

# MEMO

## RE: COVID-19 Impacts and Considerations along the Waterfront



FOR INFORMATION

April 29, 2020

Toronto's central waterfront includes a unique mix of stakeholders that are not necessarily reflected in a single preparation plan or resource for COVID-19 response. [Our intention with this document is to summarize the state of the waterfront at this moment in light of COVID-19, and to share assumptions and considerations toward potential recovery periods.](#)

The attached is a summary by our staff that we will share with our business members and waterfront stakeholders. In the past week we've spoken with a number of stakeholders to request any insights and resources to share as well. Thank you to all who shared information.

We are all planning for a future that we can't wholly anticipate and plan for. We hope this summary is helpful in understanding the waterfront through the lens of others' experiences along the water. As a BIA, we will use this to help identify where we can support member businesses and area stakeholders moving forward. If you have any comments or suggestions on where the BIA can assist in coordinating further information sharing, please contact us.

On a personal note, we wish you, your families and your teams a safe and healthy Spring. This is an incredibly difficult time for many, including in our business community. But we really are in this together and we will come out stronger. We look forward to supporting the continued development of Toronto's waterfront as a world-class destination as soon as we safely can.

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# Contents

## **Issues and Opportunities** Pgs. 3-4

## **Timeline Assumptions for Reopening and Recovery** Pgs. 5-6

## **Status of Key Waterfront Stakeholders** Pgs. 7-10

- City of Toronto
- Parks, Islands and Ferry Terminal
- PortsToronto and Billy Bishop Toronto City Airport
- Harbourfront Centre
- Marine and Boating Operators
- Waterfront Toronto
- Construction
- Waterfront Secretariat
- Waterfront BIA

## **Considerations and Potential Best Practices** Pgs. 11-17

- Public Space
- Business Operations
- Office Buildings
- Tourism Industry
- Food Service
- Hotels
- Health and Wellness
- Police and Security

## **Industry Resources and Expert Webinars** Pg. 18

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### About the Waterfront Business Improvement Area (BIA)

Our BIA's mandate is to support the development of the waterfront as a premier destination that is well-connected to the rest of the city and beautiful, fun and vibrant year-round. We represent the business community along Toronto's central waterfront on key advocacy issues, support on-street improvement initiatives and promote our area through activations and through social media. Follow us on Twitter and Facebook [@TheWaterfrontBIA](#), Instagram: [@TOWaterfront](#) and [www.waterfrontbia.com](http://www.waterfrontbia.com).

## Issues and opportunities across stakeholder groups

### **Clear medical guidance is necessary for a safe return to work**

Many stakeholders expressed concern that opening doors too quickly in our crowded downtown would result in additional waves of the virus at greater cost to public health, employees, business operations and government relief initiatives.

There was a general consensus that clear medical guidance on safe business operations as soon as possible would be ideal to assist in 'back to work' planning across industries. All stakeholders want to ensure their employees and customers can be accommodated in a safe environment, and request clear public health guidance toward reopening alterations and mitigations.

Some large stakeholders and industry groups have already taken the lead in developing new protocols that will be ready confirm with public health officials. For smaller or unique businesses, clear public health guidance will be critical.

### **Additional communication of physical distancing still required**

The waterfront is expected to be very popular as we approach the warm season. While there are physical distancing messages up from area buildings, Parks and the BIA, it was encouraged that even more be done to discourage crowded use along the water in the next month. We encourage all stakeholders to push this message publicly.

### **Continuing request for immediate relief from all levels of government**

Business support programs announced to date have been strong. Leaders of government have been encouraging in ensuring different stakeholder groups and sizes of businesses are included. As an unprecedented stoppage of work with no defined timeline, concern remains that further relief may be required.

Hardest hit stakeholders will be businesses reliant on tourism and seasonal business. No specific programs have been announced at present, but the federal and provincial governments have indicated specific relief programs are in planning.

### **The waterfront has unique marketing and bounce back potential**

Large gatherings are assumed to be among the last activities to return to normal. This provides both challenges and opportunities for the waterfront. We are a neighbourhood with significant bounce back potential as a premier destination for local tourism as restrictions are lifted. However, walking the waterfront on its busiest days is itself among the largest gatherings in the region.

Distance-friendly activation may still be possible and encouraged, including through the arts and culture focus of the area in a more spread out way. Government assistance to promote business and tourism during reopening and recovery may focus on neighbourhood promotion grants rather than on specific-location events in the near-term.

Avoiding 'discounting' promotion has been another stakeholder request as businesses will have been hard hit already. Focusing on the neighbourhood's other advantages as a differentiator is preferred to discounting or an emphasis on 'sale' promotion.

### **Acceleration of delivery and internet economy impact on business**

Restaurants and businesses are considering takeout, delivery or curbside pickup as a new normal, even if they had never considered it before.

Specifically on restaurant delivery and mobile apps - as businesses become more dependent on these, it was indicated that costs and fees charged to businesses may require more involvement from regulating agencies.

### **Anticipation of public realm impacts that may need to be addressed**

There are many implications of distanced and altered service that will have a public realm impact, including more lines in front of businesses, more curbside pickups and more space near businesses dedicated to serving delivery personnel using bikes, smaller vehicles. As these trends emerge through an extended period of altered service, there will likely be unintended public realm implications.

### **Security and cleanliness concerns raised at present**

Due to less activity on the streets, there has been a noted increase in unwanted activity in public places and under the Gardiner Expressway in recent weeks. A lack of public restrooms available due to business closures has resulted in additional cleanliness issues.

### **High water levels remain a concern**

Multiple stakeholder expressed that high water levels again this year could add another level of emergency response in the area that complicates recovery periods. It was raised that there may be a need for an expansion of joint-advocacy and coordination on this issue as a group of stakeholders dependent on the water.

## Timeline assumptions for reopening and recovery

There is no definitive timeline guidance from public health leadership in government at this time regarding safe conditions to return to work or larger gatherings. However, we will briefly summarize here the Province of Ontario’s announcement about safe reopening expectations. There are also emerging assumptions among thought leaders and industry groups sharing information about potential timelines to return, including:

- Multiple waves of virus will remain a risk and stakeholders are concerned about opening businesses and operations too quickly.
- Expecting varying state(s) of distancing and targeted lockdowns to continue until vaccination or control of the virus is confirmed.

### Province of Ontario: “A Framework for reopening our province”

Released April 27, *A Framework for Reopening our Province* lays out the government of Ontario’s approach to determining when it will be appropriate to begin reopening businesses, services and public spaces in gradual stages.

No specific dates are assigned at this time.

#### Phase 1: Protect and Support

- Continued closure of non-essential workplaces, outdoor amenities in parks, recreational areas and public places, as well as bars and restaurants;
- Restrictions on social gatherings; and limiting staff from working in more than one retirement home, long-term care home or congregate care setting.

#### Phase 2: Restart

- **Public health officials will carefully monitor each stage for two-to-four weeks, as they assess the evolution of the COVID-19 outbreak** to determine if it is necessary to change course to maintain public health. Government will also continue to issue guidelines for workplace safety.

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, open all workplaces responsibly.

#### Phase 3: Recover

- Ensuring the health and safety of the public and workers will continue to be a top priority as Ontario transitions to a “new normal.”
- The government will partner with businesses and other sectors to lead Ontario’s economic recovery. The focus will be on creating jobs and opportunity across the province, while working to restore long-term prosperity for the benefit of every individual and family in Ontario

### Workplace Safety Guidelines

- All employers and workers will be required to follow directives and guidelines on COVID-19, including measures that may restrict certain activities.
- Safe workplaces must have a plan that promotes and adheres to strict hygiene and sanitation standards, and physical distancing to the extent possible.
- The government, in partnership with Ontario’s Health and Safety Associations and based on input from public health officials, will provide guidelines to employers on how to open safely and protect their employees and customers. **Documents will be made available across many sectors, as well as training to provide guidance to workplaces entering the restart phase.** This may include webinars and other distance learning tools. These resources will build on the guidelines provided to essential workplaces, which have enabled those businesses to adapt and remain open.



Province of Ontario, “A Framework for reopening our province.” <https://bit.ly/35fOJDa>

### **Other jurisdictions of note - Phased plans for “Back to work” and reopening:**

- California’s “Pandemic Roadmap” including stages and conditions for reopening. <https://bit.ly/2y2XOD8>
- Open Saskatchewan plan, including recommendations for some hospitality functions. <https://bit.ly/3f16DOg>

# Status of Key Waterfront Stakeholders

## City of Toronto

- City resources have been scaled back to essential functions responding to the public health crisis.
- Council and committees are only considering essential items – those items requiring committee or council approval can be expected to be delayed up to six months.
- Redeployment of non-essential City staff currently underway to support public health functions. Examples include support for 311 department, sanitization, administrative and non-medical roles at City long-term care homes and shelters.

## Parks, Islands and Ferry Terminal

- Land-based parks along central waterfront are open to the public. Signage and communications materials emphasize the need for distancing.
- The Islands park is currently closed, except for residents – expectation of closure until at least June 30.
- Ferry terminal access is restricted to residents only and operating at a winter service schedule. Maintenance and cleaning of ferries has been enhanced.
- Parks staff are not currently doing horticultural work in the parks. It is expected that these staff for a period will be included in those re-deployed to essential public health support tasks.
- Marketing: Toronto Islands will be a key location for Torontonians who are looking to participate in “local tourism” once restrictions begin to be removed. It is expected that the City will also encourage people to safely use Toronto parks. The re-opening of the Islands will be a Mayor’s priority announcement.

## Ports Toronto and Billy Bishop Toronto City Airport

- Billy Bishop Toronto City Airport is only open for emergency services, including Ornge Medevac. Ferry access is maintained to support operations. Airport returning to operation will require decisions at multiple levels of government, including changes to current travel restrictions.
- Porter has postponed flight return until June 29.
- Port services remain open and operating as essential.
- Outer Harbour Marina and PortsToronto head offices are closed.

## Harbourfront Centre

- Buildings are closed to the public and programming is delayed until further notice, including camps and festivals.
- Reopening will be dependent on government guidelines, but no changes expected until at least June 30.
- Essential operations remaining active include security, cleaning and construction for refurbishment of key structures.
- Marina services are only open to those winter live-aboards still in the marinas who require access to boats as their primary residence.
- Parking lot at Rees is open. Other lots are closed to the public at Simcoe (main lot) and Spadina Quay with only monthly permit holders being admitted.
- Security has been increased as there has been a noted increase in unwanted activity and cleanliness issues on sites that are no longer as active. Waterfront BIA has supported an additional patrol of security along the north side of Queens Quay for an interim period to be coordinated with Harbourfront Centre security.
- Planning for reopening is being undertaken by staff for multiple scenarios, including different levels of required distancing. Suggesting plans for staggered timeframes for full staff return to work, and also specific preparations for large gatherings, theatres and summer camps.

## Marine and boating operators

- No operations at present. Transport Canada has mandated that June 30 is the earliest possible date to return to operation. Boating is regulated by Transport Canada, but the province could also determine an alternate timetable for return to operations.
- Boating operators are coordinating via National Passenger Vessel Association for safe open dates by region, and also are developing safe return to work protocols for their industry.
- The City is not currently issuing water taxi licences as access to the Islands is restricted to residents only.



## Waterfront Toronto

- Work continuing as essential includes Port Lands Flood Protection and Bayside roads and services projects.
- Delayed work as non-essential includes Bentway phasing, Waterfront ReConnect underpass improvement implementation (York, Simcoe, Spadina), East Bayfront sewer pipe, Bonnycastle public realm completion and a Lakeshore Boulevard pilot project.
- Planning and design work by staff is continuing. However, items requiring City of Toronto approval are at risk of delay.

## Construction

- Construction and development sector expected to be among the earliest to return to regular activity. Enhanced use of PPE on site across operations will be expected.
- Work deemed essential has included healthcare sector, critical infrastructure including transit.
- Residential construction has only continued at present for condominiums and mixed-use development if above grade structural permits had been granted.

## Waterfront East LRT

Next steps for design are continuing by Waterfront Toronto with the City of Toronto and TTC, including 30% design of eastern LRT to Parliament, further study of options for the Union Station to Queens Quay tunnel, and an update on accelerated east-west phasing to be completed in advance of the tunnel. Next stakeholder consultation phase and update may be delayed, but could take place online. The Waterfront BIA has requested an additional consultation with business stakeholders along the waterfront to be hosted during work hours on a weekday.

## The Bentway Conservancy

The Bentway's public spaces are open and accessible to the public, while their buildings and public facilities remain closed. Events and programming are on delay through Summer 2020. Artistic engagement program plans are shifting to animation of public spaces across downtown that will highlight artists. There may be a waterfront neighbourhood opportunity to expand on program elements here as well. v2

## Quayside/Sidewalk Labs

Approval deadline for Waterfront Toronto to move forward to next steps for the proposal has been revised to June 25 (from May 20).

## Waterfront Secretariat (City)

- *Bathurst Quay* projects, including dock wall rehabilitation are continuing. Depending on lockdown conditions moving forward, other components may not qualify as essential and put project at risk of delay. Plaza work for Ireland Park still scheduled for Spring 2021 start. Components to be undertaken by PortsToronto, including the park on the Islands side, may be at risk of delay as airport operations are closed aside from those required for emergency service. Silos rejuvenation work is currently funded but may be delayed.
- *Marine Use Strategy* development by Secretariat and Waterfront Toronto may be delayed in bringing items to the public for consultation. The Technical Advisory Committee is still expected to meet and advance the project. Key project elements include expansion of interaction opportunities for the public at the water's edge, including more dockings, and a project to better coordinate multiple-ownership of waterfront assets among stakeholders and different levels of government. Long-term vision is coordinated with Waterfront Toronto's goal of a "waterfront walk" extended all the way from Bathurst to Cherry.

## Waterfront BIA

- Planning of on-site activations, events or gatherings postponed. Programming and promotion will move to online or distance-friendly in the near-term.
- Services continuing include 1) advocacy initiatives with other industry groups, 2) updates to member businesses and support to understand and apply for relief programs, 3) online promotion of those businesses remaining open with altered or distance-friendly services has continued.
- Potential expansion of BIA boundaries east of Yonge to Cherry delayed. First of two required votes was successful, but the process of moving the item through City Council is delayed until a return of review for non-essential items.
- Waterfront ReConnect underpass improvement pilot projects are currently in tender for design. Construction is scheduled for Spring 2021 at York, Simcoe and Spadina.

# Considerations and Potential Best Practices

## Public Space

### Difficulty of appropriate distancing in a destination neighbourhood

- Significant concerns have been raised by stakeholders that appropriate distancing will be difficult to maintain and encourage by pedestrians and other visitors.
- Crowding will become worse as warm weather emerges. Coordination among waterfront stakeholders may be required due to the unique mix of destination stakeholders here.

### Movement and temporary accommodation of distancing

- Sidewalks and park walkways – Traffic is relatively light now, but park walkways and sidewalks are already busy on warm weather days and can be expected to increase in traffic. The waterfront does have ‘breathing room’ for pedestrians to widen their distancing by walking into bike lanes or empty curb lanes, but this availability of space will decrease in warm weather traffic.
- Outdoor retail lineups – As businesses plan for an extended period of limited numbers of shoppers at a time, outdoor lineups may grow significantly. Lineup locations may need to be better marked to emphasize physical distancing while not blocking other business entranceways and ongoing pedestrian traffic. This will further limit the amount of space available to pedestrians.
- Transit mode shift - Workers and guests may continue to avoid public transit and an increase access to waterfront via car or bike.
- The waterfront and Islands will be a key destination for local tourism once restrictions are decreased. Personal distancing will continue to be encouraged through regular reminders and potentially accommodated through modifications to public space.
- Goods movement – Operations at major buildings are already encouraging more 24 hour delivery to avoid crowded delivery environments.
- Increasing amount of delivery pickups – There is unanimous expectation that delivery from businesses will increase, and consumer behaviour will likely move toward more orders of delivery for the long-term. This will have public space impacts as more bicycles and delivery vehicles may be seen in front of businesses doing their pickups.
- Fitness - Guests are expected to come to the waterfront as part of their fitness routines and for purposes of local tourism. This may be capitalized on more in the near future by businesses, but also suggests additional crowding issues as people intend to keep distance.

On the communications side, the BIA has laid out temporary on-street decals and promoted regular messaging online to encourage safe distancing. We are also exploring appropriate language for cycle tracks to encourage a more appropriate distance for cyclists and runners. A member business also offered free decal designs for others to print: <https://bit.ly/2YoaPC1>.



## Impact on events, activations and cultural institutions

- Large and medium-scale events along the waterfront have been postponed or delayed with an expectation that large public gatherings will be among the last activities to return.
- Arts and culture operators will be heavily impacted across the City. Opportunities and creativity will emerge in public art, public messaging, and beautiful greenspaces that can passively animate public spaces while being social-distance friendly.
- Some operators have already been shifting strategy to more city-wide or neighbourhood public art activations and partnerships. This is a way to ideally stay on strategy but encourage interaction with art in more distance-friendly ways by making the City their canvas.

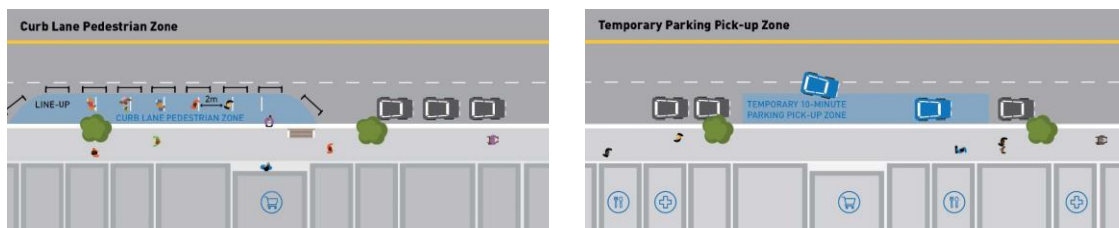
## Shifting perspective on public art

Insights from ULI webinar with Artscape and developers, “The Art of Bouncing Back: How developers & artists are setting the stage for recovery.” <https://bit.ly/3bPIkRA>

- This is a time when people will be noticing details in their most immediate environment in a more intimate way than ever before. Opportunity to support local artists at a difficult time through urban development programs such as hoarding and facades, and also with distance-friendly work such as murals.
- Encourages “seeding” art projects now that can be displayed and implemented during further phases of reopening and recovery.
- “Beautify your *home* workplace” suggestion to support artists by gifting works of art to employees or tenants now working from home.

## City Transportation and Public Health working to implement “CurbTO”

- In response to the changing consumer behaviour due to COVID-19, Transportation Services and Toronto Public Health are working to implement CurbTO, a program that will support businesses who are offering pick-up, take-out and delivery services, and in some cases who need space to manage queues for in-store shopping experiences by repurposing the curb lane to assist with maintaining physical distancing requirements for clientele and pedestrians.
- CurbTO is offering two solutions - Curb Lane Pedestrian Zones where lineups can be staged in the curb lane, and Temporary Parking Pick-Up Zones where delivery vehicles can queue in order to pickup deliveries.



- Transportation Services is working with local BIA’s to identify where these measures can be implemented. If you have any recommendations for the location of these two measures within the Waterfront BIA area, please contact [oliver@waterfrontbia.com](mailto:oliver@waterfrontbia.com).

## Business Operations

### Acknowledgement that online sales and delivery are more important than ever

- Online sales will become more important and essential for even businesses that have previously had no exposure to online sales, both during re-opening periods and due to altered consumer behaviour and expectations in the long-term. (The City of Toronto is working on an initiative to assist shops in creating online sales ability at no cost)
- Delivery and takeout being considered even by restaurants that had previously not required it.
- Curbside pickup or drop off may become the norm and expected, and has public realm implications.

### Employee policies will need revision regarding sick days and hazard pay

- Sick day policies for employees may need to be altered in order to ensure that employees are not penalized for staying home if they are concerned about being sick.
- Hazard pay should be considered for staff who are at higher risk due to customer contact.

### Communication of best practices across industries (Larger organizations)

- Larger organizations and industry groups are starting cross-functional groups to coordinate and develop contingency plans.
- Tutorial videos or blogs for “return to work” to ensure consistent education for the experience returning workers or visitors will receive.
- Pulse surveys or regular meetings of how organization is performing and to receive ideas on removing problems or creating efficiency with the new experiences.

### Increasing touchless interaction

- Businesses have been marketed products that would remove the need for direct hand to door surface in opening doors.
- “Wave to open” door access is already in place in some office buildings.
- Touchless payment system will become more in demand.
- Potential in some industries for smartphone or RFID devices to avoid contacts for building entry, elevator access, hotel rooms.



(Inceptive Mind)



(Accessgard.com)

## Office buildings

### Joint industry initiatives:

- PATH-Comm security group of property management teams with downtown buildings connected to the PATH pedestrian network coordinates emergency response for the network. The PATH connections are generally open during public transit hours, but some buildings have needed to entirely shut down access.
- Property management groups have been creating multi-disciplinary teams to develop internal protocols for safe return to work. An initiative through the Financial District BIA is coordinating shared best practice recommendations and considerations among major landlord groups in the downtown core. The FDBIA has included:
  - New social protocols for movement of people in common areas, particularly elevators, and the PATH pedestrian network.
  - Consistent approach to health screenings.
  - Ensuring consistent use of PPE for public facing landlord workers.
  - Consistent, clear communications of social protocols relating to physical distancing and personal hygiene.
- A 'Back to Work Taskforce' has also been created by the Building Owners and Managers Association. BOMA has shared resources on their [website](#).

### Industry considerations:

- Significant redesign of common spaces and tenant offices is expected in the near-term to accommodate new standards.
- Encouraging government and tenant employers to consider a gradual, phased or staggered return to work by part of the workforce at a time. This is also tied to an identified risk of shortages of PPE that may be required in gradual re-opening period.
- Lunch and break times: Will also require being staggered to maximize distancing.
- Arriving to work while sick: Stronger social awareness is expected that it will be unacceptable now to appear at work when showing any symptoms of illness. It was suggested that new protocols with tenants would need to be put in place to make this clear.
- Most vulnerable workers: For specific workplaces, consulting most vulnerable members of workforce first is suggested when developing back to work plans.
- Thermal scanning at entrance: Buildings will not be able to take on this role unless clear regulatory guidelines were set.
- Elevators: Proposed limitation to 2-4 people per ride based on size. Buildings have begun marking standing spaces at corners of elevators.
- Controlling rush hour crowds: Potential issues of distanced lines being too long to fit in elevator lobbies. Nearly all office buildings have limited entry points to their buildings and appear ready to maintain that access in order to control the ability for people to queue to specific patterns.
- Goods movement: 24-hour delivery schedules may be emphasized to spread out deliveries and avoid busiest periods.

## Tourism Toronto and Tourism Industry

- Industry expected to be hardest hit with longest timeframe for full recovery and return to regular operation due to reliance on travellers. Specific industry stimulus have been indicated as forthcoming from Prime Minister and provincial government statements. Tourism Toronto and TIAO have been advocating for specific terms for hospitality, hotels and tourism operators taking into account disproportionate burden on seasonal industries reliant on summer.
- Tourism Toronto indicating an expectation of 18-24 month drastic change of behaviour impacting business travel. Expecting potential return of regional and car travel activity to prior to business travel.
- “Destination Ontario” grants were still paid out for this year at provincial level to ensure continued planning of events, even if cancelled.

### Industry considerations:

- Refund and re-imburement strategies will need to be reconsidered. Group business may be lost on short notice due to temporary lockdown or outbreaks.
- Part-time and seasonal staffing models may need to be re-considered if there are on/off busy seasons or periodic changes to state of restrictions. Businesses may find demand for staff changing drastically on short notice for an extended period.

### Contingency planning includes:

- Pivoting to online experiences in the immediate term during lockdown and customer interaction online.
- Preparing for customized/special experiences for smaller groups.
- Extending arts focus over wider area, ie. The Bentway is looking to spread art exhibits much further than their usual smaller space to encourage more distanced artistic experiences in the mid-term.

### Marketing implications

- The waterfront has significant bounce back potential. The water is always a popular destination in warm weather and the Toronto Islands will also be a key location for Torontonians who are looking to participate in “local tourism” once restrictions begin to be removed. Consumers will want space as they look for activity during different stages of reopening. The waterfront may benefit from marketing related to our ability to get people away from crowds and out on the water within required public health considerations as they evolve.
- It is expected that the City will also encourage people to safely use Toronto parks. It is also expected that the re-opening of the Toronto Islands will be a Mayor’s priority.

<p><b>Perspective on timeline of consumer decision making.</b> Tourism Toronto highlighted the following approach to evaluating how consumer decisions will change over an extended period of partial re-opening and getting back to a new normal.</p>		
<p>Phase 1 (Now): Public health decision</p> <p>Consumers guided by public health restrictions, risks of gatherings, travel, etc.</p>	<p>Phase 2 (Near-term): Policy guided decision</p> <p>Gatherings allowed, but extent will shift over time and public policy guidance will guide consumer decisions (ie. how many allowed in restaurants).</p>	<p>Phase 3 (New normal): Altered consumer mindset and comfort level</p> <p>Critical for marketing to consider organization’s differentiators and benefits within changes to comfort levels.</p>

## Food Service

### Restaurants:

- At least 20 restaurants and food service outlets have remained open each day at street level within the BIA. This includes a few that have added delivery or takeout capability over the last month of restrictions. [List of restaurants open](#) for altered and distance-friendly service within the Waterfront BIA.
- Merchant terminals have been set up to accept “tap” and customers encouraged to use it when possible.
- One restaurant has been placing a see-through disposable fabric strips over their non-tap transactions at merchant terminal to create a contact-less experience. Another restaurant has begun using their front door as only a takeout window to avoid having any customers inside their workspace.

### Food courts:

- Major office buildings have fully removed group seating as per public health orders and expect an extended period of limiting seating and occupancy.
- It is expected that within each building, the tenant restaurant will be responsible for their own standards of health standards and distancing.

### Industry considerations:

- Restaurants and event spaces preparing for potential requirements to operate at 50% occupancy or other levels.
- Buffets or common serving and sharing from a single source at tables will not be accepted.
- Potential to consider ‘boxed’ delivery of food within restaurant experience to reduce number of contacts.
- Decreasing number of menu options to accommodate smaller crowds, limited product availability, and suitability for curbside, takeout and delivery.
- Ensure costs of takeout materials (and packaging) and delivery incorporated in menu prices.
- Kitchen setups may need to be altered in order to develop the “6-foot-kitchen” with wider spaces and stricter delineations between workstations. “No more tasting the food” with extra precaution against interacting with food.
- Customer service will be difficult with the addition of a mask and other distancing requirements. Consider attractive looking “uniform” masks, or see through masks may be necessary to provide friendly service.



## Hotels

- Hotels remain open as essential services. Due to travel restrictions and lockdown, occupancy is very low. Hotels in Toronto with higher occupancy include some near Pearson airport due to travellers under flight restrictions, and those near highways where truck drivers are still active.
- Event hosting and kitchen services closed.
- Timeline for re-opening is likely dependent on lifting of cross-border travel limitations and the state of lockdowns in major cities across the region. Calculations on re-opening will be made as to the balance of partial hotel occupancy expected against the staff cost required to service them under new distancing and decreased service levels.

### **Potential considerations for re-opening:**

- Amount of direct contact between staff and guests would need to be reduced to near zero.
- Hotel registrations could be completed with delivery of keys directly to vehicles or at the door for walk-ins.
- Ensure easier direct contact with hotel management for extending stays.
- Enhanced communication of room and facility cleanliness will be required.
- Alternations to room service options will be required to emphasize a more contactless experience.

## Health and Wellness Practitioners

- Stores and practitioners moved quickly to develop virtual and distance-friendly services. This is seen in both essential health services that are open expanding service, and also from non-essential services providing virtual, phone or online options. Resourcefulness and creativity has been seen in this sector that may be observed by other industries as well.
- Pharmacies are open and medical clinics remain open.
- Dentists are open by appointment for emergency services.
- Physiotherapy and chiropractic practitioners are offering virtual service, and also in-person by appointment for those with acute pain.
- Virtual appointments being offered by mental health practitioners, nutrition services and athletic support.
- Delivery options have been seen to be created by pharmacies and eyewear clinics.
- Fitness studios and gyms were to seen to quickly shift to providing members with regular online instruction and tutorials. Industry is preparing for potential requirements to operate at half capacity during a gradual reopening phase, and to continue accommodating online or at-home opportunities for those not ready to enter a public setting yet.

## Police and Security

- Enhanced police and security presence visible along Queens Quay.
- By-law enforcement officers also a more regular presence.
- Heightened security around Harbourfront Centre. The Waterfront BIA supported an additional nighttime patrol on the north side of Queens Quay to be coordinated with Harbourfront Centre.
- Many buildings have limited the number of entrance points to their property or restricted entire areas.

## Industry Resources and Expert Webinars

Cornell University, The Hotel School: Hospitality Industry Resources : COVID-19

<https://sha.cornell.edu/industry/>

- Webinar: The Restaurant Business In Crisis:  
<https://www.ecornell.com/keynotes/view/K040320a/>
- Webinar: COVID-19 Business Readiness Webinar Series - Tompkins Chamber and Cornell University. [https://www.youtube.com/watch?v=qcm\\_JjB4ymc&feature=youtu.be](https://www.youtube.com/watch?v=qcm_JjB4ymc&feature=youtu.be)
- ILC Digital Roundtable: Marketing in a crisis: what should independent hotels do?  
<https://ilcongress.com/digital-roundtable-marketing-in-a-crisis-what-should-independent-hotels-do>
- The Travel Industry's Road to Recovery: Navigating The COVID-19 Crisis.  
<https://www.ecornell.com/keynotes/view/K041620a/>

Office environment and workplace:

- [Cushman and Wakefield: "How-to Guide for Reopening your Workplace"](#)
- [CBRE: "Reopening the World's Workplaces"](#)

Ontario Restaurant Hotel Motel Association (ORHMA)

- Resources: <https://www.covidinhospitality.com/>

Urban Land Institute

- General Resources Page: <https://toronto.uli.org/uli-toronto-covid-19-resources/>
- Ken Greenberg and Murtaza Haider: "The Future of Density"  
<https://www.youtube.com/watch?v=73VrwNbml3g>
- The Art of Bouncing Back: How developers & artists are setting the stage for recovery.  
<https://www.youtube.com/watch?v=o-Eam2gHzW4>

IEDC – Economic Development Guides

- Richard Florida: COVID-10 Webinar: A Ten-point action plan for Economic Developers.  
<https://register.gotowebinar.com/recording/5076427999322850054>
- Leadership In Times of Crisis IEDC Toolkit for Economic Recovery  
<https://bit.ly/2yTxX0a>

Toronto Region Board of Trade

- How Will Cities Re-Open after the pandemic! In Conversation with Dr. Richard Florida. <https://vimeo.com/411160880>