infection and keep customers and service contactor employees safe as ridership increases.

On June 11<sup>th</sup>, the Province released 'Guidance for Public Transit Agencies and Passengers in Response to COVID-19', specifying recommended measures to support operational continuity under the safest and healthiest possible conditions including:

- Continued enhanced cleaning and disinfecting, particularly of high-touch surfaces
- Implementation of engineering controls/barrier between operators and passengers
- Continued encouragement of onboard physical distancing by admitting fewer passengers, where practicable
- Highly recommend the use of face coverings, particularly when physical distancing is not feasible
- Support hand hygiene – encourage passengers to carry own alcohol-based hand sanitizer when using transit
- Implementation of passenger screening signage
- Implementation of alternative methods of payment to minimize operator/customer transactions, where possible

- Development of communications and marketing plan

As part of the Town's overall recovery, staff developed a flexible blueprint to recover transit services to normal seasonal levels, in the safest manner possible. This recovery plan also provides an opportunity for Milton Transit to move forward on key strategic and innovative initiatives that will enhance the customer experience and build service loyalty in the longer term.

The COVID-19 pandemic has provided staff an opportunity to review and recommend other strategic transit initiatives that support long-term service sustainability, resiliency and customer loyalty. A number of Fare Policy changes have been recommended with the goals of improving service access and minimizing transactions between the driver and passenger. These initiatives and proposed policy changes are outlined in the Milton Transit COVID-19 Recovery Plan attached as Appendix 2.

## Financial Impact

Presented concurrent to this report in July is CORS-040-20, which outlines the financial projections for the operating budget for the year 2020. The figures presented consider the stage 2 resumption of service details that were previously presented in ES-007-20, as well as the overall recovery plan framework presented as Attachment 1 to this report. As uncertainty remains with respect to the specific timing and form of program delivery (in association with stage 3, for example), financial forecasts for 2020 continue to reflect scenarios with respect to the fall season.

Further refinements to the estimates will continue to be made as new information becomes available and opportunity is provided to undertake the related analysis. Planning for service modifications and delivery is challenging given the pace at which the situation is evolving and the continued release of revised legislation, guidelines and best practices. The same hold true for the determination of the related financial implications as it usually occurs towards the end of the service delivery planning process.

Fiscal responsibility continues to be a guiding principle in the way the Town manages the challenges presented in 2020. Other primary considerations include safety, service delivery, community needs and the fair treatment of the Town's workforce. Due to the importance of each of these factors, the Town's focus hasn't strictly been on minimizing the financial impact of the lost revenue in 2020, but rather on ensuring sufficient protections, efficiency and scalability in the services provided. This is reflected in the financial outlook for 2020.

Also contained in this report are several recommendations specific to transit services. The overall financial outlook for transit for 2020 is also reflected in CORS-040-20, and specific implications related to the recovery plan are presented in more detail as part of Appendix 2. An annual cost of approximately \$16,780 can be expected as a result of the fare policy



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changes recommended herein, with a 2020 impact of \$6,800 (based on a September start date). If approved by Council, these fare changes will also be reflected as part of the next update to the Town's user fee by-law.

Respectfully submitted,

Andrew Siltala  
Chief Administrative Officer  
For questions, please contact:

Doug Sampano, Director - Phone: Ext. 2547  
Recreations & Facilities  
Community Services

<b>Attachments</b>
Appendix 1 - Town of Milton Recovery Program Strategy and Framework
Appendix 2 – Milton Transit COVID-19 Recovery Plan

CAO Approval  
Andrew M. Siltala  
Chief Administrative Officer



## **Recovery Program Strategy and Framework July 2020**

### Overview

COVID 19 has presented challenges workplaces have never encountered before. The situation will need to be managed on an ongoing basis and any adjustments made today may need to be change depending on the situation or as additional information becomes available.

### Purpose

To define the Town's operations recovery strategies that will support town staff returning to the workplace, workplace alternatives and the re-introduction of services that were impacted by the COVID-19 pandemic.

### Goal

The goal for the Town's operations recovery planning is to continue to deliver services while protecting the health & safety of employees and the public.

### Principles

While the circumstance has been unusual, with many factors outside of Milton's control, the approach used has been cohesive and deliberate to manage the impacts. A Recovery Team was formed and involved staff from all departments to develop the strategies and action plans. The following guiding principles continue to be applied to our decision making:

- Safety of staff and the public is of paramount importance
- Continuation in the delivery of essential public services
- Responding to the needs of the community as the pandemic evolves
- Fair and equitable treatment of the Town's workforce
- Fiscal responsibility and appropriate use of taxpayers funding

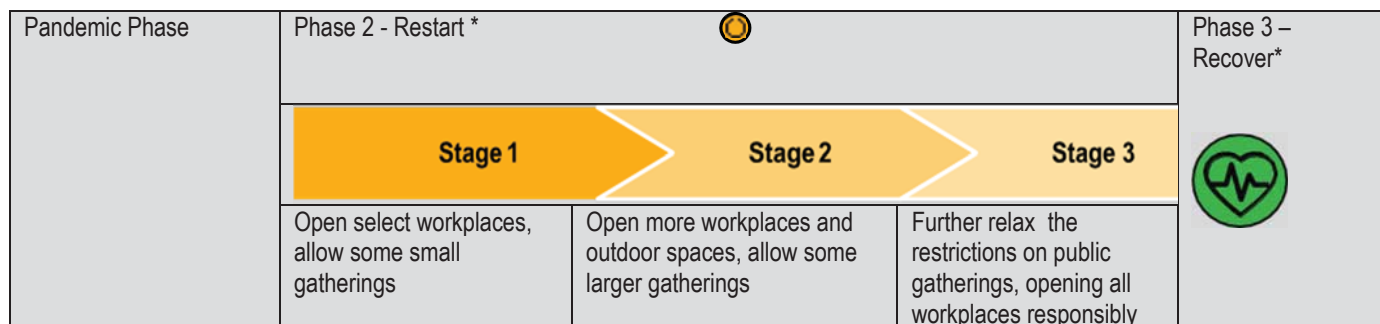
### Expected Outcomes

- Create a process to ensure activities and services are coordinated in a consistent approach across the organization
- Adapted workspaces to create a safe work environment for staff
- Reduced exposure of our community and employees to COVID-19
- Balance services with financial considerations
- Business continuity to the greatest extent possible

- The implementation of a scalable recovery plan that contemplates services and work programs being increased or decreased to adapt to the changing environment

### Provincial Recovery Plan

The town will follow provincial direction regarding when and how services can be restored. Staff are working through the planning requirements in order to deliver services safely and meets the needs of the community in a financially responsible manner.



### Milton’s Recovery Framework

The Recovery Framework has been developed by two teams that have been assembled to address the unique needs of the corporation and the community under the direction of the Strategic Management Team.

The Corporate Recovery Team is represented by all Departments and Divisions to provide a consistent response across the organization and the development of the appropriate corporate policies and protocols. The Community Services Recovery Team was formed to address the unique challenges of delivering programs to the community and operating public facilities.

This collaborative approach represents the efforts of all departments that consider and address the safety of staff, the public, business continuity and restoring services. A comprehensive manual is nearing completion to serve as the basis for all departments concerning Human Resources Policies, Health & Safety, Standard Operating Procedures and workplace environment changes. This internal document will provide staff the necessary tools to address workplace and business process challenges and meets the Corporation’s legislated obligations.

As a part of re-opening plans, the following approach is being used to develop COVID-19 workplace health and safety measures.



## 1. Review risk levels for staff


The purpose of the employee risk assessment process is to provide a method for identifying and mitigating risks in the workplace for all positions in all of Town of Milton facilities related to the COVID-19 pandemic. Mitigation strategies can be developed as the risks are identified, providing assurance to staff that the workplace is safe and that the appropriate actions have been taken.

The risk assessments will complement provincial workplace guidelines and inform the decision making process for return to work plans, alternative work arrangements, standard operating procedures and policies.

### Risk levels for COVID-19

<i>Exposure Risk Level</i>	<i>Risk Description</i>
High	Personnel requiring close contact (i.e. 2 metres or less) with others including the administration of medical care and contact with bodily fluids.
Medium	Personnel requiring frequent close contact (i.e. 2 metres or less) with others.
Lower Risk (Caution)	Personnel that do not require frequent close contact (i.e. 2 metres or more) with others.

Prioritize hazard control measures (i.e. identified precautions) using the following hierarchy as a guideline:

 <p>Most Effective</p> <p>Least Effective</p>	Eliminate the hazard: For example, having workers work remotely.
	Substitute: Change the work process for a less hazardous one.
	Engineer: Design the work site, for example, installing a barrier.
	Administrative: An established safe work protocol.
	Personal Protective Equipment (PPE): For example, disposable gloves.

## 2. Review Risk levels for the public at Town of Milton facilities

The purpose of the risk assessment process is to provide a method for identifying and mitigating risks associated with the re-opening of Town facilities to the public and the resumption of activities and programs in the midst of the COVID-19 pandemic. Mitigation strategies can be developed as the risks to the public are identified and to provide a safe environment to access town services at all indoor and outdoor facilities. This includes working with a wide range of community stakeholders to ensure their plans to resume activities meet provincial guidelines and public health directives.

#### Risk Assessment Process:

The risk assessment process involves moving through the tasks/steps related to an activity, identifying the risks associated with each task and applying controls to mitigate the risk. The process includes:

- Review the tasks that the activity involves (i.e. public entering a building, approaching a counter, processing a payment, interaction with staff, or sport group renting a facility)
- Identify the risks associated with each task in the activity (i.e. touch points, physical distancing, and gathering size)
- Evaluate the plans and or controls that are already in place to determine if they are sufficient to manage the risk
- Implement additional controls, if required, to further mitigate the risks identified
- Monitor the controls put into place to ensure they continue to manage the risk
- Reassess the controls periodically to confirm efficient management of the risks and readjust as guidelines and directives change

Risk Level	Required Action
Extreme	Act immediately to mitigate the risk. Either eliminate, substitute or implement engineering control measures.
High	Act immediately to mitigate the risk. Either eliminate, substitute or implement engineering control measures.
Medium	Take reasonable steps to mitigate the risk. Until elimination, institute administrative or personal protective equipment controls.
Low	Take reasonable steps to mitigate and monitor the risk. Institute permanent controls in the long term.

The internal and external risk assessments will inform the planning and actions required to safely operate all programs, facilities and services across the corporation.

### 3. Town Hall

The goal of maintaining business continuity throughout the pandemic resulted in the majority of services typically based out of Town Hall to continue to be offered in a virtual environment. In-person transactions that cannot be completed online, such as marriage licenses, have been re-introduced in stage one, by appointment only, on predetermined days/hours. Additional “in-person” activities may be added if the need arises by increasing appointments and expanding availability.


In order to achieve physical distancing guidelines and create a safe work environment at Town Hall, the maximum capacity at any one time will be reduced by approximately 50%. This capacity reduction was determined through a spatial analysis that provides enough room to achieve physical distancing at workstations, common areas and washrooms. This plan will be further refined and a reconfiguration of workspaces may be required.

Return to work and work from home strategies are being developed with supporting human resource guidelines, policies and operational considerations to gradually reintroduce staff to Town Hall, in a phased approach, ultimately reaching the 50% target. These strategies are based upon health and safety guidelines, business requirements and input from staff and management. This will also inform technology and hardware requirements needed to continue moving forward in the development of a mobile workforce strategy. Combined, these strategies will provide a baseline for future space planning and real estate decisions such as the Civic Precinct.

During the development of the Workplace Strategy, Town Hall will remain in Phase 2 (Restart), Stage 1 of the Recovery Plan. Additional in-person service delivery will influence the decision to move to Stage 2 and is projected to commence at the same time as the initial phase of returning staff to the workplace which is expected to occur later this summer and in to early fall.

Physical changes to all workplaces will continue to be implemented prior to the return of staff and the public in all Town facilities, including;

- Passive screening at entrances
- Additional hand wash stations
- Protective barriers at service counters
- Floor marking
- Health & safety signage
- Enhanced cleaning
- Removed and or reduced common space amenities

Phase 2 - Restart * 		
Town Hall, MEVIC ( as appropriate for tenants)		
Stage 1	Stage 2	Stage 3
Open select workplaces, allow some small gatherings	Open more workplaces and outdoor spaces, allow some larger gatherings	Further relax the restrictions on public gatherings, opening all workplaces responsibly
<p>Staff continue to work from home – very limited return to work based on business need, aligned with workplace modifications</p> <p>Physical distancing guidelines adhered to</p> <p>Public access by appointment only</p> <p>Determine days /hours per week</p> <p>Attendees must be prescreened</p> <p>Limit to one per person per household</p> <p>Screening signage at entry</p> <p>Door controlled access</p> <p>Attendees encouraged to wear face masks, must use hand sanitizer at entry</p> <p>Sneeze shields in place</p> <p>Floor markings</p>	<p>Staff continue to work from home - very controlled return; limiting numbers of people based on business need, ability to work from home aligned with workplace modifications</p> <p>Physical distancing guidelines adhered to</p> <p>Public access capacity may be limited</p> <p>Expand days /hours per week</p> <p>Limit to one per person per household</p> <p>Screening signage at entry</p> <p>Controlled access</p> <p>Attendees encouraged to wear face masks, must use hand sanitizer at entry</p> <p>Sneeze shields in place</p> <p>Floor markings</p> <p>No external rentals at Town Hall or Hugh Foster Hall until further notice</p>	<p>Staff continue to work from home - controlled return; limiting numbers of people based on business need, ability to work from home aligned with workplace modifications</p> <p>Physical distancing guidelines adhered to</p> <p>Public access capacity increases</p> <p>Expand days /hours per week</p> <p>Screening signage at entry</p> <p>Attendees encouraged to wear face masks, must hand sanitizer at entry</p> <p>Sneeze shields in place</p> <p>Floor markings</p> <p>No external rentals at Town Hall or Hugh Foster Hall until further notice</p>

#### 4. Community Services Facilities and Activities


The coordination of Town services and community needs must be carefully evaluated during the development of the strategy to re-open facilities. The strategy contemplates a slow controlled re-opening that offers scalability to react to an increase in demand or a reduction in service if provincial restrictions are implemented again. Coordinating services with demand will also require additional staffing as programs are expanded, which will be managed with a scalable approach. This process allows for the efficient allocation of amenities and assets in a cost-effective manner.

Programs and services are being re-designed in order to meet the new provincial regulations. Consideration has been given to information provided in various guidance

documents, advice and approvals from Halton Region Public Health, and understanding community expectations and demand. Other considerations include, but are not limited to financial viability and placement of activities within the portfolio of facilities and safety of staff and the public.

Physical and administrative changes at all facilities will continue to be implemented prior to the return of staff and the public at all Town facilities, including;

- Passive screening at entrances
- Additional hand wash stations
- Protective barriers at service counters
- Floor marking
- Health & Safety signage
- Enhanced cleaning
- Removed and or reduced common space amenities


Phase 2 - Restart * 		
Community Services Facilities and Activities		
Stage 1	Stage 2	Stage 3
Open select workplaces, allow some small gatherings	Open more workplaces and outdoor spaces, allow some larger gatherings	Further relax the restrictions on public gatherings, opening all workplaces responsibly
Tennis Courts – Milton Tennis Club & Nassagaweya Tennis Clubs Mattamy National Cycling Centre – Canadian National Cycling Team BMX Park- Drumquin Park Skate parks & Multi-Purpose Courts Leash Free Dog Parks Community Gardens	Sherwood Community Centre – 2 ice pads for minor sports rental purposes, pool for public access programming FirstOntario Arts Centre Milton and Memorial Arena- modified camps Milton Sports Centre- modified camps, Springers Gymnastics, some room availability at reduced capacity Splash Pads, Beach Volleyball Courts Sports Fields- team training no games, youth sports, permits issued	To Be Determined based on facility demand, capacity restrictions and workforce availability

Consultation with groups that operate under a National Sport Organization or Provincial Sport Organization PSO have been ongoing throughout the crisis. Groups, clubs and associations have implemented return to play guidelines provided by the governing body which are further refined at the local level for implementation. Plans are submitted to the Town for review in conjunction with facility requests to inform the space allocation process.


Indoor rental opportunities are available in Stage 2 which will complement programming initiatives where feasible. Indoor facility rentals will be considered commensurate with provincial guidelines and physical distancing directives as facilities re-open. Facilities will open based on demand, resources and financial considerations.

## 5. Civic Operations Centre

The Operations division has continued providing essential services for roads, parks and forestry throughout the pandemic.

Phase 2 - Restart * 		
Community Services – Civic Operations Centre		
Stage 1	Stage 2	Stage 3
Open select workplaces, allow some small gatherings	Open more workplaces and outdoor spaces, allow some larger gatherings	Further relax the restrictions on public gatherings, opening all workplaces responsibly
<p>No public access</p> <p>Administrative staff continue to work from home – very limited return to work based on business need, aligned with workplace modifications</p> <p>Screening signage at entry</p> <p>Access protocols in place for staff entering the facility.</p> <p>Physical Distancing measures in place</p> <p>Additional handwashing / sanitizer</p> <p>Sneeze shields in place</p> <p>Floor markings</p> <p>Workplace modifications to achieve physical distancing</p>	<p>No public access</p> <p>Administrative staff continue to work from home - very controlled return; limiting numbers of people based on business need, ability to work from home aligned with workplace modifications</p> <p>Screening signage at entry</p> <p>Access protocols in place for staff entering the facility.</p> <p>Physical Distancing measures in place</p> <p>Additional handwashing / sanitizer</p> <p>Sneeze shields in place</p> <p>Floor markings</p> <p>Workplace modifications to achieve physical distancing</p>	<p>No public access</p> <p>Administrative staff continue to work from home - controlled return; limiting numbers of people based on business need, ability to work from home aligned with workplace modifications</p> <p>Screening signage at entry</p> <p>Access protocols in place for staff entering the facility.</p> <p>Physical Distancing measures in place</p> <p>Additional handwashing / sanitizer</p> <p>Sneeze shields in place</p> <p>Floor markings</p> <p>Workplace modifications to achieve physical distancing</p>

## 6. Fire Department

Phase 2 - Restart * 					
Fire Department Service					
Stage 1		Stage 2		Stage 3	
Open select workplaces, allow some small gatherings		Open more workplaces and outdoor spaces, allow some larger gatherings		Further relax the restrictions on public gatherings, opening all workplaces responsibly	
Emergency Response Operations	<p>Continues with limited medical response requirement</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space.</p> <p>Volunteer Fire Fighters (VFF) continue to respond to emergencies. In-station training permitted with small groups alternating half evenings</p> <p>No public access to fire stations</p>	<p>Phased Re-opening</p> <p>Continues with limited medical response requirement</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>VFF continue to respond to emergencies. In-station training permitted with small groups alternating half evenings.</p> <p>Public access to fire stations by appointment only</p>	<p>Phased Re-opening</p> <p>Continues with limited medical response requirement</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>VFF continue to respond to emergencies. In-station training permitted with small groups.</p> <p>Public access to fire stations by appointment only</p>		
Administration	<p>Continues with one staff member in the office alternating one half day, every other day</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>Perform scheduled work while working remotely.</p> <p>No public interaction</p>	<p>Phased Re-Opening</p> <p>Continues with one staff member in the office alternating one day, every other day</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>Perform scheduled work while working remotely.</p> <p>No public interaction</p>	<p>Phased Re-opening</p> <p>Continues with both staff members in the office daily with "new normal" physical distancing standards</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>Scheduled public interaction may occur</p>		
Fire Prevention	Continues with Fire Prevention Coordinator	Continues with FPC working in office full day and inspectors	Phased Re-opening		


(FP)	<p>(FPC) working in office full day and inspectors working in their office alternating half days</p> <p>FP staff may conduct commercial/industrial inspections while the building is closed to the public providing that social distancing is possible</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>No public interaction except for the purposes of inspection upon complaint, law enforcement and fire cause determination</p>	<p>working in their office alternating full days</p> <p>FP staff may conduct commercial/industrial inspections while the building is closed to the public providing that social distancing is possible</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>No public interaction except for the purposes of inspection upon complaint, law enforcement and fire cause determination</p>	<p>Continues with staff FPC working in office full day and inspectors working in their office full days</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>Scheduled public interaction for the purposes of inspection upon complaint, law enforcement and fire cause determination</p>
Support Services	<p>Continues with Support Coordinator and Support Technician working in their office alternating half days</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>No public interaction except for the purposes of urgent equipment maintenance, support or repair, distributing equipment or supplies and fire cause determination</p>	<p>Continues with Support Coordinator and Support Technician working in their office alternating half days</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>No public interaction except for the purposes of urgent equipment maintenance, support or repair, distributing equipment or supplies and fire cause determination</p>	<p>Phased Re-opening</p> <p>Continues with Support Coordinator and Support Technician working in their office full days</p> <p>Operations staff working from the operations side of stations. Administration, Support, Training and Fire Prevention working in secure separate space</p> <p>Scheduled public interaction for the purposes of equipment maintenance, support or repair, distributing equipment or supplies and fire cause determination</p>
Training	<p>Continues with the Training Coordinator working in office full day and Training Captain and Training Technician working in their office alternating half days</p> <p>Operations staff working from the operations side of stations. Training staff working in secure separate space.</p>	<p>Continues with Training Coordinator working in office full day and Training Captain and Training Technician working in their office alternating full days</p> <p>Operations staff working from the operations side of stations. Training staff working in secure separate space</p> <p>No public access to fire stations</p>	<p>Phased Re-opening</p> <p>Continues with Training Coordinator working in office full day and Training Captain and Training Technician working in their office on a daily basis</p> <p>Operations staff working from the operations side of stations. Training staff</p>



	<p>No public access to fire stations</p> <p>No public interaction</p> <p>Plan out VFF training to include small group evolutions to maintain requisite skills. Social distancing and PPE as necessary.</p>	<p>No public interaction</p> <p>Continue to plan out VFF training to include small group evolutions to maintain requisite skills. Social distancing and PPE as necessary.</p>	<p>working in secure separate space.</p> <p>Continue to plan out VFF training to include small group evolutions to maintain requisite skills. Social distancing and PPE as necessary</p> <p>Scheduled public interaction for the purposes of preparing or delivering training</p> <p>No public access to fire stations</p>
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## 7. Transit Services

Milton Transit has followed the direction provided by Public Health authorities and has worked closely with our service provider to continue to deliver transit services for essential purposes in accordance with provincial and federal guidance and industry best practices.

Phase 2 - Restart * 		
Milton Transit Services		
Stage 1	Stage 2	Stage 3
Open select workplaces, allow some small gatherings	Open more workplaces and outdoor spaces, allow some larger gatherings	Further relax the restrictions on public gatherings, opening all workplaces responsibly
<p>Continues with modified services for essential trips</p> <p>Increased and enhanced vehicle cleaning, including all human touchpoints (e.g. buttons, pull-cords, stanchions, etc.)</p> <p>Rear-door passenger entry/exit and elimination of fare payment/collection</p> <p>Cordoning off of adjacent passenger seats with physical markers to promote physical distancing</p> <p>Strongly encourage use of face coverings (e.g. non-medical masks)</p> <p>Adoption of personal operator supports (e.g. protocols, PPE, etc.)</p> <p>Pre-screening signage upon entry</p> <p>Pre-screening protocols for specialized transit passengers</p> <p>Communication of “essential trips only” messaging to customers</p> <p>Promotion of personal health measures, frequent hand washing and respiratory hygiene</p>	<p>Continues with modified services, gradual reintroduction of seasonal service based on anticipated demand</p> <p>Increased and enhanced vehicle cleaning, including all human touchpoints (e.g. buttons, pull-cords, stanchions, etc.)</p> <p>Operator bio-shields</p> <p>Front-door passenger entry and re-introduction of fare payment</p> <p>Cordoning off of adjacent passenger seats with physical markers to promote physical distancing to approx. 50% seated capacity</p> <p>Strongly encourage use of face coverings (e.g. non-medical masks)</p> <p>Continue with personal operator supports (e.g. protocols, PPE, etc.)</p> <p>Pre-screening signage upon entry</p> <p>Pre-screening protocols for specialized transit passengers</p> <p>Promotion of personal health measures, frequent hand washing and respiratory hygiene</p>	<p>Continues with modified services, gradual reintroduction of seasonal service based on anticipated demand</p> <p>Increased and enhanced vehicle cleaning, including all human touchpoints (e.g. buttons, pull-cords, stanchions, etc.)</p> <p>Operator bio-shields</p> <p>Front-door passenger entry and fare payment</p> <p>Removal of passenger seat markers and encouraging physical distancing</p> <p>Strongly encourage use of face coverings (e.g. non-medical masks)</p> <p>Continue with personal operator supports (e.g. protocols, PPE, etc.)</p> <p>Pre-screening signage upon entry</p> <p>Pre-screening protocols for specialized transit passengers</p> <p>Promotion of personal health measures, frequent hand washing and respiratory hygiene</p>



## APPENDIX 2

### MILTON TRANSIT COVID-19 RECOVERY PLAN

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#### Background

On March 23, the Province of Ontario ordered the mandatory closure of all non-essential businesses due to the COVID-19 pandemic. Public transit (transportation of individuals) was included in the list of essential workplaces that could remain open. Throughout the COVID-19 pandemic, Milton Transit has followed the direction provided by Public Health authorities and has worked closely with the Town's Crisis Management Team (CMT) and service provider, PWTransit, to continue to deliver transit services for essential purposes in accordance with provincial and federal guidance and industry best practices.

As per [ES-003-20](#) and [ES-006-20](#), Milton Transit continues to align with corporate guidance for decision-making, including:

1. Safety of staff and the public is of paramount importance
2. Continuation in the delivery of essential public services
3. Responding to the needs of the community as the pandemic evolves
4. Fair and equitable treatment of the Town's workforce
5. Fiscal responsibility and appropriate use of taxpayers funding

Since mid-March, Milton Transit instituted numerous health and safety measures for customers and contracted operators. Measures include:

- Increased and enhanced vehicle cleaning, including all human touchpoints (e.g. buttons, pull-cords, stanchions, etc.)
- Rear-door passenger entry/exit and elimination of fare payment/collection
- Cordoning off of adjacent seats to promote physical distancing
- Implementation of pre-screening protocols for specialized transit passengers
- Adoption of personal operator supports (e.g. protocols, PPE, etc.)
- Communication of "essential trips only" messaging to customers

During the pandemic, the Town implemented a modified service to reflect lower ridership levels due to COVID-19. Working with PWTransit, staff have been able to implement service adjustments quickly as a response to changing demand and capacity requirements. Service adjustments to date have also taken into account physical distancing while protecting service on higher ridership routes, access to health care facilities as well as essential employment areas.

## Provincial Guidance

On April 27, the Province of Ontario announced a three-stage approach for restarting the Ontario economy (**Phase 2: Restart - A Gradual Staged Approach**), with Stage 1 effective May 19.

- **Stage 1**
  - Opening select workplaces that can meet current public health guidelines
  - Allowing essential gatherings of a limited number of people
  - Opening some outdoor spaces
- **Stage 2**
  - Opening more workplaces with significant mitigation plans
  - Opening more public spaces
  - Allowing some larger public gatherings
- **Stage 3**
  - Opening all workplaces responsibly
  - Relaxing restrictions on public gatherings

Throughout all stages, the Province continues to recommend measures to protect vulnerable populations, the practice of physical distancing, frequent hand washing and respiratory hygiene, and the implementation of significant mitigation plans to limit health risks. Many public agencies, including transit systems, are adopting a similar three-stage recovery approach. In keeping with the Province's reopening plan, the Milton Transit Recovery Plan will follow a similar trajectory.

The Province has implemented a regional approach to proceed with Stage 2 of the Restart Phase, announced on June 8. While Milton Transit has been in operation over the course of the pandemic, the commencement of Stage 2 will enable further discretionary business and recreational travel. The framework for Stage 2 included high-level guidance for public transit operations, referencing recommendations from the Associate Chief Medical Officer of Health, including:

- Physical distancing measures by admitting fewer passengers, physical markers between seats
- Use of face coverings, particularly when physical distancing is not feasible
- Making alcohol-based hand sanitizer available upon entering/exiting vehicle

- Implementing engineering controls between operators and passengers
- Enhanced cleaning, particularly of high-touch surfaces

On June 11, the Province released Guidance for Public Transit Agencies and Passengers in Response to COVID-19, specifying recommended measures to support operational continuity under the safest and healthiest possible conditions. The following is a summary of recommended measures:

- Continued enhanced cleaning and disinfecting, particularly of high-touch surfaces
- Implementation of engineering controls/barrier between operators and passengers
- Continued encouragement of onboard physical distancing by admitting fewer passengers, where practicable
- Highly recommend the use of face coverings, particularly when physical distancing is not feasible
- Support hand hygiene - encourage passengers to carry own alcohol-based hand sanitizer when using transit
- Implementation of passenger screening signage
- Implementation of alternative methods of payment to minimize operator/customer transactions, where possible
- Development of communications and marketing plan

As part of the Town's overall recovery, staff have developed a flexible blueprint to recover transit services to normal seasonal levels, while making transit as safe as possible for customers and contracted operation employees. This recovery plan also provides an opportunity for Milton Transit to move forward on key strategic and innovative initiatives that will enhance the customer experience and build service loyalty in the longer term.

## **Discussion**

As the Province continues to relax orders through the restart and recovery phases, transit ridership in Milton will gradually increase in light of workplaces, businesses, schools and other activities reopening. The provision of transit service plays a pivotal role in supporting local and regional economic recovery efforts, and as such, the return to seasonal service levels will be integrated as part of the Town's roadmap for recovery.

The onset of the COVID-19 pandemic caused a decrease in ridership by 90%. However, ridership has since grown to 18% of 2019 levels. Staff anticipate that the recovery of Milton Transit ridership to pre-COVID-19 will be incremental and prolonged due to shifted travel demands and continued physical distancing recommendations. Long-term ridership is also impacted by external factors, including but not limited to the reopening of Town facilities and secondary schools, and the reinstatement of GO Train services.

The COVID-19 pandemic has also affected ridership on specialized services. Since seniors with limited mobility make-up of a majority of registrants, trip demand for the service during COVID-19 has been low. However, ridership has grown incrementally upon the reopening of the economy, to approximately 25% of 2019 levels. Staff anticipate a continued incremental ridership trajectory over time.

The Transit Recovery Plan was developed as a rolling-wave plan, allowing service to proceed, but also continuously adapting as details and requirements emerge or become evident. There will most likely be information that is not yet available, but would shape the plan and the way the plan is implemented/delivered. This report is based on the best and most current knowledge, advice and analysis at the time it was prepared.

Notwithstanding the progression towards normal seasonal service to support anticipated ridership levels documented in this plan, there may be a need, based on public health advice and requirements, to adjust the plan or to regress to earlier steps. Specifically, if a second wave of COVID-19 is realized, there could be a need to step back to reduced service levels and other restrictions.

### **Health and Safety Measures**

Based on transit industry research to date, best practices and guidance from the Province and Associate Chief Medical Officer of Health, the Milton Transit Recovery Plan includes the implementation of the following health and safety measures:

1. Continue enhanced vehicle cleaning and disinfecting
2. Install bio-shields at operator compartments on vehicles
3. Strongly encourage the use of face coverings (e.g. non-medical masks)
4. Encourage passengers to carry and use personal hand sanitizer
5. Continue passenger screening
6. Implement parameters to encourage onboard physical distancing and flow
7. Reintroduce fares and additional fare payment options

Staff continue to work with PWTransit support the development of workplace risk assessments and to ensure all associated operational policies, protocols and procedures are updated and in place. Safety measures are intended to reduce the risk of infection and keep customers and service contactor employees as safe as possible as ridership increases with the reopening of the economy. Measures also take into account targeted strategic initiatives to support long-term customer loyalty, enhance the customer experience and maintain service efficiency and effectiveness.

#### **1. Continue enhanced vehicle cleaning and disinfecting**

Milton Transit will continue the enhanced daily cleaning of all vehicles, including:

- All conventional and specialized vehicles in revenue service cleaned at minimum, every 24 hours.
- Enhanced cleaning and disinfecting of interior operator and passenger spaces, including high traffic areas and frequently touched surfaces (e.g. push buttons, pull cords, stanchions, fareboxes, etc.) using [Health Canada recognized cleaners and disinfectants](#).

## 2. Install bio-shields at operator compartments on vehicles

In order to establish a physical separation between operators and passengers, Milton Transit will be installing temporary bio-shields at the operator compartments on all conventional vehicles. The bio-shields will provide protection of for the operator and along with the adoption of related policies and procedures, will permit the resumption of front door passenger boarding and the safe use of space at the front of the vehicle - which is currently restricted. Staff have been working with Hamilton and Burlington on bio-shield prototype testing and procurement, with installation to be completed by mid-August.

Due to unique configurations of specialized transit vehicles, PWTransit has supplied operators with face shields and supportive personal equipment in lieu of bio-shield installation. However, staff will continue to assess options for bio-shields with the specialized vehicle OEM.

## 3. Strongly encourage the use of face coverings (e.g. non-medical masks)

The Province has recommended the use of [face coverings \(non-medical masks\)](#) to reduce the risk of COVID-19 transmission when physical distancing cannot be maintained, such as for public transit. As ridership increases alongside the reopening of the economy, it will be increasingly difficult to maintain physical distancing on conventional and specialized vehicles. Therefore, staff recommend that face coverings be strongly encouraged for customers and operations staff. This direction would apply to all bus stops, on board conventional and specialized vehicles and any subcontracted taxi services. As recommended by the Province, young children, people who have difficulty breathing and anyone who is unable to remove a face covering without assistance are exempt. Transit customers are to supply their own face coverings that comply with public health recommendations. This recommendation will be included in all subsequent marketing and communications materials.

Should public health and/or the Province modify recommendations on the use of face coverings/non-medical masks, staff will reassess and adapt the updated measure.

#### 4. Encourage passengers to carry and use personal hand sanitizer

In support of good hand hygiene, Milton Transit will encourage passengers to bring alcohol-based hand sanitizer with them upon using conventional and specialized services. PWTransit will also continue to supply operators with hand sanitizer and disinfectant wipes for use in operator compartments.

Staff will continue to evaluate the operational feasibility of making hand sanitizer available on all transit vehicles in light of future industry trends.

#### 5. Continue passenger screening

Provincial guidance continues to emphasize the importance of pre-screening for symptoms and/or close contact with confirmed or probable cases of COVID-19, as well as recent international travel. Milton Transit will introduce additional passive measures (e.g. signage upon boarding) as well as continued active screening of specialized registrants. The [Province of Ontario self-assessment tool](#) will also be promoted.

##### a. **Passive - vehicle signage**

Signs will be posted upon vehicle entry warning passengers not to board if feeling sick are showing symptoms of COVID-19 or have been in close contact with a confirmed or probable case of COVID19. Updated signage will include the strong recommendation to wear a face covering or non-medical mask, with added messaging to stay home if feeling sick.

##### b. **Active - specialized booking and boarding procedures**

PWTransit will continue to screen eligible specialized transit registrants when reserving trips as well as upon vehicle boarding.

#### 6. Implement parameters to encourage onboard physical distancing and flow

As ridership increases over time, Milton Transit will exercise strategies to manage passenger capacity on board vehicles to support physical distancing, where practicable. The following strategies will be implemented:

##### **Conventional**

- Reopening space currently cordoned off at the front of the vehicle following the installation of bio-shields at operator compartments
- Maintaining physical distancing signage on adjacent passenger seats through Stage 2 (approximately 50% seated capacity)



- Promoting one-direction passenger flow, with boarding at the front door and exiting at the rear door (excluding passengers with strollers and mobility devices/restrictions)
- Making available supplemental vehicle capacity to temporarily increase service on an as needed basis (subject to availability), based on stop level and vehicle load passenger data

### **Specialized**

- Scheduling no more than two (2) passengers onboard vehicles at once, where practicable

## **7. Reintroduce fares and additional fare payment options**

Since March 20, Milton Transit has refrained from collecting passenger fares in conjunction with the introduction of rear door boarding and alighting (for promoting operator-passenger physical separation; restricting access to the farebox). While Milton Transit has mitigated some operating costs by reducing service levels to align with demand, there is a growing need to restart fare collection for revenue generation and overall system recovery.

Milton Transit presently has a fare payment system in place that provides options for customers, including cash (bills and coins) and pre-purchased paper products (tickets and passes). While the system currently minimizes human touchpoints, staff have been investigating additional alternatives and operational processes for more contactless fare payment, where practicable and as part of a reintroduction of fare payment. As such, the following strategies will be implemented:

- Introducing regular fare collection effective September 1, following the reintroduction of front door boarding, the installation of bio-shields at operator compartments and the availability/accessibility of fare media
- Making the purchase of fare media (tickets and passes) available at select ticket agents by mid-August; pending the public opening of Town facilities, with procedures in place to accept financial transactions
- Investigating and making available the purchase of fare media online
- Investigating opportunities to permit the use of mobile applications for fare media purchases, mobile ticketing and onboard fare validation
- Instituting an onboard transfer allocation and remittance process that mitigates direct operator-passenger transactions

Staff are continuing to work internally and with PWTransit to improve customer access and convenience when undertaking financial transactions, fare validation and enforcement upon the reintroduction of fare collection.

## Other Strategic Initiatives

The COVID-19 pandemic has provided staff an opportunity to review and recommend other strategic transit initiatives that support long-term service sustainability, resiliency and customer loyalty.

### 1. Implement strategic updates to the fare policy

Staff have re-evaluated the current Milton Transit Fare Policy and recommend updates to meet the following objectives:

- Improve ridership, customer convenience and ease of use
- Discontinue obsolete fare media products; multiple human touchpoints
- Align with regional fare integration initiatives
- Set the stage for next generation mobile fare payment options
- Support growth and sustainability

Upon review, staff recommend the following updates to the Fare Policy, effective September 1, 2020:

#### a. **Introduction of Two (2) Hour Universal Transfer Policy**

The current Transfer Policy permits the issuance of a free transfer to passengers who require a bus connection to complete a trip. The transfer is valid for one (1) connection only as part of a continuous trip; stopovers or return trips are not permitted. To align with other GTHA transit systems, staff recommend the implementation of a Universal Transfer valid for multi-directional travel within a two (2) hour time window upon issuance, permitting stopovers and return trips. This policy will ease restrictions on transfer use to promote ridership from those who may not have taken trips in the first place (e.g. senior's grocery trips, youth recreational trips, etc.). Additionally, this policy will improve service access, convenience and health/safety by minimizing transactions between operators and passengers.

#### b. **Discontinuation of Day Pass**

The Day Pass fare product currently allows for unlimited trips on Milton Transit during the date validated by operator upon boarding, at a cost of \$9.00. Based on sales and usage patterns from previous years, the Day Pass represents the lowest proportion of fare media used (e.g. 0.4% of fare payment transactions in 2019). Because of this finding, and the fact that the Day Pass requires an operator to validate using a punch device, staff recommend the discontinuation of the Day Pass product as a fare media option.

Staff estimate that the impact to passengers will not be significant, recognizing that some current users of the Day Pass will be able to leverage the updated Two (2) Hour Universal Transfer to create short term, multiple trips.

**c. Discontinuation of Trans-Cab Premium Fare**

Milton Transit currently charges a 50-cent cash premium (on top of the flat fare) on trips using [Trans-Cab service](#): a supplementary, mid-day service delivered by a local taxi operator for passengers in a designated area, without access to conventional service. The annual ridership for Trans-Cab services in 2019 was 430 trips.

Since April 6, Milton Transit has been delivering Trans-Cab trips using Town-owned minibus vehicles, leveraging capacity on the specialized transit system. This service delivery change has resulted in increased reliability for employment trip connections as well as savings from not requiring subcontracted taxi services (approximately \$500 per month).

Staff anticipate the continued use of Town-owned vehicles for Trans-Cab services in the long term, with the prospect of delivering future on-demand / Home-to-Hub services in a similar manner. Therefore, given the Two (2) Hour Universal Transfer Policy recommendation and change in Trans-Cab delivery format, the need for a premium surcharge on Trans-Cab becomes obsolete. Staff recommend the discontinuation of the Trans-Cab premium surcharge effective September 1. This adjustment will support customer convenience, accessibility and minimize cash/voucher transactions with the operator.

**d. Realignment of Child and Youth Concession Categories**

At present, the Child concession category is set at 0-5 years, while the Youth concession is 6-19 years. In order to harmonize fare concessions with the majority of GTHA systems (Table 1), staff recommend redefining the Child and Youth concessions to the following:

- Child: 0-12 years
- Youth: 13-19 years

The direct impacts associated with this change are nominal (e.g. reprinting of public facing products, publications, etc.), as the change is a housekeeping measure.

**Table 1 - GTHA Child Concessions and Fares (as of January 2020)**

Transit Agency	Child Concession	Child Single Ride Fare	Youth Single Ride Fare	Child Monthly Pass	Youth Monthly Pass
Burlington	Yes	Free	1.90	Free	75.00
Brampton	Yes	2.00	2.55	84.00	107.00
Durham	Yes	Free	2.85	Free	93.50
Hamilton	No	n/a	2.05	n/a	90.20
Milton	No	n/a	2.30	n/a	63.00
Mississauga	Yes	1.75	2.35	n/a	n/a
Oakville	No	n/a	2.38	n/a	82.40
TTC	Yes	Free	2.15	Free	122.45
York Region	Yes	2.40	3.03	65.00	118.00
GO Transit	Yes	Free	By Distance	By Distance	By Distance

**e. Introduction of a No Fare Child Concession (12 years and under free)**

Milton Transit currently provides a fare-exemption for children 5 years and under. Over recent years, transit agencies in the GTHA, namely TTC, GO Transit, Durham and Burlington have proceeded to provide free fares for children 12 years and under (e.g. “Kids Ride Free”, “Kids GO Free”, etc.). The intent of this promotion is to engage transit riders at an early age (accompanied by a fare-paying passenger) as a precursor to future transit use/loyalty. The Town has implemented a similar strategic approach through the Read and Ride Program, where youth 16 years and under can ride Milton Transit for free during the summer months upon registering for / validating a Milton Public Library card. The program has been successful in cultivating ridership in the youth market as evidenced by increased year-over-year program participation and higher ridership representation (for example, more than 32% of all Milton Transit fare-paying passengers in 2019 were youth).

In 2019, Council approved the Milton Youth Strategy ([COMS-10-19](#)). The strategy highlighted transit as an area for improvement to make Milton more youth friendly. Alongside other initiatives, a permanent promotional fare would be beneficial to support future youth engagement. Therefore, in conjunction with the expanded Child concession, staff recommend the implementation of a fare-free initiative for children 12 years and under, in alignment with GTHA system trends.

Staff have evaluated impacts associated with an elimination of a fare for children 12 years and under. Research of GTHA agencies indicate that child concessions contribute to less than 1% of total system ridership. Under local

conditions and assumptions, staff estimate 0.5% of ridership is 12 years and under. Net financial impacts are included in the financial section of this report.

## 2. Accelerate alternative service deliveries for targeted markets, vulnerable populations

The 2019-2023 Milton Transit Service Review and Master Plan Update ([ENG-021-19](#)) recommended the adoption of new mobility/alternative service delivery solutions to address complex service requirements. The 2020 Capital Budget approved the procurement of an on-demand platform to facilitate specialized service growth as well as introduce Home-to-Hub services. The intent of the project is to define not only a scope of services that meets current and future needs, but can also be deployed selectively for longer-term crisis management. Staff are accelerating this project to enable testing of various scenarios and be in a position to implement focused transit solutions in 2021.

Since April 27, Milton Transit has implemented a dedicated senior's grocery service, using available capacity on specialized transit vehicles. The service provides special purpose grocery/pharmacy trips during retail "senior" hours as a way to mitigate exposure to COVID-19. Staff recommend the continuation of this service through Stage 2, while continuing to investigate longer-term solutions to support transportation requirements of seniors and vulnerable populations.

### **Service Plan for the Rest of 2020**

The Province of Ontario has adopted a three-stage approach for restarting the economy. In keeping with this approach, transit service will be adjusted to reflect expected ridership demand through a similar, multi-staged methodology. It is important to note that a majority of health and safety measures outlined in this recovery plan would be in place prior to any substantial increase in ridership, therefore reducing the risk of exposure on transit. The service plan timeline is an estimate and subject to change depending on external conditions and updates from the Province and Public Health authorities.

The three (3)-step service plan for the remainder of 2020 is as follows:

#### **1. Maintain current modified service throughout July and August, adding capacity on an as needed basis, when warranted by demand**

Milton Transit will continue to provide the current modified service (enhanced-Saturday service level; 60% of regular weekday) throughout July and August. Based on lower ridership demand due to the COVID-19 pandemic and the typical summer season, the modified service has proven to accommodate most customers effectively and maintain some physical distancing. Staff will continue

to monitor service and make adjustments as required to enable reasonable physical distancing onboard as non-discretionary trips become more apparent with the restart.

**2. Implement health and safety measures by August 3 to commence front-door boarding with added seated capacity on conventional; continued capacity restrictions on conventional and specialized, where practicable**

In preparation for increased demand and return to seasonal service levels, the following health and safety measures will be in place on or by August 3 (not including measures currently in place):

- Installation of bio-shields at operator compartments on vehicles
- Ongoing public messaging to strongly encourage the use of face coverings (e.g. non-medical masks) and to carry/use personal hand sanitizer
- Implementation of parameters to encourage onboard physical distancing/flow

**3. Reintroduce fares, changes to fare policy and updated weekday service, effective September 1, in line with external conditions (e.g. reintroduction of school, GO Train services, etc.):**

Subject to ridership demand, fare-paying service will be re-introduced in September, including the following particulars:

- Most fixed routes (with minor modifications), 30 minute peak service (where warranted)
- Exclusion of GO Drop-Off service
- School special service - on-standby for reintroduction
- Regular service hour span for specialized

### **Implementation of the Transit Recovery Plan**

As the COVID-19 situation remains fluid, staff have developed a flexible plan to allow for adjustments as conditions evolve. Staff will be closely monitoring updates to Public Health advice and restrictions, as well as Federal and Provincial decisions on the reopening of businesses, workplaces and schools. Ridership demand will continue to be monitored in line with service requirements to support physical distancing (where practicable). Staff have already begun to exercise a number of the health and safety measures described in this report required for service recovery.

## Marketing and Communications

A comprehensive marketing and communications plan will be undertaken to inform customers, staff, residents, members of Council and other stakeholders about the Milton Transit recovery plan and updated health and safety measures. Communications will be centred on advising customers of the new measures taken by Milton as well as updated fare policies.

The plan will also include communications to encourage behaviours that contribute to the safety of one's self, contracted operators and fellow passengers (using print and online channels:

- Practicing physical distancing where possible
- *Wearing is Caring* (or similar) messaging - passengers are strongly encouraged to wear a face covering/non-medical mask
- Bring and use your own personal hand sanitizer
- Practicing proper hand hygiene' cough or sneeze into your arm
- Avoiding touching your face
- Staying home if you are feeling unwell

Further promotional activities may be incorporated upon plan implementation.

## Financial Implications

Milton Transit is progressing from the COVID-19 pandemic response to initial stages of restart and recovery. Staff have seen an increase in ridership from the 90% percent drop experienced to the end of April to the current 82% decline in pre-COVID ridership levels. Concurrently, a series of measures continue to support the health and safety of customers and contracted operations staff as well as new measures to support recovery, outlined in this plan.

The 2020 health and safety measures described in this report include one-time costs of approximately \$35,000 for the purchase and installation of bio-shields at operator compartments and \$12,000 for marketing and communications, including signage and public-facing messaging campaigns. Impacts are preliminary estimates and may change as the rolling wave plan evolves. The estimated monthly costs for enhanced vehicle cleaning is \$1,380.

Finance is currently assessing the overall impacts of the COVID-19 pandemic and have been developing financial strategies to address these and other additional costs. Any continuing recovery costs in 2021 will be included as part of the 2021 Operating and Capital Budget for Council consideration and approval.

The net annual cost to implement all Fare Policy changes is \$16,780. The prorated costs to implement fare policy changes effective September 1 is \$6,800.