

RECOVERY READINESS

FOR RETAIL PROPERTIES

GUIDELINES, CONSIDERATIONS
AND RESOURCES FOR LANDLORDS
AND PROPERTY MANAGERS

Version 1.0

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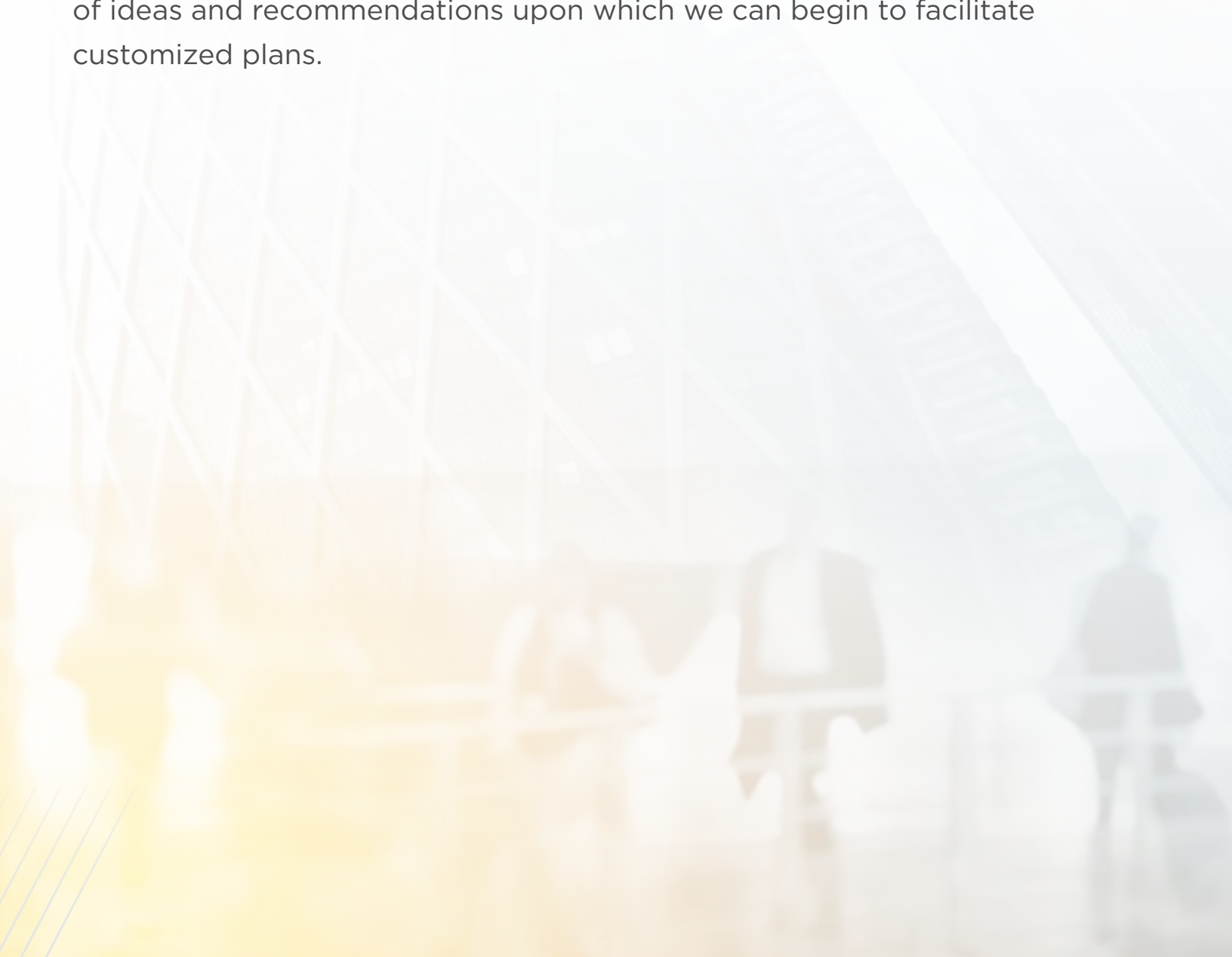
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This document provides guidelines to help support property operations post COVID-19 Shelter-in-Place and Safer-at-Home Orders. These guidelines were created to minimize impact to tenants, customers and landlords while providing a foundation for messaging, resources and topics for discussion.

The intention is not to create a definitive blueprint, which is impossible to do given idiosyncrasies of each property and various federal, state, provincial and local requirements. Rather, this document establishes the foundation of ideas and recommendations upon which we can begin to facilitate customized plans.





GENERAL BUILDING SYSTEMS & OPERATIONS

With the spread of the pandemic and stay-at-home mandates, properties have been adapting to reduced occupancy loads. The following guidelines aim to ensure smooth transition to increased occupancy loads with respect to building systems. C&W is recommending following Public Health Agency of Canada, ASHRAE, and OSHA guidelines as it relates to HVAC, plumbing and fire/life safety operations.

1.A. HVAC

GENERAL SYSTEM CHECK/ PREVENTATIVE MAINTENANCE

- Review all building HVAC systems using your current preventative maintenance program to understand current state of HVAC maintenance. Make necessary adjustments and/or repairs based upon predicted occupancy load..

VENTILATION AND FILTRATION

- Inspect all outside air and ventilation systems and ensure they are operational. Consider increasing ventilation rates and maximizing outside air intake where systems allow. Follow ASHRAE guidelines on increasing ventilation. It's important during this time to understand and be able to articulate each building's fresh air design rates and sequence of operations.
- Inspect current air filters and replace based on HVAC operating protocols during reduced operations, maintenance history and filter inspections. If replacing, consider using higher efficiency filters. MERV 13 or highest rating possible is preferable if compatible with the manufacturer's recommendations and the building system. When replacing filters, refer to the manufacturer's recommendations and [**Cushman & Wakefield's guidance**](#) document for filter replacement.

COOLING TOWERS

- Verify operation of the cooling towers, associated pumps and heat exchangers. Work with your water treatment provider to monitor the treatment levels and condition of water. Review [**Cushman & Wakefield's Water Treatment Discipline**](#) to monitor and restore proper water treatment chemistry and performance standards.
- Ensure that the tower and basin are free of visible slime or biofilm, working with your water treatment provider as needed to ensure safe operation of the system.
- **Legionella Control:** Ensure appropriate testing in all high-risk locations as per the ASHRAE 188 standard, including both domestic and process water systems.

BUILDING AUTOMATION SYSTEMS

- Update settings and schedules to ensure they are set appropriately for the higher occupancy levels.
- Monitor operations of all systems including remotely to ensure systems are operating correctly under new operating protocol.
- Ensure system alarms including critical alarms and alerts are functioning as designed.
- Consider implementing trend logs to monitor inside conditions: temperature, humidity, CO2, etc.

1.B. PLUMBING AND WATER TREATMENT

- Ensure all floor drains, p-traps and water seals are full of water. Consider using a commercial drain trap product that won't evaporate. Include tenant kitchens, cafés and fitness centres.
- Turn every faucet on and run water for at least 30 seconds. Include tenant kitchens, cafés and fitness centres.
- Inspect all hot water heaters, boilers and circulation pumps. Make sure water temperature settings are appropriate and hot water reaches the programmed set point.
- Ensure that all maintenance activities are carried out according to the manufacturer's instructions or by licensed professionals.
- Clean all decorative water features, such as fountains and ensure they are free of visible slime or biofilm. Review the guidelines of [Cushman & Wakefield's Water Treatment Discipline](#).
- Ensure safety equipment including fire sprinkler systems, eye wash stations, and safety showers are clean and well-maintained
- Ensure that the risk of Legionella growth is minimized by regularly checking water quality parameters such as temperature, pH, and disinfectant/treatment levels.

1.C. FIRE AND LIFE SAFETY SYSTEMS

- A complete site/building walkthrough should be completed to ensure all systems are normal, all exit doors and critical/sensitive areas appear normal, and alarm systems still activated. This includes all dry systems, fire pumps, generators and transfer switches.
- Perform fire extinguisher, AED required checks.
- Test emergency communication systems and elevator emergency phones.
- Ensure building fire panel(s) indicate "All Systems Normal" and there are no troubles nor alarms.
- Test all remote monitoring phone lines including fire alarm, security systems and elevator phones.
- Check that all exit signs and emergency lighting systems are operational.



1.D. VERTICAL TRANSPORTATION

- If elevators/escalators have been shut down for more than two weeks, consult with elevator contractor to determine what checks/maintenance should be performed prior to placing units back in operation. Ensure they are working properly prior to re-opening.
- To plan for efficient and quick transfer of occupants, consider having the elevator maintenance company set the dispatchers to “home” at the lobby rather than the standard dispatcher setting of having elevators scattered amongst the building. Performance will be impacted slightly but it will assist in quickly moving occupants from the lobby.
- Ensure elevator exhaust fans are operational.
- Consider limiting occupants in elevator cabs and using floor decals to identify where each person should stand. Buildings with multiple elevators may consider identifying some cabs reserved for social distancing and others for normal use.
- Consider opening stairwells if allowed by local code. If opened, ensure roof access and full floor tenant access is not granted. Moreover, ensure security protocols are not breached and potential new security threats are addressed. Set up stairwells with appropriate traffic control protocols (e.g. up vs. down).
- Work with escalator maintenance company to set parameters around appropriate signage and precautions to ensure minimum distances are being adhered to when consumers utilize escalators (e.g. demarking every second step).
- Consider elevator signage to reinforce maximum number of persons per cab, depending on size of elevator cab.

1.E. THIRD-PARTY SERVICE PROVIDERS

- Reach out to all third-party service providers to ensure their return to work plan is in sync with your property plan. Verify that your third-party service providers (especially janitorial) have essential property supplies on hand and place orders for such.
- Inquire about any service changes/limitations and plan accordingly.
- Ensure any new property rules relative to mask protection, path of travel, point of entrance or other specific measures are effectively communicated and acknowledged.

1.F. CONSIDERATIONS/DISCUSSION POINTS

- Assign tasks using property work order system to allow for tracking progress and documenting completion.
- Build timeline of all tasks required to completion. Assign responsibility and target dates.
- Complete a full inventory of all property supplies and essential replacement parts (cleaning, mechanical, plumbing, electrical, office), and place orders accordingly, understanding shipment delays and backorders.

1.G. RESOURCES



**BACK-TO-WORK
BUILDING CHECKLIST**



**VENDOR RECOVERY
READINESS LETTER**



OPERATIONAL GUIDELINES

All guidance from Federal and State/Provincial Government; OSHA; Public Health Agency of Canada; and Local Building Departments shall prevail. Ensure actions taken are approved by the Landlord and in accordance with lease requirements.

2.A. BUILDING ENTRY AND SECURITY

- Consumer protocol should be updated or established. Ensure tenants, security guards and other staff, including day porters, are informed of protocol. Security guards should have step-by-step instructions.
- Should the local jurisdiction allow, consider minimizing open entrances to help regulate number of people entering the property at once and to discourage congregation in common areas, escalators, and elevator bank(s). For larger shopping centres, consider opening one entrance on each side of the building to spread parking concentrations and minimize crowds, if security resources allow and if in accordance with local codes and regulations.
- Utilize exterior parking lot and entrance signage to direct traffic flow. Add signage to promote minimum distances when waiting in lines at entrances.
- Utilize mall paging system and website to promote social distancing and updated protocol.
- Consider implementing a clockwise or counterclockwise traffic flow.
- Install signage, directional arrows on floors and stanchions to advise occupants of the pattern. The pattern will ensure occupants do not pass one another and will keep distance.
- Security officer(s) should be frequently informed on most up-to-date regulations of local governments and municipalities and trained on how to enforce the regulations set forth.
- Security officer(s) should be trained to politely and firmly encourage tenants to maintain 6 feet distancing and possible mask protocol. Be clear as to protocol around dissent.
- Consider strategically posting signs promoting social distancing per CDC guidelines at building entrances, common areas, escalator areas, security desks, loading docks, and visitor centres.
- Review and prepare plans for client/owner approval regarding changes to security scope or any additional services. Additional costs incurred for the extra security services should be identified and communicated to the client.

2.B. VISITOR PROTOCOL (For Properties with Office Component)

- Tenant visitor protocol should be updated or established. For example, tenants shall provide a “LIST OF VISITORS” in advance to building management via email or visitor management system outlining visitor NAME and estimated TIME OF ARRIVAL.
- Ensure security guards and daytime building staff, including day porters, are informed of protocol. Security guards should have step-by-step instructions.
- Clearly communicate procedures to tenants and ensure tenants provide their visitors with a phone number to call in the event of an anomaly.
- Tenants should be encouraged to inform their visitors of procedures in advance of visit to diffuse potential misunderstandings and negative experiences.

2.C. ESCALATORS/ELEVATORS/ ELEVATOR LOBBIES

- Signs encouraging social distancing should be displayed in escalator platforms and elevator lobbies in highly visible areas, including tenants’ elevator corridors.
- Work with escalator maintenance company to set parameters around appropriate signage and precautions to ensure minimum distances are being adhered to when consumers utilize escalators (e.g. demarking every second step).
- Consider stationing security guard(s) at escalator entrances to manage traffic flow and promote social distancing.
- Where possible, place hand sanitizing stations near escalator platforms and elevator banks. Consumers and tenants are to be encouraged to sanitize hands prior to touching escalator handrails and elevator call pads. Escalator handrails and elevator call pads should be cleaned frequently.
- Depending upon the size of the elevators, limit number of passengers to a number that allows for appropriate social distancing. Consider signage in the cabs and floor markings indicating where tenants should stand.

2.D. DELIVERIES & FREIGHT

- Freight car operators, where applicable, are to control the freight car traffic by minimizing number of passengers to ensure appropriate social distancing.
- When a freight operator is not available, restrict access and collaborate with security or building staff to provide access.
- For enclosed shopping centres:
 - Consider designating a controlled access point at mall dock entrance(s) with a posted security station.
 - Post informational signage directing delivery drivers to the appropriate entrance.
 - Require tenants and delivery drivers to sign in upon arrival and only provide access when tenants are on-site.
 - Secure loading dock areas until tenant confirms availability to receive delivery. Once confirmed, driver can gain access to loading dock area.
 - Additional security or operational personnel can be utilized to direct traffic flow.

2.E. COMMON AREAS & AMENITY SPACES

- Close kids play areas, vending machines, and amusement activities with no access permitted.
- Shopping carts and strollers are to be removed or locked to prevent use.
- Remove touch directory systems and add directional signage to manage traffic flow near directory stations. Add hand sanitizing stations near directories.
- Directories advertising side will be used to promote health guidelines and welcome messaging.
- Practice a clockwise flow in all common areas, amenity spaces and conference rooms.
- Establish increased common area/amenity cleaning protocol with specific instructions.
- Consider temporary closure or mandatory distancing within common/amenity areas such as gyms, lounges, game rooms, etc. until further notice.
- Consider removing or relocating chairs to maintain 6 foot spacing in common areas and conference areas. However, consider sites to continue to accommodate elderly seating within the minimum distance requirements.
- Encourage tenants to develop their own protocols internally around conference room uses, coffee/lunch areas, and phone booths.

2.F. FOOD COURTS

- Consider removing or relocating food court furniture to allow for social distancing.
- Remove food court trays and install hand sanitizing stations.
- Encourage delivery or take out systems when possible.
- Install signage and floor decals to support social distancing. Stanchions may be needed to help form line queues.
- Digital signage in food courts to promote social distancing, health guidelines and how customers are being kept safe.
- Discourage groups of people from gathering inside and at entrances.
- Manage lines inside and outside by keeping customers 6 feet apart. If space is limited, allow only a limited number of customers inside at a time.
- Limit access to common area food courts in accordance with jurisdictional requirements to reduce crowding and lines.

2.G. CLEANING

- Ensure common areas, entry points to the property, escalators, elevator lobbies, elevators and public restrooms are frequently cleaned and disinfected and have visible presence of cleaning personnel.
- Pay particular attention to door handles/knobs, light switches, staff rooms, desktops, washrooms and other high touch surfaces.
- Ensure that the cleaning provider and its staff are following the latest CDC guidelines for proper cleaning and maintenance of workspaces.
- Review and prepare plans for client/owner approval regarding changes to cleaning scope or any additional services in response to COVID-19 protection.
- Post signs encouraging handwashing in all common corridor restrooms.
- Place hand sanitizing dispensers throughout common areas and at active entrances.



2.H. INTERIOR CONSTRUCTION & CONTRACTORS

- Signage should be posted to encourage social distancing and good hygiene.
 - Establish when construction workers should enter/exit building to avoid congestion during high traffic hours.
 - Property managers should be notified of scheduled inspections and security alerted.
 - Consider providing hand sanitizers, surgical masks and disinfectant wipes in construction zones.
 - Building common areas, elevators and escalators should be disinfected following use by construction workers.
 - Update building rules and regulations around construction protocol to address masks, breaks, access and post-construction cleaning.
- Cushman & Wakefield General Contractor** notification should be delivered to contractors and written acknowledgment received prior to work commencing.

2.I. BUILDING/PROPERTY MANAGEMENT PERSONNEL

- All building employees are to be tasked with maintaining necessary distancing with each other and when interacting with tenants and contractors.
- Consider staggered staff schedules (hours, shifts, and days worked).
- Consider specified work and seating assignments for employees to ensure minimum work distances being adhered to by staff.
- Limit in-person meetings with third party contractors.
- Ensure there is adequate supply of face masks, hand sanitizers and disinfecting products available on site.
- Ensure all building personnel are wearing face masks if mandated by executive order.
- Order face shields for engineering personnel and ensure that they are worn when they are working near each other.
- Develop protocols for accepting and training temporary workers should some of your workforce be unavailable to return to work.
- Clean and disinfect all shared equipment, tools, radios, IT equipment and spaces before and after use. Ensure that disinfecting supplies are available in each area.
- Consider locking management and engineering offices and encourage tenants to contact team by phone or email and submit requests through work order system.
- Coordinate time for Engineers to complete work requests in a tenant space to ensure distancing. If not possible, work to be scheduled after hours with ownership approval is there is an associated added cost.
- Encourage employees to practice the following preventive measures:
 - Wash your hands often and well.
 - Avoid touching your face, nose, or mouth with unwashed hands.
 - Avoid close contact with people who are sick.
 - Continue to clean and disinfect surfaces that are frequently touched.
 - Stay at home and away from others if you are feeling ill.

2.J. RESOURCES



GENERAL CONTRACTOR READINESS LETTER



TENANT COMMUNICATIONS & GUIDELINES

Over the next several weeks and months, as areas stabilize from the COVID-19 pandemic and shelter-in-place restrictions are lifted, the retail community will re-engage consumers and open their doors again. The following guidelines divided into three sections, Tenant Communications, Property-Provided Guidelines and CDC Guidelines, aim to assist tenants in developing their internal plans and protocol. It is important to note that World Health Organization (WHO), as well as the respective health organizations and government bodies, should be any organization's primary sources for guidance on COVID-19 and other health-related issues.

3.A. TENANT COMMUNICATIONS

The intent of this section is to partner with tenants not only keep them informed of new protocols and operating procedures but to understand their re-entry plans and associated timing.

- Provide communication with a proper cadence, once per week or whatever is appropriate for your managed asset. Incorporate the **Safe Eight Checklist** as a tool they can use to begin planning their return to the property.
- Ensure that property management office is aware of all updates to property access and tenant personnel based on terminations/layoffs during stay at home mandate.
- Tenants should designate a re-open representative(s) to coordinate with the building regarding syncing their plans.
- For retail properties with an office component, tenants should be informed of the building's visitor check-in procedures and should inform guests of those procedures in advance of scheduled meetings.
- Provide Section 3 Tenant Communications & Guidelines to tenants for their consideration when establishing their internal protocols.
- Send a tenant memo outlining re-opening plans and store operating guidelines to each store Manager/District Manager as soon as possible, ideally a few weeks prior to projected store openings.
- Marketing support should promote all stores open, specific hours, special access, pre-approved promotions, and curbside pick-up, if applicable. Communication should be provided via digital communications (website, email, social media).
- Require retailers to provide all significant promotional plans to on-site marketing staff prior to implementation. Staff should advise security if additional customer control measures are required.
- Provide promotional support through digital marketing channels for tenants hiring employees and approved promotions.
- Regular tenant communications should be provided regarding any changes in operations, marketing activities, etc.
- Refrain from planning any large events that would attract large crowds during the re-opening phases, in accordance with social distancing guidelines.
- Ensure marketing team has a current list of all store contacts.
- Survey stores to determine if any will require designated parking stalls for curb-side pick-up in the parking lots.
- Consider sending out a survey to tenants ahead of opening to ensure they are ready and make sure they are not in violation of state/provincial health requirements.
- No food or product sampling should be allowed during re-opening phases.

CONSIDERATIONS/DISCUSSION POINTS

- Installation of clear shields where appropriate.
- Does the retailer require increased security presence in order to provide proper guidance on distancing?
- Training of security officers on how to best handle non-compliant tenants and consumers.
- Tenant awareness of all building protocols to ensure maximum compliance and avoid any negative experiences from enforcing them.
- If a property has large screen monitors in common areas, advertising programming rotation to include specific protocols, prevention measures and welcome back messaging.
- Appointing a security officer to operate elevator call pads and escalator platforms.
- Establish protocol for in person leasing tours and path of travel associated with same.
- Disinfection of packages upon entering building.
- Electro-static spraying of disinfectants considering effectiveness, practicality and cost implications.
- Explore avenues to express appreciation for all site employees whose dedication has helped us get through the pandemic thus far.
- Encourage tenants to share challenges and/or fears related with coming to work and obtain guidance/consult accordingly.
- Determine a centralized place for disposal of discarded protective clothing and supplies and establish protocols on how this should be discarded. Used masks, gloves and such should be placed into sealed bags and disposed of.
- Promote purchase of electronic gift cards for retailers and the shopping centre, depending on the supplier's ability to provide an ecommerce service.
- Enhance the store's sanitation plan and schedule. Check that the disinfectant used in the store is appropriate for the elimination of viruses. Increase cleaning and disinfection of commonly contacted areas, including door handles, cooler and freezer handles, till conveyances, keyboards, scales, bathroom surfaces, countertops, PIN pads, self-pay stations, hand baskets and light switches. Common touch surfaces include those in areas accessed by customers and employees.
- Remind staff to practice proper hand hygiene and coughing/sneezing etiquette.
- Keep employee and public washrooms well stocked and frequently empty garbage bins.
- Provide clean carry-out bags for purchased goods. Customers should be encouraged not to use their own containers, reusable bags or boxes.
- If bulk sales areas are being used (i.e. small accessories), frequently clean and disinfect bulk sales areas or have staff dispense items.
- Customers should be encouraged to minimize touching merchandise. Post signs requesting them to only touch items they intend to buy.
- Offer and encourage online or telephone orders with delivery or pick-up services as alternatives to in-person shopping.
- Exchanges or returns will also need to be addressed by tenants and their company-specific policies.

Resources



TENANT RECOVERY READINESS LETTER

3.B. PROPERTY-PROVIDED GUIDELINES

Ensuring tenants understand what the workplace will be like upon return is critical. Some tenants may expect nothing will change, while others will assume everything should be different. Preparing tenants will ease anxiety on their first day back in the office.

Recommended practices for consideration include:

- **Early communication.** As return to work plans are forming, keep the tenant population informed as soon as appropriate.
- **Proactive virtual training.** Creating a path for understanding the new normal for the workplace may be addressed through virtual training. Organizations should not underestimate the value of creating training content for topics that typically are communicated through email or static messaging alone.
- **Reinforced training.** Upon returning to work, providing methods of additional training to reinforce messaging and changes in the work environment. In a changing environment, repetition will help tenants acknowledge the important messages and information we want them to retain.
- **Connection to a Vision.** As changes in protocol and policies are unveiled, find a way to center those messages back to a central vision. Understanding the “why” is a great way to reinforce the “what.”

Property managers will work with a representative from each tenant to discuss and communicate changes in retail operations and tenant protocols.

ISSUE INFORMATION ON THE CHANGES AS THEY RELATE TO:



Property hours of operation



Change in processes for tenants to enter the property and access space



Change in protocols for consumers access



Change in protocols for contractor, vendor and delivery access



Change in cleaning procedures throughout common areas



Reporting of suspected or confirmed COVID-19 cases



Staggered property management staffing



Use of PPE



Guest services and other amenities that may be temporarily closed



Social distancing protocols for store operations, common areas/amenities, elevators/escalators, tenant service, maintenance, etc.

In addition, property managers should collaborate with the landlord on tenant lease responsibilities and any modifications needed due to revised building guidelines around social distancing.

3.C. PUBLIC HEALTH GUIDELINES

The **WHO, Centers for Disease Control and Prevention (CDC)**, and **Public Health Agency of Canada** are excellent sources for guidelines related to COVID-19 both for personal and commercial use.

Develop or enhance guidelines for the prevention of virus transfer based on public health recommendations. Implement good hygiene and infection control practices, including:

- Encourage hand hygiene and proper etiquette at the entrance to the workplace via posters, digital signage or other mediums as well as in other workplace areas where messages are likely to be seen.
- Place hand sanitizers in multiple locations to encourage hand hygiene.
- Encourage tenants to stay home if they are sick.
- Provide disposable wipes so that commonly used surfaces (e.g., doorknobs, light switches, keyboards, remote controls, desks, other work tools and equipment) can be wiped down by tenants before each use.
- Encourage respiratory etiquette, including covering coughs and sneezes.
- If possible, provide complimentary personal protective equipment such as face coverings and hands-free tools to employees.



Key CDC References for Tenants



**RESOURCES FOR BUSINESSES
AND EMPLOYERS**



**CLEANING AND DISINFECTING
YOUR FACILITY**



PREVENT GETTING SICK



FREQUENTLY ASKED QUESTIONS

CONSUMER COMMUNICATIONS & GUIDELINES

As our retail centres return to regular operations, it is important to inform customers of new policies and procedures. An on-site signage/messaging package will be provided for all properties including all creative files required for local printing. Marketing and operations will prepare a property map outlining locations of all signage prior to re-opening (interior & exterior).

4.A. EXTERIOR SIGNAGE

- Signage should direct consumers to open entrances immediately upon entering the property. Additional signage should direct consumers to assigned delivery areas, designated tenant parking, and contractor parking (if applicable).
- Entrance door signage should promote social distancing and welcome back messaging.
- Stores with exterior access may require social distancing lines on sidewalks and stanchions at entrances.
- For curbside pick-up, allocate parking stalls and position signage to reserve area for pick-up only. For larger centres, more than one lot may be designated for pickup. If so, signage should promote which retailers are designated for each area.
- Valet parking (where applicable) should be suspended until health guidelines allow for the service to resume.

4.B. INTERIOR SIGNAGE

- Signage should remind customers to adhere to health guidelines for social distancing, general wellness and welcome back messaging.
- Tactical signage should support social distancing and customer flow through floor decal arrows, stanchions, and/or line-up queues marked on the floor with decals 6' (2 meters) apart.
- Escalator and elevator signage should promote social distancing and specific access requirements as required by health guidelines.
- Signage indicating closure should be positioned at the following: children's play areas, stroller rentals, kiddie rides, vending machines, drinking fountains, and valet parking.
- Common area seating should be arranged in compliance with social distancing guidelines, if possible, or some combination of open seating and closed off areas. Signs should promote social distancing, health guidelines and procedures.

DIRECTORIES

- All directories should be static and touchless, where possible.
- Hand sanitizers can be placed near directories and/or signage to direct consumers to visit the closest restroom for hand washing.
- Add decal signage on directories to promote hands-free KIPSU text services, where applicable.
- Directory advertising should promote health guidelines, policies and procedures, and welcome back messaging.
- No outside advertising should be displayed during initial re-opening phases.

FOOD COURTS/FOOD HALLS

- Signage should be placed at all entrances to food courts/food halls that will promote social distancing.
- Floor decals may be added for each food vendor to facilitate line-ups for take-out. Stanchions may be required at high-traffic vendors.
- Tables should be arranged according to the required 6' apart or closed off according to provincial guidelines.
- Ask tenants to separate order and pick-up areas if not in place.
- No re-useable food trays or utensils should be allowed.
- Food court/hall digital signage should promote social distancing, health guidelines, and policies and procedures.

GUEST SERVICES (IF OPEN)

- Signage should advise accepted health procedures for in-mall gift card transactions.
- Services such as strollers and wheelchairs should not be available during re-opening phases, unless deemed allowable by local public health authorities.
- If wheelchair rentals may be provided, they should be pre-booked through guest services.
- Guest services staff may be required to wear protective gloves and masks, depending on local health guidelines.
- Plexi protective shield may be installed, where possible.
- Ensure guest services phone has updated recorded message with centre hours, stores open, and special access information.

- Promote purchase of electronic gift cards for the shopping centre depending on the supplier's ability to provide an ecommerce service.
- Wheelchair rentals may be provided if pre-booked through guest services
- Informal or formal mall walking programs should be paused during re-opening phases.

RESTROOMS

- Entrance signage should remind consumers to social distance.
- Inside signage may include handwashing instructions near sinks.
- Some sinks/urinals should be closed off where necessary to support social distancing.
- If a centre has family restrooms, access may be controlled through security. Signage should promote the process for use and thorough cleaning after each use.

MALL MANAGEMENT/ADMINISTRATIVE OFFICE

- Provide hand sanitizer on counters.
- Install plexi guard at reception, if possible.

RETAIL MARKETING

- Website should display welcome back messaging, opening hours, stores open, store promotions, hiring/employment listings and contacts. May also include FAQ regarding re-opening information, and health and safety policies and procedures.
- Regular emails should be sent to each centres databases regarding stores open, operating hours, store promotions, special access, etc.
- Regular social media posts should remind followers to check the website for all details before visiting the properties.
- All events that attract large crowds should be postponed during re-opening phases.
- Staff are not authorized to speak with the media. Approved media protocols will be provided to key contacts.

OTHER CONSIDERATIONS

- Develop protocols to control traffic flow strategically in specific directions. Signage should support procedures, and security should be required at entrances initially to communicate the process. Specific entrances may be access only and others exit only. Consider property size, number of consumers, etc.
- Develop protocols for ATMs. May need to provide social distancing signage and floor decals to manage line-ups. Sanitizer machines should be placed nearby.
- Consider paid parking protocols. May need to provide hand sanitizer and signage and floor decals to manage line-ups. Consider posting a phone number to call if customers need help. Consider positioning staff nearby during early re-opening phases.



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