



Commercial Business Adaptive Operations Standards & Tools

Re-Opening Protocol



Date: June 1, 2020

Goals (Why Standard Operating Procedures Necessary):

1. Protect employees, members & community
2. Ensure guests are safe & that their experience is consistent in South Georgian Bay destination
 - Develop protocols relating to physical distancing, health and personal hygiene, sanitation, adapted in store/restaurant/service business operations, adapted public space operations, and more.
3. Stimulate recovery at a staggered and controlled pace, following government guidelines:
4. Streamline & harmonize communication among customers & community
5. Comply with all relevant regulatory bodies (e.g., Province, Public Health, Municipal, etc.)

Key Assumptions as of May, 2020:

- Easing quarantine restrictions will begin sometime in June with 2 more phases of easing restrictions to be deployed later in the summer and fall (driven by Province).
- Business volume will be influenced by Provincial guidelines, advances in healthcare availability/vaccine, consumer mindset, etc.
- Crowds will need to be small – events/festivals of any real size will likely not be permitted until a much later date.
- Physical distancing measures of some kind will remain in place for remainder of 2020 and potentially into 2021.
- It is possible that a COVID-19 rebound will occur. It is impossible to predict if or when, so we need to be prepared for future guidance from the Province, local health authorities or other regulatory entities.
- All protocols and standards contained within this document are subject to Federal, Provincial, Municipal and Public Health Guidelines and will evolve with changes.

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Projected Service Sector Opening Sequence (All subject to Provincial guidelines)

1. Opening Sequence (estimates, all subject to Provincial guidance)

- a) Accommodation – Visits not expected until early or mid-June.
- b) Retail – Curbside pick-up to commence May 11th Storefront openings May 19th.
- c) Restaurant – Takeout presently possible, followed by likely capacity reductions for indoor dining to be announced by Province of Ontario. We anticipate a slow increase in allowable capacities over time.
- d) Attractions – will be driven by Provincial guidelines
- e) Gatherings – Mid- to late-summer, will be small for remainder of year.

Health and Safety Processes to Protect Against COVID-19 Transmission

2. Physical Distancing & Personal Protective Equipment (PPE)

- a. Service businesses should ensure that workers can maintain the required physical distance as provided by Ontario Government, presently 6 feet
 - i. Province has given a 4 square metre / 43 square feet measure for indoor retail spaces. Local public health unit is advising using the same measure for outdoor public spaces.
- b. Physical distance relates to work colleagues and/or customers.
- c. Should physical distancing not be possible, further measures should be devised and implemented to protect employees and guests (i.e., use of non-medical disposable or cloth masks, gloves, adapted service approach, etc. should be implemented).

3. Health, Personal Hygiene & Personal Protective Equipment (PPE) – Businesses must ensure that operators and all employees follow proper health and personal safety in the workplace, as outlined in the following resources:

Ontario Government Sector Specific Guidelines & Tools:

<https://www.ontario.ca/page/resources-prevent-covid-19-workplace>

World Health Organization Document: (<https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf>).

Ontario Government Web Resource: <https://www.ontario.ca/page/covid-19-stop-spread>

Public Health Ontario: <https://www.publichealthontario.ca/en/diseases-and-conditions/infectious-diseases/respiratory-diseases/novel-coronavirus/public-resources>

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Key standard practices include:

- a. Regular hand washing by employees (start of shift, before eating or drinking, after touching shared items, after using washroom and before leaving store or restaurant. Remove all jewellery while hand washing). Employers must:
 - i. Ensure adequate supplies of hand rub sanitizer in prominent places related to service and that they are frequently replenished.
 - ii. Post “Hand Washing Posters” in stores / restaurants (PDF: <https://www.publichealthontario.ca/-/media/documents/ncov/factsheet/factsheet-covid-19-hand-hygiene.pdf?la=en>)
 - iii. Ensure staff have access to places where hands can be washed with soap and water.
 - iv. Provide latex gloves for use for high-contact work, changing frequently.
 - v. Ensure employees avoid touching face.
 - vi. Update internal training measures to include hand washing protocols and conduct regular reminders.
- b. Promote Good Respiratory Hygiene in the Workplace
 - i. Train staff on standard respiratory hygiene practices (e.g., cough, sneeze)
 - ii. Ensure adequate supply of paper tissues and non-medical face masks (disposable or cloth) are available to employees – all frontline service employees that cannot maintain physical distance of 6 feet must wear.
 - iii. Ensure closed waste bins are available for used tissues and disposable face masks.
- c. Ensure that operators and staff follow provincial and national advice on travel and self-isolating, monitoring health for 14 days after travel, twice daily temperature checks. If fever or low-grade cough emerges, isolate at home.
- d. Devise process to monitor employees’ temperatures (e.g., employees check temperature before leaving their home, log temperature at work with manager)
- e. Devise process ensuring staff with a mild cough or low-grade fever (temperature of 37.3 C or more) need to stay home or leave work. If an employee needs to take simple medications such as acetaminophen, ibuprofen or aspirin, they should stay home as these medications can mask symptoms. Devise contingency plan if employees are unable to attend their shifts due to illness.
- f. Replace large meetings with teleconferences or zoom calls and encourage work from home for team members who can do so.
- g. Businesses may wish to update and communicate their sick policies to encourage employees to call in sick when required.

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4. Responding to Guests/Employees with Symptoms:

- a. Members are to ask employees or guests with symptoms to leave the immediate workplace or location and report to local public health authority or hospital emergency department for care. Grey Bruce Public Health Unit can be reached via:
 - i. <https://www.publichealthgreybruce.on.ca/COVID-19>
 - ii. Grey Bruce Health Unit at 519-376-9420 Extension 3000 or 1-800-263-3456 Extension 3000
 - iii. Post the website and phone number where staff can locate.

5. Ensure Store / Restaurant Sanitation:

- a. **Retail Businesses must ensure the following are practiced in their stores / by their team members:**
 - i. Increase ventilation and fresh air return where possible (i.e., periodically open doors, open windows, increase frequency of HVAC filter changes).
 - ii. Clean washrooms frequently, have running water, and are stocked with soap, paper towels and a plastic lined waste container. Visibly dirty hands must be washed with soap and water.
 - iii. Provide hand sanitizer at customer service areas, entrances and exits, checkouts/payment/service areas (make efforts to secure as theft of hand sanitizer has been observed in service contexts).
 - iv. Clean offices, lunch areas and workspaces at least twice per day and more often for high-traffic areas and contact surfaces. Focus on frequently touched and shared surfaces such as keys, doors, handles, carts, handrails, light switches, shelves, countertops, drawers, keyboards & mice, touchscreens, payment keypads, cash drawers, pens, tools, phones, vending machines, tables, chairs, and kitchen equipment.
 - v. Clean shared equipment, phones, and tablets with alcohol or disinfectant wipes after each use.
 - vi. Make sure workers understand the risks and safety precautions when using cleaning products.
 - vii. Many different products work for sanitation and cleaning. Public Health Agency of Canada advises to use only approved hard-surface disinfectants that have a Drug Identification Number (DIN). A DIN is an 8-digit number given by Health Canada that confirms the disinfectant product is approved for use in Canada.
 - viii. Provide workers with the personal protective equipment they need to safely use cleaning products and make sure they use them correctly.
 - ix. Dispose of used tissues, wipes, gloves, and other cleaning materials in a plastic lined waste container (avoid flushing wipes, gloves and other cleaning materials).
 - x. Use disposable gloves when handling garbage.

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- b. Restaurant Businesses must ensure the following are practiced in their restaurants / by their team members (in addition to required food safety practices):**
- i. Ensure sanitation practices are applied to dining room/service area, restrooms and back-of-house areas.
 - ii. Use a disinfectant or bleach solution to destroy or inactivate the virus.
 1. If household or commercial disinfectant cleaning products are not available, hard surfaces can be disinfected using a mixture of 5 mL of bleach (5% sodium hypochlorite) and 250 mL of water. Make sure the solution is in contact with the surface for 1 minute.
 2. If liquids can be withstood, disinfect high-touch electronic devices (e.g., touch screens, pin pads, keyboards) with alcohol or disinfectant wipes.
 3. Public Health Agency of Canada advises to use only approved hard-surface disinfectants that have a Drug Identification Number (DIN). A DIN is an 8-digit number given by Health Canada that confirms the disinfectant product is approved for use in Canada.
 - iii. Wear appropriate personal protective equipment (PPE) such as gloves suitable for the cleaning agent.
 - iv. Use a dedicated cloth for cleaning.
 - v. Clean so that when the surface is wiped, the surface still appears wet.
 - vi. Make sure workers understand the risks, have received training, and understand the safety precautions for all cleaning methods and required PPE.
 - vii. Make sure washrooms are cleaned frequently, have running water, and are stocked with soap, paper towels and a plastic lined waste container. Visibly dirty hands must be washed with soap and water.
 - viii. Provide hand sanitizers at the entrance, exit, service counter, and any other customer touch points.
 - ix. Clean shared spaces, washrooms, lunchrooms, etc. at least twice daily, and more often for high-traffic areas and contact surfaces.
 - x. Clean tables, chairs, eating surfaces (trays) after each customer use.
 - xi. Focus on frequently touched and shared surfaces such as trays, doors, handles, handrails, waste and recycling centres, countertops, touch screens, payment pin pads, cash drawers and boxes, and frequently used office equipment (pens, tools, phones, radios, keyboard, mouse, etc.). Use alcohol or disinfectant wipes to sanitize these surfaces.
 - xii. Dispose of used tissues, wipes, gloves, and other cleaning materials in a plastic lined waste container.
 - xiii. Use disposable gloves when handling garbage.
 - xiv. Make sure that the dishwasher's wash and rinse temperatures are operating at the correct setting and that appropriate detergents and sanitizers are being used.

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Resources:

Public Health – Cleaning <https://www.publichealthontario.ca/-/media/documents/ncov/factsheet-covid-19-environmental-cleaning.pdf?la=en>

Canadian Centre for Occupational Health & Safety Retail and Restaurant Operating Tip Sheets: <https://www.ccohs.ca/products/publications/covid19/>

Canadian Centre for Occupational Health & Safety Posters: <https://www.ccohs.ca/outbreaks/>

6. Contact Tracing Log Book:

- a. Keep a record of all suppliers, team members, partners, etc. who come in contact with employees so that tracing and communication can take place should someone contract COVID-19. This would be tough to do with customers, but keep records of customer visits via loyalty programs, reservations or other methods if available/used.
- b. Develop a protocol where delivery drivers are asked about their health status and temperature before receiving goods, allowing entry into business.

7. Split Shifts Recommended:

- a. Devise a process where shifts are broken down into segments and / or A/B Teams. E.g., maintaining morning and evening shifts with teams specific to those time frames.
- b. Consider allowing some team members to work off-site or outdoors as much as possible.

8. Ensure Countertop Protective Shields (e.g., plexiglass barriers) are put in place at service/transaction counters, key food service areas, where key 6 foot physical distancing is not possible, etc.

- a. If material sourcing is delayed due to sourcing constraints, businesses should ensure Personal Protective Equipment is used such as gloves, non-medical face masks, etc.

Operational / Logistical Processes to Prevent Against COVID-19 Transmission

9. Adapted Store / Restaurant Floorplans & Service Plans

- a. Retail stores should create an adapted store floorplan for when they are permitted by the Province to open which:
 - i. Clearly directs guests to maintain physical distancing with 6 feet of space between each other, 43 square-foot area/guest.
 - ii. Clearly indicates directional flow for guests.

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- iii. The floorplan, spacing and flow planning can be managed via floor markings, grid patterns, line-up markings, etc.
- b. Stores should create and post a new store capacity based on their current “usable, service area” square footage and be able to manage capacity levels in store and lineups outside of stores. (e.g., 1000 sq feet / 43 square foot personal space requirement = max capacity of 23 people or “family groups”).
- c. When permitted to do so by the Province, retailers should consider leveraging terrace space for selling, working with landlords, Town officials, BIAs, etc. to formulate plans.
- d. Restaurants must operate at the capacity guidelines dictated by the Province of Ontario in relation to their permitted occupancy levels. Restaurants should prepare a floor plan indicating capacity and space planning within their restaurants and on terraces. It will be important to factor in the physical distancing needs in key traffic flow arteries such as pathways to washrooms, service pathways for servers, etc.

10. Line-Up Restrictions & Guidelines

- a. Outdoor lineups should be managed by individual businesses. As such:
 - i. Businesses should devise a lineup management plan that ensures:
 - 1. 6 feet, (4 square metres, 43 square feet) of physical distancing.
 - 2. Ensuring lines safely utilize allocated terrace space before encroaching upon public walkways.
 - 3. Should a line form into the public walkways, businesses should ensure that the line does not:
 - a. Impede or cross over fire routes at any time.
 - b. Impede or cross over the flow of pedestrian traffic flow, allowing for safe physical distancing of pedestrians.
 - c. Impede entrances of neighbouring storefronts
 - 4. Businesses should manage their customer lines with staff and or technology solutions. (Tools such as “No-Wait from Yelp, Qless, etc. can be used)
 - b. Service districts, BIAs, Towns, Villages, etc. should identify nearby open spaces for line-up overflow to wait safely.

11. Reservations

- a. Restaurants are strongly encouraged to take reservations and prioritize reservations over walk-ins in order to assist in spreading out guests through hours of service and to incentivize planning ahead. If reservations cannot be implemented, businesses should deploy a technology-based solution to assist with outdoor line management.
- b. Retail stores should consider adding appointment-based shopping hours for guests or locals to assist in scheduling / leveraging slower retail periods.

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12. Curbside Pick-up

- a. Retailers will be permitted to serve guests for curbside pickup starting May 11, 2020. Best Practices Include:
 - i. Secure transactions via website or over the phone.
 - ii. Take pick-up appointments (10 minute window of time per pick-up)
 - iii. Maintain a schedule for guest pick-ups.
 - iv. Guests to park, call store and await instructions:
 - 1. Retailers may either deliver direct to vehicles or
 - 2. Guests may walk to pick-up merchandise at store front (outdoors only)
 - v. Businesses should work with local BIAs to organize parking, pick-ups and other logistics as a team.

13. Clearly Display Information & Instructions for Customers, to Include:

- a. Personal distancing measures, guest flow and line-up protocols outside and inside, instructions relating to adapted service models, etc.
- b. Change rooms with hard doors only may be used (no curtains), and Province requires that only every second unit used to allow distancing & disinfecting.
- c. Businesses may want to consider implementing:
 - vi. No touching merchandise except what is planned to purchase
 - vii. No returned merchandise

Note: The Province will provide guidance and protocols on trying on merchandise and returns.
- d. Cashless payments (credit, debit, contactless) preferred
 - i. Should accepting cash be a requirement, ensure additional protocols are in place (e.g., hand washing after each cash transaction, use of gloves)
- e. Implement clear pricing signage to limit touching products (e.g., signage, larger price labels, traffic flow direction, etc.)

Appendix 1 – Re-Opening Plan Template for Businesses

Use this guide to help you structure your re-opening plans:

1. Planned opening date:

2. Adapted Store or Restaurant Floorplans, including:

- a. Determine capacity numbers as per guidelines
- b. Devise approach to marking personal distancing requirements (e.g., grid pattern, one-way directional floorplans, etc.)
- c. Create maps/floorplans for internal use, training, etc.

List Details & Attach Drawings:

3. Implement Key Safety Requirements:

- a. Determine how personal distancing requirements of 6 feet will be met among employees and from customers within operations. Should this not be possible, indicate additional measures implemented to reinforce safety.
- b. Determine processes to be used to train and ensure staff and guest hygiene practices are followed and enforced.
- c. Determine processes to be used and monitored for store / restaurant sanitation.
- d. Indicate approach and processes to be taken for employee respiratory hygiene:
 - i. Cloth masks or disposable masks
 - ii. How will training be undertaken
 - iii. How will equipment be provided, replenished, etc.
- e. Determine policies for items such as: dealing with employees with symptoms, temperature monitoring, travel policies, etc.
- f. Determine any other programs being implemented to assist with overall workplace safety and health, e.g., mental health assistance, employee assistance programs, sick day policy changes, etc.

List Details:

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4. Devise Plans to Manage the Following Requirements:

- a. Determine how physical distancing in retail / restaurant environment for guests will be achieved.
- b. Determine guest communication approach relating to services & requirements while in the establishment.
- c. Record how you plan to manage guest line-ups (in and outside of store) & In-store In-restaurant capacity levels.
- d. Plan for how reservations or shopping appointment booking processes & any digital platforms to be used.
- e. Determine how you will adjust pricing labels, displays, approaches to be taken to limit guest interaction with products and merchandise, if required.
- f. Plan and decide upon the methods of payment to be used
- g. Choose style and location of all POS/Service Area protective upgrades, e.g., plexi-glass shields/barriers to be used.
- h. Determine any shift/scheduling plans to limit employee contact with each other.
- i. Confirm process to keep contact tracking log book.

List Details:

5. Special Needs:

- a. Plan for any special circumstances that may be unique to your business that require special consideration or further discussion.
- b. Indicate and list all key stakeholders who you will need to stay in close contact with.

List Details:

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Appendix 2 – Self-Assessment Tool

Management can conduct this self-assessment during each shift, make notes and implement enhancements as needed.

1. Physical Distancing:

- a. *Are your employees able to maintain physical distancing?*
 - i. If no, why not? Assess potential causes.
 - ii. What changes can you make to help? (e.g., PPE, new floorplans, shields, re-training, etc.)
- b. *Are your guests able to maintain physical distancing?*
 - i. If no, why not? Assess potential causes.
 - ii. What changes can you make to help (e.g., guest PPE, new floorplans, more changes to service model, staff re-training, assess effectiveness of guest communication and signage in place, etc.
- c. *Check that all signage, guest communication is still in place (posters, signs, important phone numbers, etc.)*
 - i. If not, ensure signage and missing materials are replaced.

2. Key Employee Health & Safety Measures & Sanitation Practices:

- a. *Verify adequate supplies of hand sanitizer are in place at entrances and exits, all customer service touch points:*
 - ii. If no, why not? Assess potential causes.
 - iii. Update protocols for replacement, storage, management of restocking.
- b. *Complete washroom and hand washing station checks:*
 - iv. Ensure adequate supply of soap, paper towels, tissues, plastic lined waste bins.
 - v. If no, why not? Assess potential causes.
 - vi. Re-stock, change waste bins as necessary.
- c. *Observe staff adherence to all employee health and safety measures: regular hand washing, use of PPE, etc.:*
 - vii. If you observe lack of compliance, speak one-on-one with employees, conduct more regular training sessions.
 - viii. Assess stock of all PPE & replenish as needed.
- d. *Observe staff adherence to all sanitation measures:*
 - ix. If you observe lack of compliance, speak one-on-one with employees, conduct more regular training sessions.
 - x. Verify all sanitizers contain a DIN.
 - xi. Verify adequate sanitizer inventory & replace as required.

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- e. *Assess that staff are regularly wiping and cleaning all relevant surfaces & using clean cloths, supplies, etc.:*
 - xii. If no, why not? Assess potential causes.
 - xiii. Update protocols and re-train staff on practices.
- f. *Do you have all relevant signage and posters in place: hand washing, health and safety protocols, respiratory health practices, sanitary practices, etc.:*
 - xiv. If not, replace all missing signs.

3. Walk all designed floorplan areas, assessing all aspects:

- a. *Ensure all markings are clear, fresh and easy to see:*
 - xv. If not, replace decals, markings, etc.
- b. *Assess placement of all fixtures to ensure they are consistent with floorplans:*
 - xvi. If fixtures have moved/impeded walkways, make adjustments.
- c. *Assess condition of all installed shields and clean, make repairs as needed.*

4. Capacity:

- a. *Conduct regular guest counts to ensure capacity is being maintained:*
 - xvii. If not:
 1. Assess door management practices and adjust as needed.
 2. Assess indoor and outdoor signage to ensure they are in place.
 3. Execute required training.

5. Lineup Process:

- a. *Assess size and location of lineups to ensure they comply with protocols and best practices:*
 - xviii. If not:
 1. Assess why. Assess staff management practices and update to close any observed gaps.
 2. Connect with local neighbours and BIA to solve problems together.

6. Business-Specific Considerations:

- a. *Include any business-specific protocols you wish to regularly evaluate.*