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**fathom**

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Municipality

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# 01 Protecting People; Our Two Imperatives

These are challenging times. The recent introduction and rapid spread of COVID-19 is having a significant impact on people around the world and people have been impacted in many ways.

From the beginning, the attention of the world has been on “flattening the curve” and protecting people against contracting the virus. As the total cases continues to grow in many regions of the world, we know many people have become seriously ill and have lost their lives as a result.

People have also been impacted by lockdowns, separation, and isolated from their families where travel restrictions limiting free movements have separated families for important events like weddings, funerals, and visiting loved ones in long term care homes.

We also recognize the real effect this disease is having on people as a result of increased economic hardships. This isn’t just about the profitability of a company or pay cheques. There are real impacts on people’s health and wellbeing if they are struggling to pay bills and provide for their families. Although these impacts are not limited to the tourism sector, we know a significantly higher portion of people and businesses are in this industry.

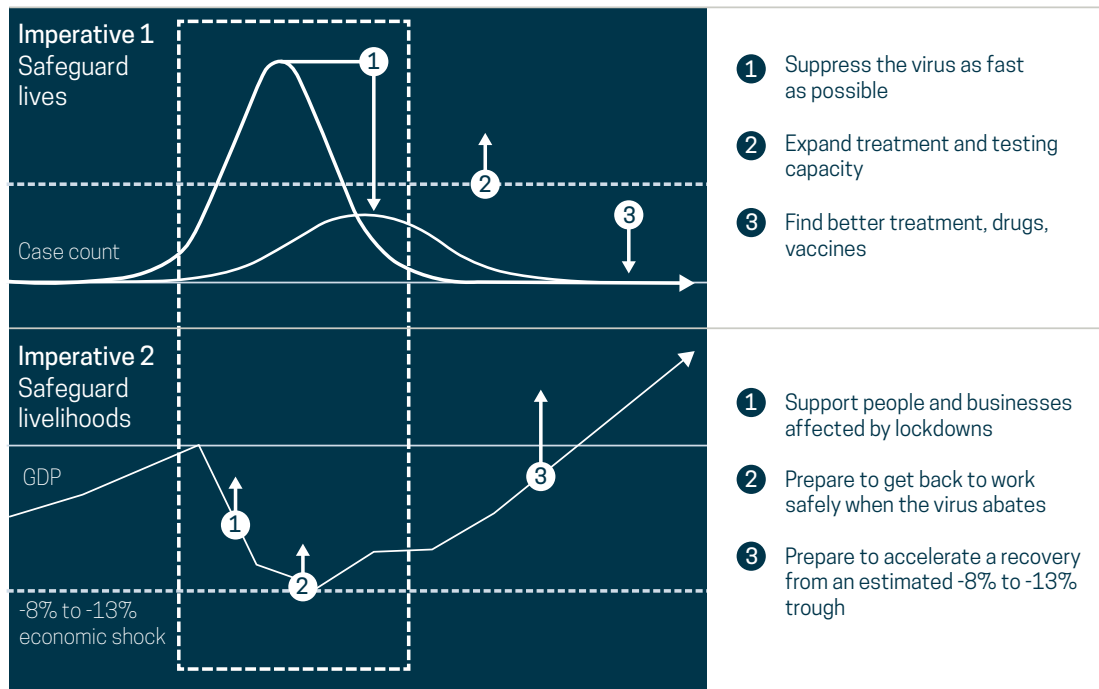
Here in Halifax, the tourism industry supports over 4,000 businesses and is responsible for over 34,000 jobs. The businesses dependent on this sector include the obvious ones like accommodations, restaurants, and tour operators but many more less obvious

like laundromats, delivery companies, conference planners, and small retail establishments just to name a few.

Since the middle of March, Nova Scotians have made considerable progress and success “flattening the curve” and protecting against our first imperative, protecting lives. This has taken a considerable amount of effort and at significant cost. It is generally agreed, that the best way to support our economy is to focus first on containing the spread of the virus. While we need to remain vigilant against any resurgence, through these efforts to safeguard our community we are in a strong position to restart our economy.

We are in an enviable position. We have the opportunity to put in place safeguards to continue to protect our community and expand our economy by partnering with other safe communities. We know people want to travel to safe destinations, and as a community we want to welcome people from safe markets. Focusing on both imperatives of protecting lives and livelihoods is not a trade off between the two, it is both.

The purpose of this plan is to help prepare our destination for safely restarting our travel industry. It is specifically taking a “community-first approach” to safeguard lives and livelihoods. This responsibility is a shared responsibility, for those in our industry, public health, and as individuals who will choose to travel safely to and from our community.



**FIGURE 1.1** Source: McKinsey analysis in partnership with Oxford Economics

## 1.1 The Tourism Imperative & Objectives of this Plan

While many industries have been hit hard by COVID-19, tourism has been one of the most impacted, and in a region whose economy depends heavily on tourism, the blow has been particularly hard felt in Atlantic Canada.

The challenge for the industry worldwide, is that tourism is strongly associated with viral transmission and there is a general sentiment of public mistrust of the travel industry, mostly as it relates to international, or even national travel.

But as Atlantic Canada leads the nation in reduced COVID cases and a flattened curve, people are generally anxious to move from the safety of their houses, back into their local communities and eventually out into other locations of the province. There are many cross border families in Atlantic Canada that are anxious to be together again and they are excitedly awaiting the reopening of the Atlantic borders. Similarly, there are other Canadian provinces which are at, or approaching, zero COVID cases that would like to bubble together to restart their economies.

The tourism industry and government in each jurisdiction need to work together taking a strategic and measured approach to reopening, and it must rebuild public confidence through this process.

Tourism businesses and destination sites across the province have worked actively together to prepare sector plans that meet the provincial guidelines and which demonstrates their readiness to reopen safely and to restart the industry. This plan advocates a managed approach to easing Public Health travel restrictions. First within the province, and then to safe provincial markets, and finally to safe international markets.

### The Objectives of this Plan

We have to assume in a worse case scenario that the pandemic could potentially drag on for years or more. Similarly, we have to assume that provinces who carefully follow public health standards and who successfully reduce or eliminate the COVID counts in their province (or country) should develop plans to work together to revive their regional economies.

This report has 4 strategic objectives listed in terms of relative importance:

1. **To adopt and support public health goals aimed at protecting our community and ensuring safe travel and safe business.**

A “safety-first” principal recognizes the need for a flexible and adaptive plan which can respond to changes in threat levels

to pivot quickly and maximize public safety following Public Health guidelines. This plan suggests a managed process for reopening the province to safe travel markets.

**2. Through the adoption of epidemiological and risk mitigation best practices, this plan seeks to maximize the economic benefits from the travel industry by expediting the reopening of safe travel.**

The province began the process of reopening the economy on June 5, 2020 by compelling businesses to follow the Workplace COVID-19 Prevention Plan and by permitting larger public gatherings following social distancing guidelines. These measures set the stage for rebooting of intra-provincial travel and commerce in many of the sectors important to tourism (food and beverage, campgrounds, personal services, shopping malls, golf courses, beaches, etc.).

The Atlantic provinces are currently considering an 'Atlantic Bubble' of safe provinces following the lead of the European Union (Lithuania, Latvia and Estonia). Bubbling with safe markets will enlarge the economy further in every province, but there would be noticeable economic impact for Atlantic Canada's largest urban centre in Halifax.

As other provinces and other countries are able to achieve similar low-COVID cases like Nova Scotia, the bubble should be enlarged to accommodate wider travel by air, rail, or sea.

**3. To fully articulate a process (which would include a partnership between the tourism industry and public health) for reestablishing a quarantine-free travel zone between Nova Scotia and other safe markets**

To safely reopen Nova Scotia to other travel markets and destinations, it will require a coordinated partnership between public health and the tourism industry through an accountable chain of command. It will also require that the industry has a clear roadmap of what is expected, the conditions under things could change, and the ability for rapid communication with travellers and vendors in the industry.


The industry is closely following the public health guidelines but there is an opportunity for greater accountability and more rapid communication of changes through an intermediary body which is proposed in this report.

**4. To instill public confidence that the tourism and travel industry is being proactive as it relates to personal safety and the health of our communities.**

Tourism only works if it is supported wholeheartedly by local communities and if visitors feel safe and welcome. *Trust* is the currency of a new two-way street; people need to trust visitors, and visitors need to know they are welcome in local communities. Generally speaking, larger urban centres are well poised to accommodate travellers due to the larger number of things to do, services offered and places to visit, but also due to the anonymity afforded. Smaller populations tend to be more fearful of larger populations.

After months of legitimate mistrust, residents are making their way back to local businesses in a controlled and safe setting. Right now, we trust those in our immediate bubble. First it was our home, then it was our extended family, soon it will be our province, our Atlantic region, and then other safe jurisdictions.

As the federal and provincial governments begin to roll back wage subsidies and emergency benefits in the summer and fall of 2020, it will be up to the private sector, in partnership with government, to reignite the economy in the province, the region and in the country. We will need to work smart and collaborate amongst all levels of government to reboot the national economy. Tourism will play an important role in the national and local recovery. Though it remains a risk, it must be a calculated risk to revive our economy.

An aerial photograph of a city, likely Portland, Maine, featuring a large body of water (Casco Bay) in the background, a large green field (Fort Williams Park) in the foreground, and various city buildings and infrastructure. A semi-transparent pink box is overlaid on the right side of the image, containing white text.

*While we need  
to remain vigilant  
against any  
resurgence, through  
these efforts to  
safeguard our  
community, we are  
in a strong position  
to restart our  
economy.*

## 02 Introduction

### 2.1 A Pre-COVID Snapshot of Tourism in NS

In 2019, Tourism revenue in Nova Scotia totalled \$2.64 billion dollars or 2.3% of the total Nova Scotia GDP. The Province estimates the tourism industry created more than 34,000 jobs Halifax in 2019. About 2.7 million licensed room nights were sold in 2019, and about 513,600 room nights booked through sharing economy platforms in 2019 (AirDNA).

#### Halifax Tourism

The tourism industry is a vitally important economic driver for Halifax, generating:

- » 5.3 million overnight stays/year and \$1.3 billion spending
- » Approx. 4,000 businesses providing 34,000 jobs in the Halifax region alone.
- » Property Taxes to Halifax Regional Municipality Estimated at \$42 million

During the last Visitor Exit Survey in 2017, 74% of all non-resident overnight visitors to Nova Scotia visited Metro Halifax. So, out of the 2.3 million overnight visitors to the province in 2019, 1.7 million visited metro Halifax. Visitation to the metro region is almost double any other region in the Province, and includes 3 of the top 4 attractions in the province (#1 - the Halifax Waterfront, #3 - the Halifax Citadel, #4 - Museums/Historic sites). Peggy's Cove (#2) is just outside the Metro Halifax tourism region but it is part of the Discover Halifax regional area.

Tourism is not only an economic industry, but it is a source of cultural pride and self-identification for Maritimers.

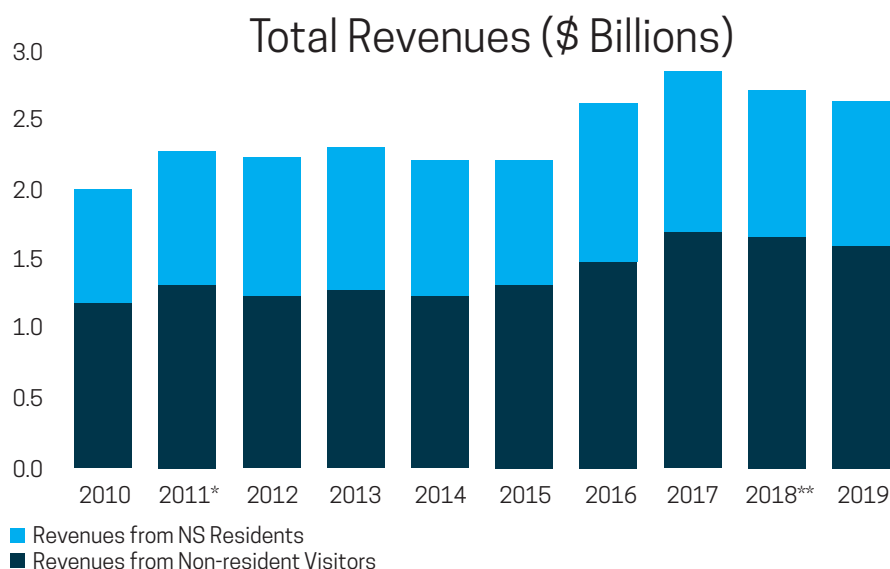


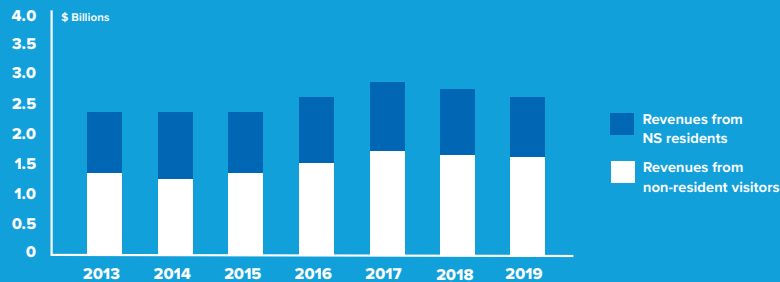
FIGURE 2.1 Tourism Revenues 2010-2019

# 2019 TOURISM PERFORMANCE

## Tourism Revenues

**\$2.64 billion**

(a 3.3% decline compared to updated 2018 revenues of \$2.73 billion)



## How many people visited?

**2.3 million**

non-resident overnight visitors came to Nova Scotia in 2019.



This is a decline of 5% (112,300 fewer visitors) compared to 2018.

## Accommodations

Room nights sold include purchases by Nova Scotians travelling within the province and non-resident visitors.

Room nights booked through a sharing economy platform include both licensed and unlicensed accommodations.

### LICENSED ROOMS

**2.7 million**  
nights sold

-1% compared to 2018

### SHARING ECONOMY PLATFORMS

**513,600**  
nights sold

+41% compared to 2018

## Where did our visitors come from?

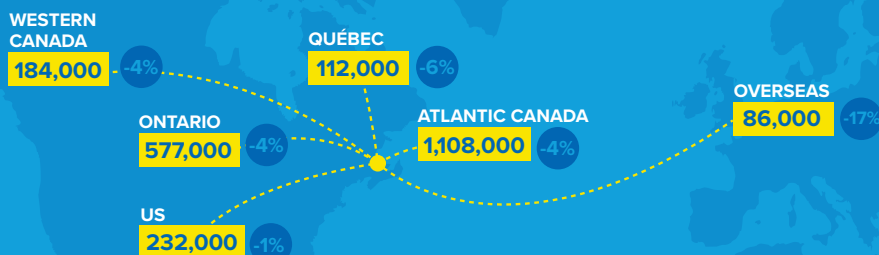


FIGURE 2.2 Source: Tourism NS.

## How did our visitors get here?



TourismNS



Tourism Nova Scotia

TOURISM  
NOVA SCOTIA

\*Stats are provided by Tourism Nova Scotia and refer to the entire province.

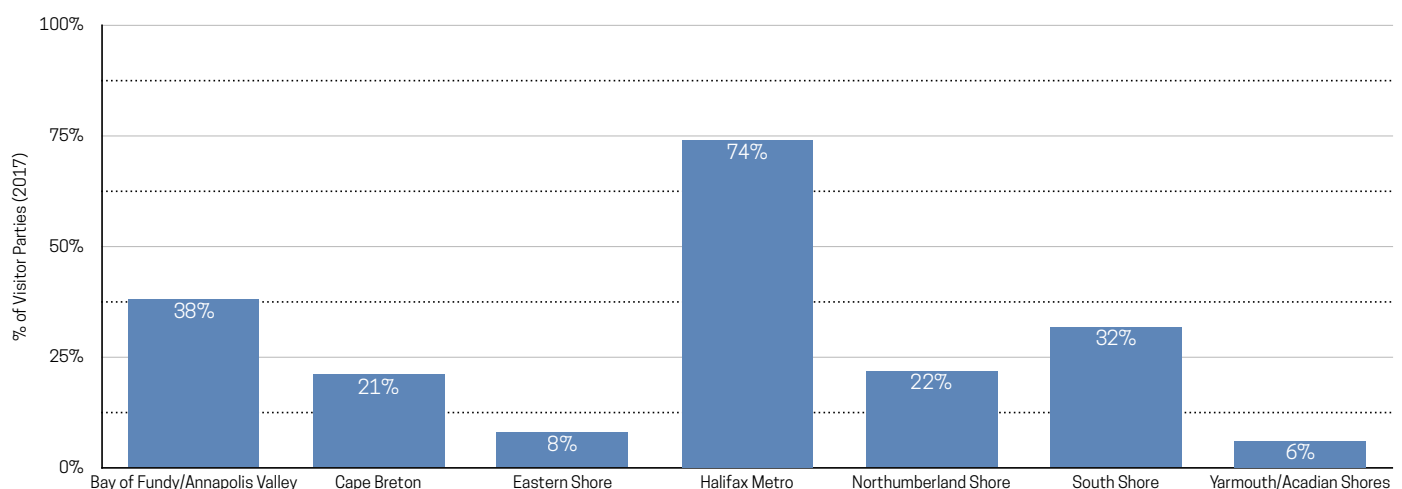


FIGURE 2.3 NS Tourism Regions Visitation 2017



## 2.2 The Provincial Reopening Strategy

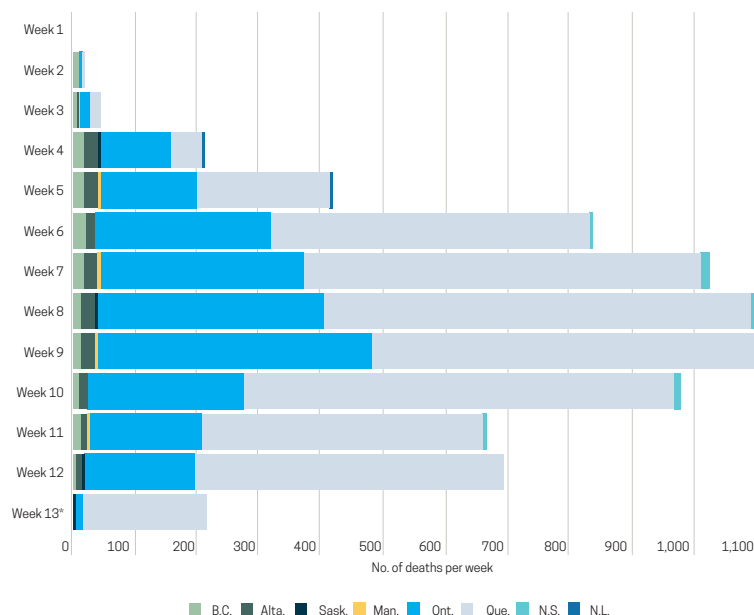
On 22 March 2020, the Province of Nova Scotia declared a state of emergency to help contain the spread of COVID-19. The state of emergency was extended until noon on 14 June 2020. All non-essential businesses and services in the province were closed and the Government of Canada issued an official travel advisory asking Canadians to avoid non-essential travel outside Canada. All parks and public spaces in the province were closed.

The Province of Nova Scotia has taken a measured and calculated approach to reopening by allowing many businesses

to reopen under strict social distancing conditions and with the oversight of a Workplace COVID-19 Prevention Plan. This was only possible with the significant flattening of the curve and with a major decline in deaths across the country (see fig. 2.4).

In May 2020, the province began easing restrictions by opening up parks, beaches and trails, permitting some businesses to reopen, allowing family bubbles, opening up some outdoor sports, and allowing gatherings of more than 10 people. In June, many businesses were allowed to reopen, campgrounds and summer camps were allowed limited reopening. Most of the businesses and services vital to the tourism industry have been permitted to reopen.

With the continued decline of active COVID cases across Atlantic Canada, several Maritime premiers are discussing the potential of an Atlantic bubble. In a travel bubble, anyone who is not infected and has not been in contact with somebody who has tested positive may travel freely between other regions participating in the bubble. It is a way of teaming with like-minded and similar low-case jurisdictions to slowly and carefully broaden the economy. Estonia, Latvia and Lithuania became the first to move freely by land, air and sea as part of the European Union's first travel bubble. Infectious disease experts note that participating regions must maintain a low infection rate for the bubble to hold. Jurisdictions would have to agree on shared controls.



**FIGURE 2.4** COVID-19 deaths in Canada Starting March 8. Source: MacLeans<sup>1</sup>

<sup>1</sup> <https://www.macleans.ca/society/health/coronavirus-in-canada-these-charts-show-how-our-fight-to-flatten-the-curve-is-going/>

## 2.3

# A Proposal for the Easing of Tourism Restrictions

Tourism as an industry is an umbrella for a number of sectors which were identified in the *business and service restrictions* of the Public Health Directives. These businesses included personal and wellness services (hair salons, barber shops, spas, nail salons, gyms, etc.), restaurants bars and casinos, and recreation restrictions (playgrounds, campgrounds, provincial tourist attractions, parks and trails).

As of June, many of these restrictions crucial to tourism have been relaxed as part of the *COVID-19: Restrictions Update*. While there are no formal legislated travel restrictions within the province as part of the Act or the directives, the most recent update still suggests that residents “*Limit your driving and enjoy what’s available in your local community.*”

### Stage 1: Intra-Provincial Travel

Nova Scotians spent \$1.4 billion on travel within Canada and \$808 million within Nova Scotia in 2018. This is about 1/3 of the province’s total tourism revenue stream. Intra-provincial travel is critical to the tourism industry and we estimate there is pent up demand for regional travel due to isolation and lost winter travel resulting from the lockdown. Opening up intra-provincial travel in NS is a critical first step to getting the tourism industry and thousands of jobs back on track.

As part of this plan, the tourism industry in Nova Scotia would respectfully request immediate consideration in future *Restrictions Updates* for:

- ☐ *Removing any wording which implies restrictions to travel beyond the local community,*
- ☐ *Providing wording which distinctly permits travel within the province (intra-provincial), following public health directives for gathering and social distancing.*

### ☐ *Adding our Tourism Sector Specific Plan to the growing list of Nova Scotia Workplace COVID-19 prevention plans*

As demonstrated in this report, the tourism industry is working together to set a high bar and to hold each other accountable for public safety during the pandemic. We believe the industry and province is ready now for intra-provincial travel.

### Stage 2: Atlantic Inter-Provincial Travel

The public health directive currently requires 14-days of self-isolation for anyone entering the Province of Nova Scotia. This requirement applies in everyone from outside the province except some essential workers. As well, the federal government requires 14 days of self isolation for anyone entering Canada from a foreign country under the recently overhauled federal Quarantine Act.

The provinces oversee the entry restrictions at their borders and have the power to manage restrictions jointly between other provinces. The Atlantic provinces are discussing the potential of an Atlantic bubble and as other provinces approach zero COVID cases (territories, Nunavut, Manitoba, Saskatchewan) there is the opportunity to enlarge the bubble within Canada (see fig. 2.5). Australia and New Zealand have met to discuss a quarantine-free travel zone for their two countries, and many Asian countries are considering a similar approach.

In Atlantic Canada, the short travel time and the ability to travel without air, rail or transit, means that people can safely travel by car and can quickly return home if conditions change. Within the Maritimes (NB, NS, PEI), residents are usually within a 5 hour drive (at most) of their home province in a worse case scenario. Reopening up tourism within Atlantic Canada could have significant economic impacts in the entire region.

Inter- is a prefix that means between two groups, and intra- is a prefix which means within or inside one group.

With rates of COVID falling quickly in all 4 Atlantic Provinces, the tourism industry in Nova Scotia respectfully requests Public Health to consider:

- ☐ *Expediting discussions with other Atlantic Canada provinces to develop a strategy for inter-provincial travel in a quarantine-free travel zone. This will likely require standardization of COVID-19 Restrictions policies amongst provinces and terms to remain in the zone.*
- ☐ *Adoption of a plan for Inter-provincial travel in Atlantic Canada to be implemented by July 1, 2020, should there be agreement on common provincial policies for entry and future expansion with other provinces. We believe Atlantic Canada can be a leader in the creation of a safe travel bubble.*

While we understand these discussions will be complicated, they should be carried out with the same haste that sectors have banded together to create Workplace Safety Plans for various industries in the province over the last 2 months. A framework for entry, continued participation or exemption, and future expansion agreement should be developed. If the bubble could be implemented by early July, we believe we can capture a good portion of the summer and fall tourism season, assuming that levels remain low.

**FIGURE 2.5** Provincial COVID-19 cases as of June 8, 2020

Province	Total Confirmed	Total Deaths	Total Recovered	Total Active
BC	2,659	167	2,309	183
ON	30,860	2,450	24,492	3,918
QC	53,047	4,984	18,994	29,069
AB	7,202	149	6,698	355
MB	300	7	284	9
SK	654	13	624	17
NB	146	1	121	24
PEI	27	0	27	0
NL	261	3	256	2
NS	1,059	61	998	0
YT	11	0	11	0
NT	5	0	5	0
NU	0	0	0	0
<b>Total</b>	<b>96,244</b>	<b>7,835</b>	<b>54,833</b>	<b>34,557</b>

FIGURE 2.6

STEP 1: Intra-Provincial Travel Trade



FIGURE 2.7

STEP 2: Inter-Provincial Travel Trade



FIGURE 2.8

STEP 3: Expanded Inter-Provincial Travel / Trade



FIGURE 2.9

STEP 4: Inter-National Travel / Trade

### Stage 3: Expanded Inter-Provincial Travel

While the talks are ongoing in Atlantic Canada, “travel-trade” talks with other safe provinces should continue.

Though expanding the quarantine-free travel zone to other provinces would most likely necessitate travel by means other than by car, we would respectfully request that public health:

- ☐ *Expedite talks with other low-COVID provinces and territories to expand the Inter-Provincial travel / trade with a potential future Atlantic Inter-Provincial travel zone.*
- ☐ *Expedite discussions with airlines, rail, ferry and bus services to ensure that staff and travel vehicles stay within the bubble and to confirm that the highest standards for safe travel are implemented.*

We assume the timelines for expanded inter-provincial travel could be achieved in the next 2–4 months (by Fall 2020).

### Stage 4: Inter-National Travel

Other countries are making similar advances with COVID reduction as Atlantic Canada. At the same time, other geographic areas around the world have, or are considering creating, a quarantine-free travel zone between different countries. The Province should commence talks with the Government of Canada on creating international travel bubbles and a ranking system to determine economic and social priorities for Canada.

To facilitate the restoration of long-term travel, we would respectfully request that public health:

- ☐ *Expedite talks with the Government of Canada to develop a framework and ranking system for international travel-trade between other countries.*
- ☐ *Though national priorities will play an important role in the ranking, the provinces should bring local priorities to bear to ensure that future safe-travel markets will travel to Atlantic Canada.*

We are hopeful that this step can happen in parallel with Stage 2 and that International bubbles can be put in place before the end of 2020.

### Staying Vigilant

With each rung of the ladder we climb to expand our travel and trade network, it becomes more and important to stay ever vigilant in achieving our low COVID numbers as the economic stakes grow. Nova Scotia needs to make smart choices, build smart partnerships, and remain cautious and attentive to keeping our community safe.



# 03 Strategy for keeping our Destination Safe

Discover Halifax and its partners have coordinated the delivery of a four-pillar strategy for this *Halifax Region Tourism Opening Plan* to achieve the desired intent of safely restarting the tourism and travel industry. While the focus of this plan is the Halifax region, the strategy needs to affect a much larger geographic context starting with Atlantic Canada and eventually moving larger to connect other safe travel markets.

The pillars are designed to coordinate a partnership between industry stakeholders and public health, focusing on the safest ways to expand our economic reach and create benefits for everyone that participates. Those locations that were fortunate enough and disciplined enough to overcome the COVID spread are now in a position to reap the benefits of an economic and social amalgam.

This plan suggests four pillars to recovery for the tourism industry:

1. **Opening to Safe Travel Markets.** Atlantic Canada and several other provinces, territories and countries are approaching (or have reached) zero COVID cases, so there is now the opportunity to expand the travel-trade borders to encompass safe geographies.
2. **Creating Safe Spaces.** Within the new economic bubble, we need to ensure that policies and protocols are followed to minimize the potential for new outbreaks or spreading. These measures include physical design, administration and governance, maintenance and monitoring.
3. **Communication to Promote Safe Travel & Public Health Goals.** From a policy perspective, we need to expand and solidify ways to communicate quickly between governments, organizations, businesses and tourists to adopt safe travel protocols.
4. **Responsive Design to Changing Epidemiology.** We need a rapid response system to adapt to new threats. The strategy may require contracting borders if conditions in any safe travel market changes.

01

OPENING TRAVEL  
TO SAFE MARKETS

02

CREATING &  
ENSURING SAFE  
SPACES

03

COMMUNICATION  
TO PROMOTE SAFE  
TRAVEL & PUBLIC  
HEALTH GOALS

04

RESPONSIVE  
DESIGN TO ADAPT  
TO CHANGING  
EPIDEMIOLOGY

## 3.1 Travel Between Safe Markets

### 3.1.1 Nova Scotia “Staycations”

Right now, the safest vacations are the closest vacations. Staycation campaigns are being launched in every province in Canada to cater to local residents within their own province. Nova Scotia is small enough that most of the population can travel to destinations within a 3-4 hour window (see fig. 3.1).

Initial campaigns have focused on buying-local within one’s own community in preparation for the June 5th opening. Assuming that everything goes well with the local openings, tourism marketing campaigns would like to open up to intra-provincial marketing and intra-provincial travel and tourism campaigns.

Residents of Nova Scotia spent \$807 million on travel within Nova Scotia in 2018, or roughly 1/3 of the province’s tourism revenue stream. Roughly half the revenue came from overnight stays and half from day trips.

We know there is pent-up demand for tourism with many resident’s trips cancelled this year and with so many confined to homes for extended periods. While we don’t yet understand the intra-provincial market fully, we can make the following assumptions:

1. We anticipate that safety will remain a key priority for Nova Scotia travellers and, generally speaking, we anticipate people will be booking shorter vacations (< 1 week) for fear of another outbreak and to stay close to home.
2. Travellers will be actively looking for safe

vacation spots where they can shop, sightsee, dine, and reconnect with their province.

3. When people feel threatened, they typically fall back on what is more familiar, so we anticipate high-visitation at known destinations in the province.
4. Residents have done a lot of walking during the pandemic and we expect walking attractions will be popular.
5. We expect people will likely gravitate this year to outdoor experiences. From a public health perspective, this could be an opportunity for co-campaigns on healthy choices, healthy living and healthy experiences.
6. Kids have been out of sports for a while so many parents will be looking for options to keep kids active and engaged.
7. Seniors, who are a big part of the travel segment, may still be nervous and so cultural and historic sites may see a little lower visitation in that market segment.

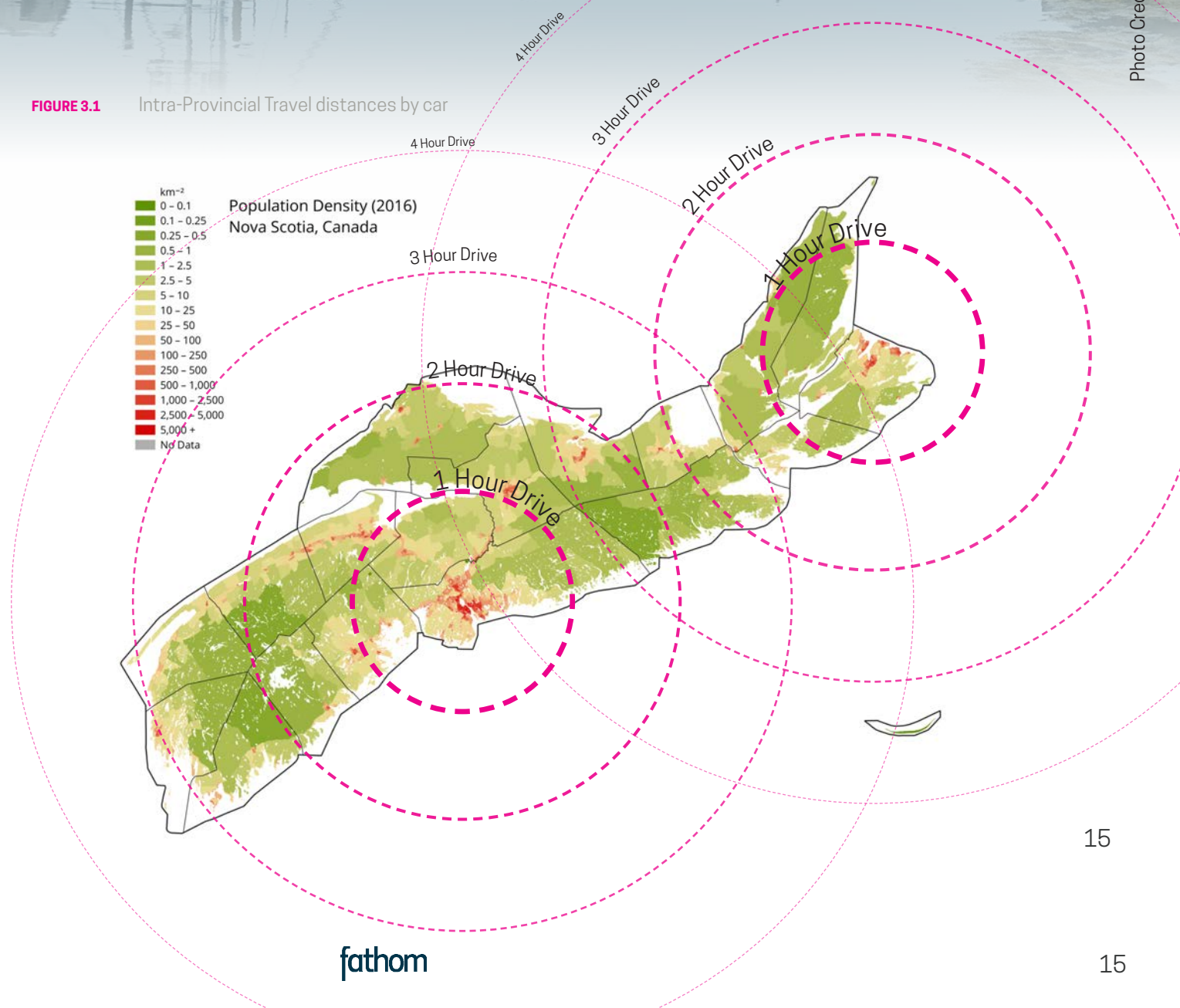
Tourism Nova Scotia, Discover Halifax and other tourism organizations around the province are gearing up for a ‘staycation’ season focused on encouraging day trips, programmed travel itineraries and shorter overnight trips. Trails and outdoor locations will be popular this year.

As new cases are quickly dropping to zero, and with border restrictions still in place, we think there is significant pent up demand for travel within the province.



Photo Credit: TJ McGuire

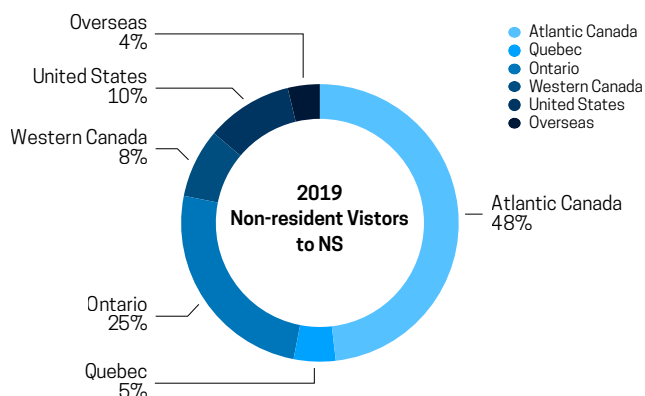
**FIGURE 3.1** Intra-Provincial Travel distances by car



**FIGURE 3.2** 2019 NS Tourist origins

2019 Non-resident Visitors to NS

Location	Visitors
Atlantic Canada	1,108,000
Quebec	112,000
Ontario	577,000
Western Canada	185,000
United States	232,000
Overseas	86,000
	<b>2,300,000</b>



### 3.1.2 Regional Maritime Drive Markets

Atlantic Canada has had the lowest number of active and total COVID cases in the nation (see fig. 3.5) throughout the pandemic and to date. There is a mix of excitement and anxiety as the provinces open back up for business and the Atlantic premiers have begun discussing the potential of creating a larger 'Atlantic bubble' to allow inter-provincial travel in Atlantic Canada. The sooner this can happen, all things considered, the better the outcome of the economic outlook for Atlantic Canada. Many families have been separated by the pandemic, and many Atlantic Canadians own property and second homes in Atlantic Canada. Though caution levels remain high, social well-being of residents (who are anxious to see their loved-ones) could be elevated with a larger reopening.

In 2019, Nova Scotia welcomed 1.108 million non-resident visitors from Atlantic Canada which is almost half of our entire overnight tourism market. Revenue from all four Atlantic provinces to Nova Scotia in 2018 totalled about \$1.09 billion. The tourism revenue between all four provinces in 2018 was \$2.768 billion. The economic impact of permitting a quarantine-free

travel zone in Atlantic Canada could add billions to our Atlantic economy.

It's no surprise that Atlantic Canadian overnight visitors are the shortest of all market regions with an average of 2.7 nights per visit, but the overnight visit duration usually increases with more distant origin destinations (5.5 night for Ontario, 8.5 nights for western Canada and 11.9 nights for overseas). In 2017, Atlantic Canadians spent \$130 per day on average on their visit to NS, or roughly \$743 per visit.

Safety within a quarantine-free travel zone would be of paramount importance. The relative proximity of travel within the zone means that travellers are within a days drive of any location (see Fig 3.4) and most typical visits tend to be short in duration (2–3 days). When considering the density clusters of the largest cities/towns in Atlantic Canada, most are within a 3–4 hour drive from each other. Driving will be the main source of transportation between Atlantic Canada. Should another outbreak occur in any province, it would be easy to get back to their home province with very little impact to vacation plans.

FIGURE 3.3 2018 NS Tourism Revenue

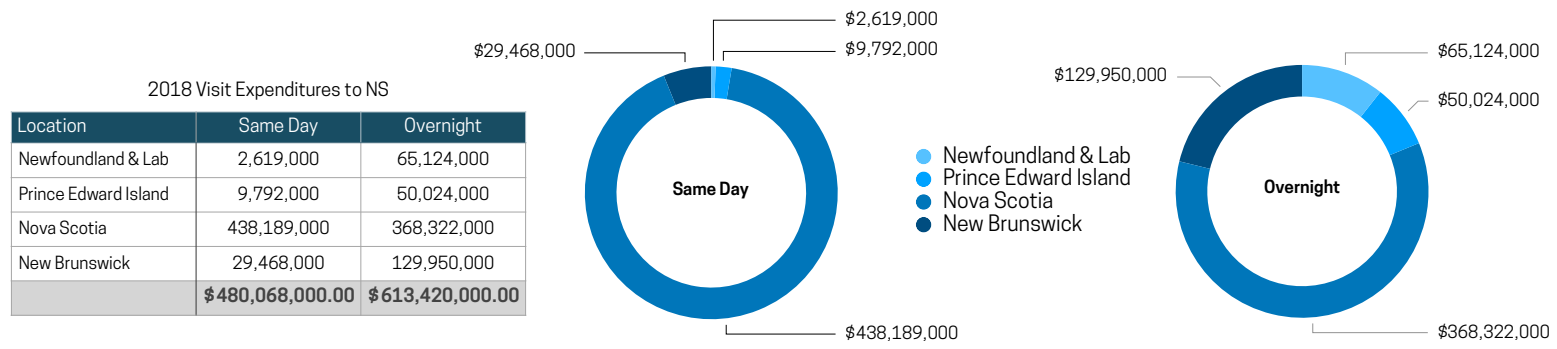
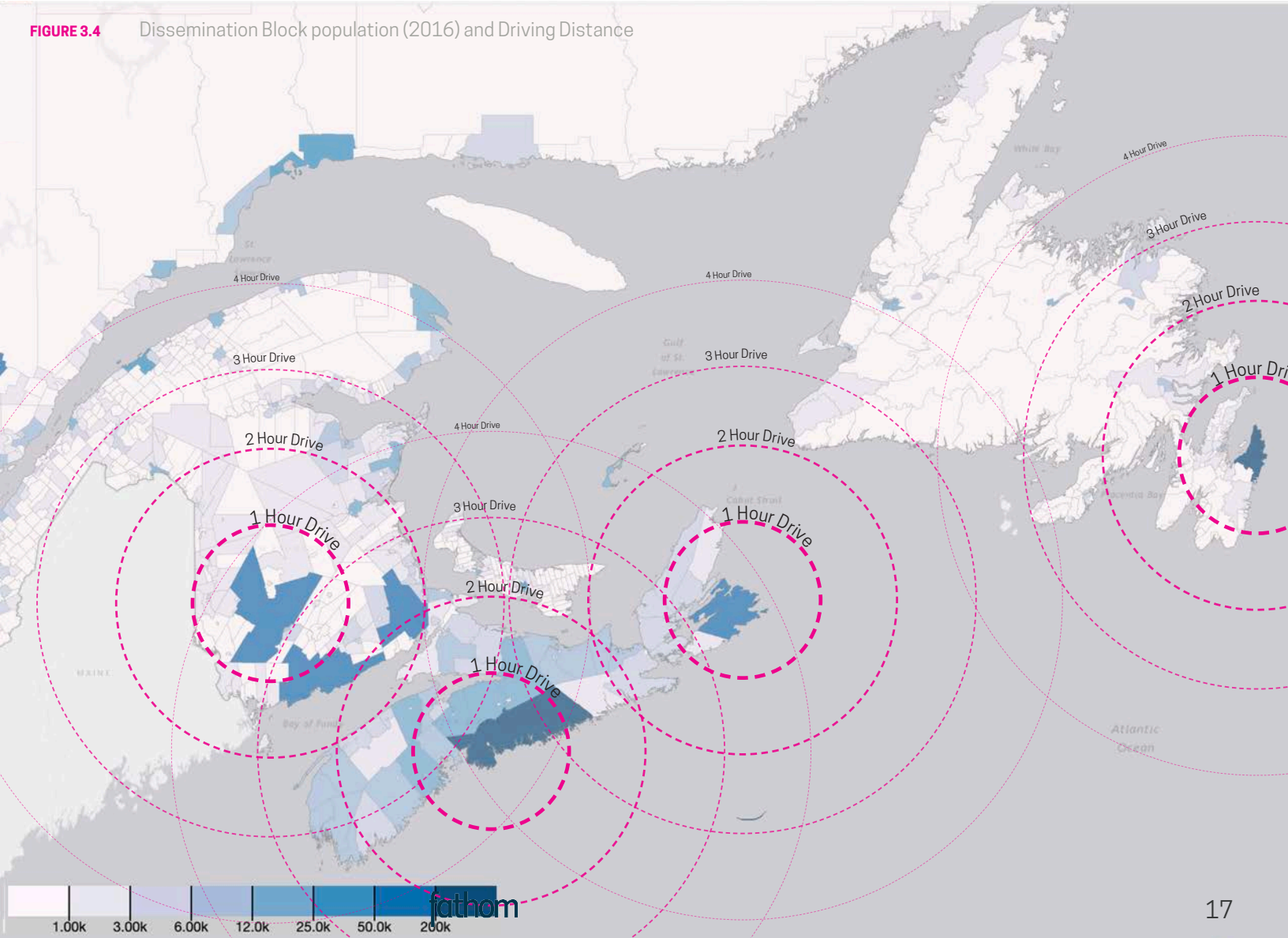


FIGURE 3.4 Dissemination Block population (2016) and Driving Distance



**FIGURE 3.5** 2018 Provincial Spending in Nova Scotia.

Location	2018 Spending in NS	Active COVID Cases June 8/20
Quebec	\$76,531,000	29,069
Ontario	\$369,727,000	3,918
Manitoba	\$25,127,000	9
Saskatchewan	\$28,138,000	17
Alberta	\$70,827,000	355
British Columbia	\$46,687,000	183
	<b>\$ 617,037,000.00</b>	<b>33,551</b>

### 3.1.3 Inter-Provincial & International Bubbles

#### Inter-Provincial Bubbles

As other safe provinces reopen their economies, they will be actively looking for other safe travel trade partners like Atlantic Canada. Manitoba and Saskatchewan are quickly approaching safe numbers and these provinces accounted for about \$53 million of spending in Nova Scotia in 2018. British Columbia and Alberta are likely a month or so behind Manitoba and Saskatchewan and their spending in Nova Scotia was over \$117 million in 2018. Ontario, one of our largest provincial tourism visitors (\$370 million of spending in Nova Scotia in 2018) still has some long time hurdles to overcome and Quebec does not seem to be a possible partner any time soon (see fig. 3.5).

The Government of Nova Scotia should be spending time now looking at ways to harmonize our COVID restriction policies with other potential provincial partners. All provinces should be coordinating their policies so there is acceptable standards being followed between all bubble partners and we are all playing from the same rule book.

Unlike an Atlantic Bubble, adding inter-Provincial Partners creates an additional layer of scrutiny as a result of travel between bubbles. The travel industry will

need to become partners in the process to ensure a closed system between destinations. While air, rail and bus transit are undergoing extraordinary measures to assure safety, the provincial bubbles may want to consider safe, dedicated travel between locations including dedicated staff (who live and work in safe zones only) and dedicated vehicles that only travel between safe destinations. These discussions should be happening now to provide assurances that COVID cannot infiltrate between bubbled geographies.

#### International Bubbles

There is a rapid rise in countries around the world who have implemented similar strict measures to isolate and contract their COVID cases. Many countries have reached and maintained zero active cases for the last few weeks (see fig. 3.6). The Canadian Government and the provinces should be actively working towards travel/trade with other safe-candidate countries. Like the provincial bubble, this will require harmonization of safety policies and acceptance of the terms for entry and exit from the bubble.

A good potential candidate for a Canadian bubble would include:

**FIGURE 3.6** June 11, 2020 - Countries with no active COVID cases

Country	Total Cases	Total Deaths	Total Recovered	Active Cases	Tot Cases/ 1M pop	Deaths/ 1M pop	Total Tests	Tests/ 1M pop	Population
New Zealand	1,504	22	1,482	0	301	4	301,882	60,351	5,002,100
Isle of Man	336	24	312	0	3,953	282	5,350	62,935	85,009
Montenegro	324	9	315	0	516	14	13,186	20,995	628,062
Faeroe Islands	187		187	0	3,828		10,607	217,121	48,853
Trinidad and Tobago	117	8	109	0	84	6	3,481	2,488	1,399,246
Aruba	101	3	98	0	946	28	2,186	20,479	106,742
French Polynesia	60		60	0	214		4,262	15,177	280,819
Macao	45		45	0	69				648,814
Timor-Leste	24		24	0	18		1,568	1,191	1,316,895
Laos	19		19	0	3		9,427	1,297	7,269,302
Fiji	18		18	0	20		2,431	2,713	896,085
Saint Kitts and Nevis	15		15	0	282		417	7,842	53,178
Falkland Islands	13		13	0	3,743		535	154,045	3,473
Greenland	13		13	0	229		2,412	42,491	56,765
Turks and Caicos	12	1	11	0	310	26	192	4,963	38,686
Vatican City	12		12	0	14,981				801
Montserrat	11	1	10	0	2,204	200	61	12,220	4,992
Seychelles	11		11	0	112				98,314
British Virgin Islands	8	1	7	0	265	33	212	7,015	30,220
Papua New Guinea	8		8	0	1		5,281	591	8,936,574
Caribbean Netherlands	7		7	0	267		424	16,178	26,209
St. Barth	6		6	0	608		152	15,392	9,875
Anguilla	3		3	0	200		41	2,734	14,995
Saint Pierre Miquelon	1		1	0	173				5,795

- » Low/no COVID cases for at least 2 weeks (safety thresholds to be determined by actuaries) and a thorough testing regime at or better than Atlantic Canada (1 test for every 40 people or 2.5%).
- » Safe air travel between destinations with similar assurances for safety as mentioned for Inter-Provincial transportation standards.
- » Similar COVID prevention policies so we are all playing by the same rules of the game.
- » Good international relations and close ties with Canada
- » High potential for travel / trade between destinations in Canada. If there is little or no potential for other countries to come to Canada, there is little benefit in an

international travel / trade bubble. Overseas visitation to Atlantic Canada in 2018 was 3% of the province's revenue. Leading countries include Germany (18% of all overseas), the UK (30% of all overseas), other Europe (23%) and other overseas (29%). The US accounts for about 5% of Nova Scotia tourism revenue.

- » The corollary for the high travel / trade potential, is we want to maximize the number of Canadian travellers travelling in Canada. It would not be to our economic benefit to open up to a market that all Canadians wanted to visit, thereby reducing potential tourism spending in Canada. We are looking for equal, not imbalanced partnerships.

### 3.1.4 *Monitoring of Safe Markets for Changes in Epidemiology or Increased Risks*

To open a quarantine-free travel zone in Canada, it is imperative to monitor changes to epidemiology in each province to ensure that an outbreak in one does not spread to another. Since provinces can only control travel between their borders and not between regions, it's important to monitor any changes in positive tests in each province and develop a strategy for shutting down one or more borders should a significant outbreak occur. Defining a 'significant outbreak' will be determined by the scientists and health experts .

The World Health Organization outlines 5 metrics worth watching in addition to the number of new positive cases, including:

1. The percentage of all tests that come back positive. If a high proportion of COVID tests come back positive, it may suggest that there are a large number of cases in the community that aren't being found. The World Health Organization (WHO) looks for numbers below 10% and generally over a floating period of a week or less. Compared to other Atlantic Provinces Nova Scotia had the highest average since the start of the pandemic at 2.35% of all tests showing positive (see fig. 3.7).
2. How testing rates are changing. Testing rates are increasing right across Canada as testing capacity is improving and test turnarounds are decreasing. In Atlantic Canada, testing will likely decline as the number of

active cases decline, but will increase as new cases are identified.

3. Atlantic Canada has the lowest doubling rate in Canada.
4. The Coronavirus death rate. Studies estimate the death rate in Canada is about 0.37 % , which means that one in 270 people who have contracted the virus will die of it. Of the 1482 cases in Atlantic Canada, there have been 65 deaths of the 1482 cases, or 1 person in 23 (4.3%) which is much higher than the national average rate, primarily because the deaths included large outbreaks at seniors homes.
5. The Reproduction Number is a measure of how many people get infected on average per person that gets the virus. Numbers below 1 are considered to be good by the WHO. In Atlantic Canada, the number is well below zero.

Atlantic Canadian provinces had administered almost 100,000 COVID tests up to June 7, 2020 with an average test rate of 0.04 tests per person (1 test per every 25 people). Nfld had a lower test rate of 0.025 (1 test per every 40 people). The total number of positive cases in Atlantic Canada was 1482 (by June 6), and the total number of active cases are 16 (most in NB) by June 6 .

**FIGURE 3.7** Tests and cases as of June 8, 2020

Location	Population	Total Tests by early June	Tests/Person	Total + Cases	% of Positive	Active Cases (June 6)	Deaths
Newfoundland & Lab	521,542	13,222	0.025	261	1.97%	2	3
Prince Edward Island	156,947	7,250	0.046	27	0.37%	0	0
Nova Scotia	971,395	45,094	0.046	1,058	2.35%	0	61
New Brunswick	776,827	33,335	0.043	136	0.41%	14	1
	<b>2,426,711</b>	<b>98,901</b>	<b>0.040</b>	<b>1,482</b>	<b>1.28%</b>	<b>16</b>	<b>65</b>

If a quarantine-free travel zone were created, the provinces would have to agree upon:

1. Harmonized health and safety policies amongst the provinces including business standards, distancing standards, family bubble standards, sector specific standards & restrictions, etc. The good news is that a review of all Atlantic Provinces' COVID restriction measures, many are very similar, so standardization shouldn't be that problematic. Also, the sectors are generally the same in each province so there should be no outliers. The provincial public health agencies in Atlantic Canada should be working together with similar agencies in other low-COVID provinces to standardize their restriction protocols. Many sectors in Atlantic Canada have an Atlantic Association rather than a provincial association (for instance, the Atlantic Planners Institute) so sector plans should consider plans from regional associations where provincial associations don't exist.
2. Provinces will need to agree upon the definition of a 'significant outbreak' that would be compelling enough to reestablish border shut downs between the province and shrink the bubble. The metrics will have to be defined and agreed upon upfront using already developed standards like the 5 presented earlier. The incentive of staying in the economic and social bubble would be convincing for every business and we believe it will provide additional incentives for individuals to follow safety protocols.
3. How to expand the bubble with other

provinces in the future. Nunavut, the Northwest Territories, Yukon, Saskatchewan and Manitoba all have very low active COVID rates and may be candidates for future expansion of the bubble, but the terms of agreement need to be defined up front because it impacts everyone in side the bubble.

4. When the bubble expansion occurs outside of Atlantic Canada, it brings into focus the safety issues in the transportation industry between bubble areas. The provinces will have to work closely with the airline industry to ensure a bubble for staff and protocols for vehicle cleaning/disinfection. The air industry is following very rigorous standards now.

Monitoring of safe markets and coordinating amongst provinces will be challenging but worth the risk when considering the economic and social benefits. These measures will be more critical as the federal government ratchets back its COVID benefits for individuals and businesses in the late summer and fall. The monitoring is already part of the public health initiatives in each province, and they are already working together to some extent to share best practices. We assume there would be measurable benefits and efficiencies in working together more closely on a shared strategy.

Ideally, in the near future, safe provinces will start looking for other safe international countries to bubble with to expand travel trade. In an ideal scenario, international safe bubbles would be selected based on their ability to contribute to Atlantic Tourism in markets that are already established.

## 3.2 Safe Spaces

Most of the indoor spaces in various sectors are addressed through the public health directives and more specific Workplace COVID-19 Restriction Plans. However, many of Nova Scotia's most prized and visited locations are not indoor sites, but instead are mixed outdoor and indoor sites with mixed jurisdictional oversight. For instance, the Halifax Waterfront, the province's most visited destination, is overseen by Develop Nova Scotia, a Crown Corporation tasked with place-making and development of some signature places and activities around the province like the Lunenburg waterfront, Dartmouth waterfront, Halifax Waterfront and other locations. In these instances, the locations benefit from an organization that is tasked with carrying out the mandates of the public health initiatives. In other locations like Peggy's Cove, there is no overseeing body because many of the properties, wharves and parking areas are privately owned.

This report looks at 10 specific tourism sites that have a range of jurisdictional oversight including (1) government owned and run (Citadel Hill, provincial parks and beaches, the Public Gardens, Point Pleasant Park, Argyle Street), (2) Government and private partnerships (Halifax and Lunenburg Waterfront), or (3) privately owned (shopping malls). The

consulting team interviewed each of the organizations at these 10 sites to confirm they had a plan that they were following based on the public health directives and were monitoring accordingly. The summaries of these interviews is addressed in the next chapter.

In this section, we summarize the key findings at multi-jurisdictional tourism sites to protect the public, and staff. In almost every case, these measures have been implemented at the 10 key sites, but below, we list the strategies implemented so that other locations around the province can use it as a general checklist.

### Pre-visit Preparation

- ☐ *The jurisdiction that oversees each site has developed a site specific COVID-19 protection plan to address client interactions, social distancing, signage and notifications, management and maintenance changes, staffing changes, cleaning protocols, areas that may have to be temporarily shut down, and any necessary issues to address the public health directives. In some cases, these are developed and administered through a range of government departments.*



- ☐ A communications plan is developed to communicate the strategy with staff of the site.
- ☐ A dedicated COVID-19 section on their website has been added to communicate the plan to tourists and users of the spaces.
- ☐ Regular social media updates communicate the public safety concerns to the public.
- ☐ Signage strategies are developed and installed to communicate social distancing requirements, wayfinding, safety protocols, and any vendor protocols.
- ☐ Marketing campaigns are being developed to reinforce public safety measures and assure people that provincial protocols are being followed and that the sites are safe.

#### Site Arrival

- ☐ Where paid parking is in place, staff have increased cleaning frequency and sanitation on the payment kiosks.
- ☐ The Halifax Regional Municipality has implemented a parking app for downtown which does not require a physical transaction or touching parking meters.
- ☐ Signage has been installed in the parking lots and entries to describe restrictions and public health protocols.

- ☐ Events and tours have been cancelled at most of the sites.
- ☐ Where possible, entries to sites have been marked for incoming traffic and a separate location has been identified for outgoing traffic, unless there are many or very wide entry points.

#### Site Visit

- ☐ While on site, additional safety and wayfinding signage has been installed at key locations.
- ☐ At-width pinch-points, directional arrows have been installed to keep people moving in the same direction and messages have been set up to keep moving at pinch-points so that crowds do not gather and cluster.
- ☐ Private vendors have been informed of the provincial standards and are required to provide safety plans to the overseeing jurisdiction. Many of these vendors follow more sector specific COVID-19 Restriction Plans and room limit plans.
- ☐ Events which would cause gatherings have been postponed. Busking is discouraged so that people are not stopping to gather in one area.
- ☐ Site furnishings have been removed or separated.
- ☐ Playgrounds and touchable art have been closed and cordoned off.

- ☐ Handrails, door knobs and public washrooms are cleaned much more frequently with approved sanitizers. Cleaning companies have been brought in to supplement staff cleaning in many locations for more rigorous nightly cleaning.
- ☐ Picnic tables and benches have been physically separated and in some cases removed.
- ☐ Water fountains and drinking fountains have been shut down.
- ☐ Boating facilities must follow new guidelines including not crossing other boats, and new cleaning regimes on fuel supply, and pump-out sites.
- ☐ Private tour operators have been informed of the public gathering requirements.
- ☐ Garbage cans that require lifting or pushing lids have been removed.
- ☐ Smaller observation areas that are usually congested have been shut down.
- ☐ Areas that do not permit social distancing have been shut down.
- ☐ Museum or gallery areas have generally been shut down.
- ☐ Touchable exhibits have been removed or cordoned off.
- ☐ Comment card stations or guest books have been removed.
- ☐ Urban streets have been, where appropriate, closed to traffic or travel lanes for cars have been reduced to provide more pedestrian separation on sidewalks.
- ☐ Sidewalk cafes have been installed with distancing and physical separation between tables. This outdoor space, where possible, offsets some of the interior space lost in restaurants.
- ☐ On-street parking has been eliminated, where appropriate, in some places to allow for wider sidewalks or for expanded sidewalk cafes.

#### Cleaning

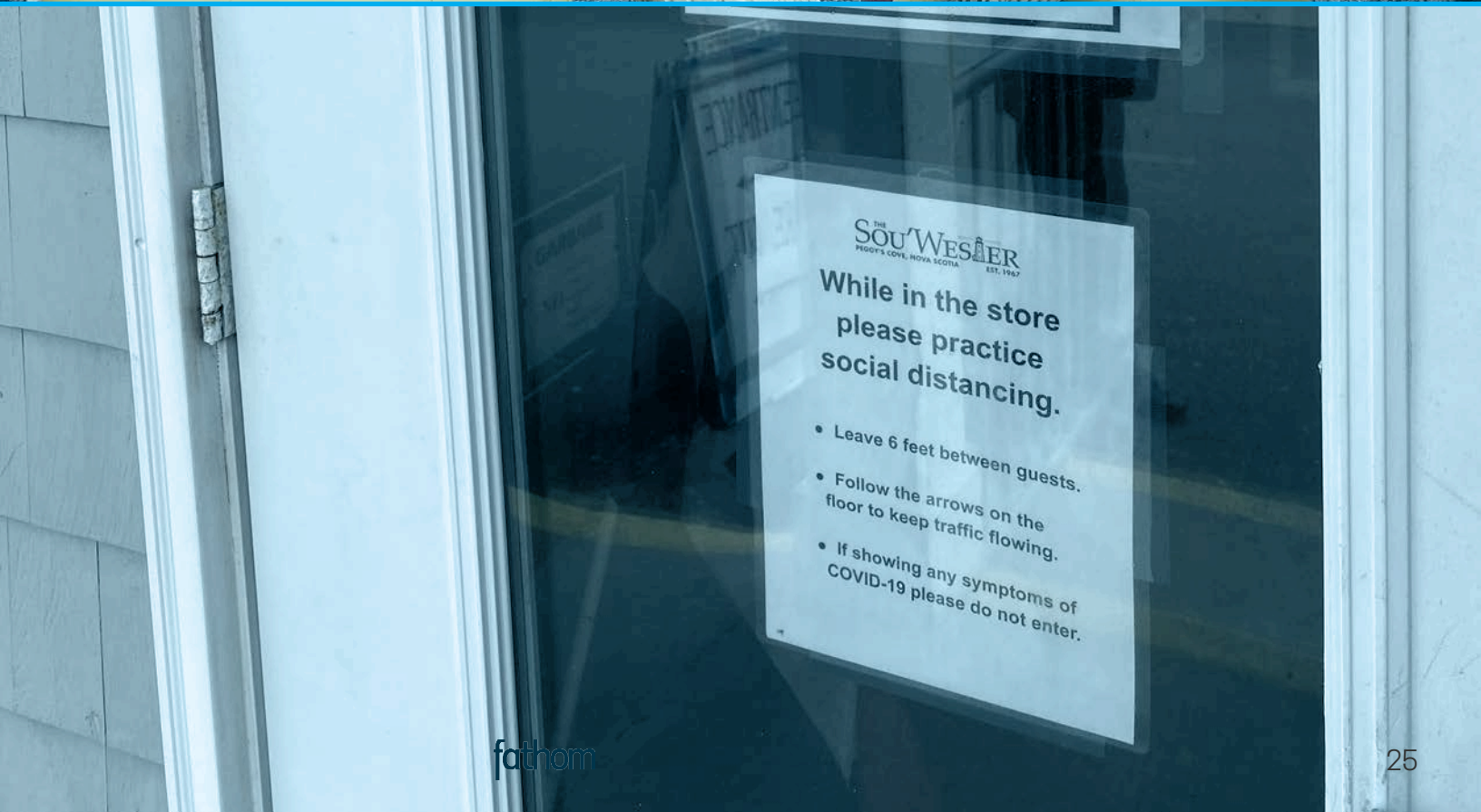
- ☐ At all sites, cleaning regimes have been significantly increased and in some cases supplemented by third-party cleaning operations.
- ☐ Many touchable surfaces have been removed or separated.
- ☐ Site disinfection protocols have been developed at most of the sites and especially in bathroom facilities.
- ☐ Some provincial operations have not yet opened (e.g. visitor information centres). When they do, we assume card racks and touchable items will be removed. We assume cleaning will be significantly increased.

#### Monitoring

- ☐ Many locations are including more security to ensure distancing measures are being followed.
- ☐ Develop Nova Scotia has installed pedestrian counters to track daily traffic rates especially in confined areas. Beam counters are cheap and easy to set up at sites to monitor traffic flows.
- ☐ Maintenance and security staff should be monitoring crowd conditions daily to provide feedback for reallocating people to other locations.
- ☐ Cleaning schedules are monitored regularly according to public health guidelines.
- ☐ Generally speaking, most of the sites are very large, but should over-crowding become an issue, contingency plans will need to be coordinated with other venues to take access traffic.



Photo Credit: TJ McGuire





### 3.2.1 *Programming to support dispersal of visitors by geography, day of week, and time of day.*

Events at all locations have been arrested until larger public gatherings are permitted. In the meantime, jurisdictions are developing plans for creative partnerships for crowd dispersal including wayfinding programs to other nearby sites (for instance, in downtown Halifax, there are many sites all within walking distance). The additional travel time between these sites takes some of the pressure off the destination sites.

For example, on the Halifax Waterfront, there are wayfinding signs to Argyle Street, the Dartmouth Waterfront, Point Pleasant Park, Citadel Hill and the Public Gardens; all within easy walking distance of each other. If additional space is needed, some parking lots could be shut down to provide additional space. The added benefit is that when parking is reduced, visitors may go to another location due to lack of parking.

The Downtown Business Improvement District Commissions (BIDC's) are working together right across Atlantic Canada to drive walking traffic into the downtown. Discover Halifax and Tourism Nova Scotia are working

closely with downtown organizations, regional economic development agencies and even cultural groups like the Halifax Library to encourage people back to downtown or to specific tourism sites but they are doing so in a much more coordinated fashion than ever before with a sense of urgency and purpose. This provides an additional level of oversight to private businesses and accountability for safety standards with more eyes on the street. The local municipalities are working closely with these organizations like never before.

Partners are working together to develop a series of public art and small-scale activities and programming to help move people out and around from the traditional congested areas.

The agencies, departments and NGOs are also working together on a coordinated marketing strategy to create packages of attractions that will allow people many options for discovery. The plans call for dispersal of crowds over time and space, allowing for a variety of experiences from urban, to rural to back-country.



Photo Credit: TJ McGuire

### 3.2.2 Expansion of pedestrian spaces.

Many urban areas and downtowns right across Canada are trying to reclaim public space from parking lots, on-street parking and from roads to give back to the public realm temporarily or permanently. Wolfville Nova Scotia is creating a temporary one-way Main Street to remove a single 3.5m wide westbound traffic lane and a 2.5m wide on-street parking to create additional sidewalk width for visitors and additional space for sidewalk cafe expansions. Argyle Street in Halifax has been shut down for the season to create a pedestrian mall for people only. Many other streets in downtowns across Atlantic Canada are considering temporary strategies to provide more space on sidewalks and more opportunities for businesses to expand out onto the sidewalks and onto streets.

Sidewalk cafes and streetside vending will be particularly important to compensate for some of the lost

space inside of restaurants. If streets are fully shut down, municipalities can work with BIDC's to add picnic tables and seating areas in the middle of closed streets. The BIDC's have the cleaning staff and can work with the municipal traffic departments and fire and safety departments to create public space plans which are unique to every area. Additional policing can be secured to monitor distancing as needed.

Halifax Regional Municipality is working on a number of road dieting plans and on a 'slow streets' program to reduce the amount of car traffic on local streets. Halifax has designated 12 slow streets and Dartmouth, 3 slow streets. Spring Garden Road has developed a temporary sidewalk widening program which will eventually be built as a permanent street improvement.

The list of candidate slow streets in Halifax Regional Municipality include:



**Halifax Slow Streets**

- » Leaman, Drummond, and Isleville streets between Leeds and Almon streets
- » Connolly Street between Windsor Street and Chebucto Road
- » Elm Street between Chebucto and Quinpool roads
- » Beech Street between Quinpool and Jubilee roads
- » Peter Lowe Avenue between William Hunt and George Dauphinee avenues
- » Liverpool Street between Connaught Avenue and Windsor Street
- » Oak and Allan streets between Connaught Avenue and Windsor Street

- » Welsford Street between Windsor and Robie streets
- » Vernon Street between Pepperell and Watt streets
- » LeMarchant Street between Watt Street and University Avenue
- » Norwood Street between Connaught Avenue and Preston Street
- » Shirley Street between Preston and Robie streets

**Dartmouth Slow Street**

- » Chappell Street between Pinehill Drive and Wyse Road
- » Slayter Street between Albro Lake Road and School Street
- » Dahlia Street between Victoria Road and Crichton Avenue

### 3.2.3 2020, the year of Outdoor Experiences

2020 will be the year of outdoor experiences and outdoor spaces. We believe that an effectively conceived and managed outdoor sites program will reduce potential indoor safety issues and will create healthy experiences for visitors to Nova Scotia and to residents who are looking for new activities outside of their homes.

### 3.2.4 Other HRM Initiatives

HRM has undertaken a range of other initiatives aimed at improving safety including:

- » HRM supported the Great Nova Scotia pick me up program, a litter collection program to help make our highways clean and litter free. The program was revised to make collection of waste safer.
- » HRM continues to provide enhanced maintenance in the urban core (downtown Halifax and Dartmouth), with workers practicing physical distancing, and other safety measures.
- » HRM has supported urban core BIDs by appropriately spacing public street furniture.
- » Waste and graffiti have both increased in recent months. In spite of constrained resources, HRM continues to provide a clean and attractive environment by sweeping streets, trimming trees, pressure washing, removing graffiti and clearing waste. All while workers are practicing physical distancing.



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Opening up access  
to safe markets will  
support both leisure  
travel markets and  
our group business  
including meetings  
and conventions.

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### 3.2.5 Signage and measures to guide social distancing.

Signage and messaging has been a key component of the strategy keeping important messaging front and centre. While signage is extremely important in indoor spaces where people are brought into closer contact and where an air-borne virus can linger for a longer time, outdoor signage is equally vital to communicate distancing but also to provide alternate locations, new places to visit and ways to spread people out.

Signs communicate the changes and the messages of public safety to all visitors. The messaging is similar across most of the province. If NS opens up to the other Atlantic Provinces it will be even more important to communicate the local guidelines and requirements (which we assume would be standardized and that may require additional changes to the messaging).

Temporary signs are a quick, effective way of communicating the specifics of the health orders. They must be strategically located where they can be seen by the most people, and they must be large enough to be read at a distance so people are not stopping too long to read. Using this same principal, it is important not to overload signs with too much information so that people are stopping for long periods to read them. Wherever possible, self-explanatory icons are preferred over text or as a supplement to text.

Where lineups are expected, tourism sites and private vendors have worked together to create 2m markers to

maintain distancing. These are visible along the waterfront, entries to establishments and throughout the downtown.

Where passages are constricted on sites, direction arrows have been placed on the ground to ensure people are walking in a common direction.

The best practices for signage includes:

1. Instructions and safety protocols at main gateway entrances to buildings and sites. Fonts should be legible from 6-8' distance and identifiable icons should be used where possible.
2. For large gathering areas and spaces with limiting widths, social distancing signs should be visible.
3. For any potential queues, 2m separators should be placed to convey distancing requirements.
4. In areas where there are touchable surfaces like handrails or doors, sanitizing or handwash stations should be set up.
5. Outdoor signs should be coordinated with indoor vendor signs whenever possible.
6. Safety Signs need to be coordinated with other traffic signs to minimize potential confusion.
7. Potential gathering areas should be signed to encourage people to keep moving.

### 3.2.6 *Monitoring of public spaces and control measures to ensure social distancing.*

Though any jurisdiction can and should monitor their public spaces, only the police or RCMP can enforce the provincial emergency directives.

Under the Emergency Measures Act, EMA 23(b) - Failing to comply with direction, order or requirement made under act/regulations, contraveners can be fined \$697.50. Under the Health Protection Act, HPA 71(1)(b) - Person failing to comply with part 1 of act or regulations or with order made under part of act, can be fined \$1,000 per person or \$7500 per corporation.

Police are enforcing social distancing by responding to calls from citizens or from controlling jurisdictions, and by patrolling high traffic areas.

#### **Monitoring**

The jurisdictions that oversee tourism sites have included other measures for monitoring including:

- » People counters have been installed at some sites that are busy to ensure the density limits are not being exceeded.
- » Senior managers at each facility are doing daily checks to ensure Public Health protocols are being followed.

- » Fenced off areas are checked daily to ensure they are in good repair.
- » 2m queue graphics are checked regularly for visibility.
- » Signs are checked daily for condition. Areas that could benefit from signs based on changing conditions are installed.
- » Should areas become too dense with people, they are shut down or managed for dispersal.
- » Reminders about social distancing are cast out regularly.
- » Social media is being used for crowd dispersal if things get busy.
- » Any new changes in the public health guidelines are updated on signs and on operational protocols.

Monitoring these locations on a very regular basis is now a part of the protocols of most sites.

### 3.3

Communication to promote safe travel & public health goals

### 3.3.1 Marketing campaigns to support dispersal

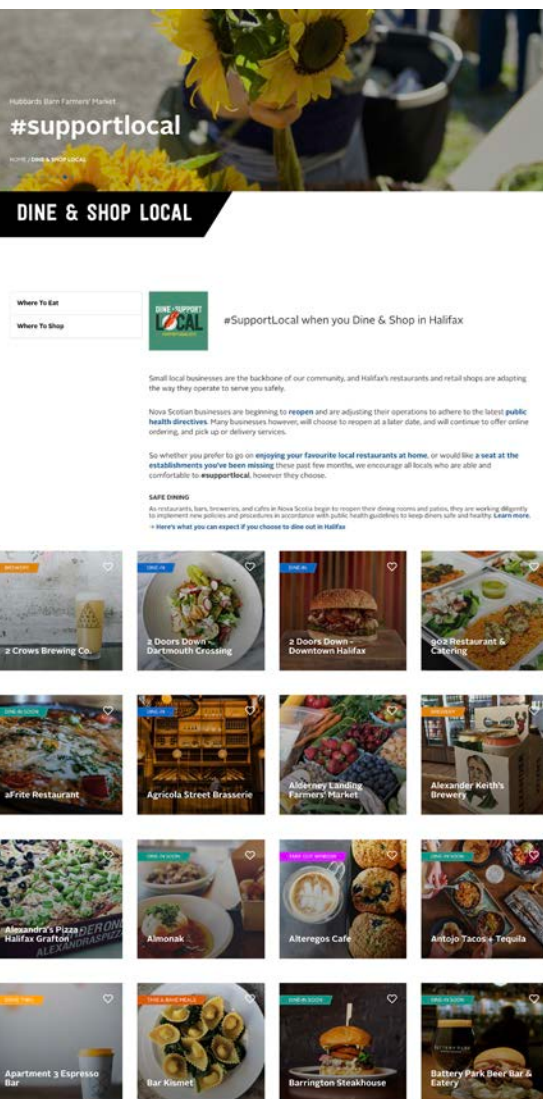
Discover Halifax communicates directly with tourists and visitors through a number of direct channels. These channels can be used to support dispersal to other sites, to produce reminders about public health protocols, and to direct to safe member sites.

The direct channels to the public include:

1. Discover Halifax operates **channel 1** in 4000 hotel rooms in Halifax Regional Municipality. This channel allows them to communicate with tourists and to offer site visit ideas on a daily basis to shift traffic away from high-visit sites to other more dispersed sites.
2. Destination Halifax produces periodic guides which are distributed as digital downloads from the website and in print format (available in select tourism locations like hotel lobbies). The guides this year will be focusing on both the typical and atypical sites to provide a greater range of options to resident tourists.
3. Destination Halifax produces regular marketing campaigns which communicate to tourists through various social media, web and print channels. The most recent campaign is the 'Dine and Shop Local' campaign. As part of the June 5 reopening, the initial focus has been encouraging residents to shop and dine at local

establishments. As part of this strategy, the campaigns have partnered with operators to link to their websites and highlight businesses that have reopened.

4. DH operates a series of signage kiosks around the Halifax Regional Municipality which can be used to communicate messages directly to tourists in hotels and important areas of the city.
5. DH runs the public wifi around the Halifax downtown core. When people log in for free internet they are directed to DH's website where the message can be controlled.
6. DH's website links to safe dining protocols and what to expect while dining have been highlighted as part of the campaign to provide a measure of security to patrons. Part of this work is pushing people to the reopening website. <https://novascotia.ca/reopening-nova-scotia/#customers-safe>
7. DH is preparing to launch an 'Itinerary program' to highlight a wide range of activities all with walking distance so that residents can rediscover different parts of the city, all with the hope of dispersing people through a broader network of sites across the city.
8. Destination Halifax's Instagram channel has 76,100 followers, and its Twitter feed has 26,300 followers.



## TRAVEL MEDIA

Discover Halifax is closely monitoring the novel coronavirus (COVID-19). We are committed to offering the most accurate and up-to-date information on the current coronavirus to assist in your business and travel plans. Find up-to-date information on COVID-19 here.

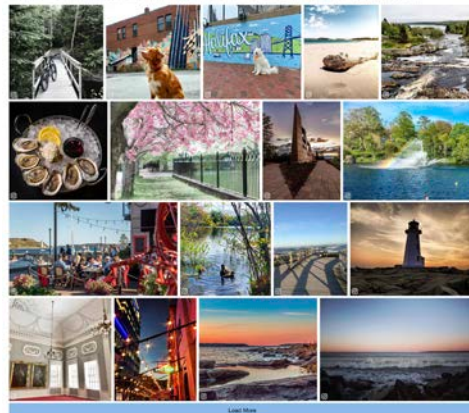
We want travellers from all over the world to know how amazing Halifax is, so we offer services and resources to travel media, journalists and social media influencers to help us spread the word.

If you are interested in visiting Halifax, please fill out a Media Assist Request Form and email it to our Marketing & Communications Manager at [discoverhalifax@discoverhalifax.com](mailto:discoverhalifax@discoverhalifax.com).



### #DiscoverHalifax

Share your adventures with us on social media! Tag us on Facebook, Instagram and Twitter or use [discoverhalifax.com](https://discoverhalifax.com) to share your photos and videos with us.



## 3.3.2 Working with Industry to Promote Safe Messaging and Visitor Communication

Discover Halifax has 480 members across Halifax Regional Municipality and is working with provincial destination marketing organizations (Yarmouth/South Shore, Cape Breton, and DEANS on the Northumberland and Eastern Shore). Discover Halifax has played a key intermediary role between the tourism industry, Halifax Regional Municipality, the downtown business commissions, Tourism NS and Public Health, and we believe are ideally suited to connect the industry to government partners. This allows Discover Halifax to be the direct connection with Public Health and the industry.

A communications committee is already in place and is made up of partners from the Chamber of Commerce, the Halifax Partnership, Halifax Regional Municipality, Develop Nova Scotia, and the department of Tourism Nova Scotia.

Destination Halifax has a number of channels to communicate with the industry members that will be beneficial in communicating the goals of Public Health:

1. DH produces regular bulletin board notifications for its members which have, to date, focused on key health messages and dispersal strategies for the industry.

2. Destination Halifax participates in regular industry webinars with local operators and other partners to discuss tourism issues going forward and what strategies can be tapped to restart the industry.
3. Destination Halifax's role in the Halifax market provides an important connection to all of our local tourism operators and a channel to discuss best practices and expectations. Should there ever be a problem at a site or venue, Discover Halifax can quickly reach out to its contacts to provide feedback and advice. Similar Regional Enterprise Networks across Nova Scotia can play a similar role.
4. Destination Halifax's Twitter and Instagram feed also connects to industry partners.
5. Destination Halifax's website provides media for its industry partners including free stock photography, press releases and media request forms. Industry partners can contribute to the photo gallery by providing images to share.



### 3.3.3 Public Signage and Public Service Announcements

Public signage at private venues are supplied by individual locations. At larger sites, like the waterfront or Citadel Hill, the overseeing jurisdiction provides their own signage following the guidelines outlined in section four.

Discover Halifax uses a far-reaching channel network for industry partners and tourists to create public service announcements as new directives from public health are announced. These channels include a dedicated tourism channel in 4000 hotel rooms, large social media channels, wayfinding

kiosks in hotels, dedicated website for tourists and industry partners, stock imagery services, industry bulletins, and MailChimp to connect email newsletters with industry partners.

Discover Halifax is open to using these channels, in partnership with Public Health to communicate important information to its members or to tourists visiting the city. Discover Halifax is a willing partner in mitigating risks with Public Health.





## 3.4 Responsive Design to Adapt to Changing Epidemiology

### 3.4.1 COVID-19 Tourism Oversight Committee

Because we believe Discover Halifax is uniquely positioned to communicate directly with its members, the industry, government partners and visiting and local tourists, Discover Halifax proposes to establish a committee to include the Halifax Regional Municipality, the Department of Public Health, and Tourism Nova Scotia, to form a **COVID-19 Tourism Oversight Committee** to provide a more direct conduit between Public Health and the industry.

The Oversight Committee will be made up of partners from the Halifax Regional Municipality, Tourism Nova Scotia, and Public Health. It is desired that the group could grow to include the other 3 provincial regional DMO's and other leading industry stakeholders.

The overall mandate of the group will be to create a proactive toolbox for the industry building on the latest public health protocols and best practices and to help advise the province on tourism-related issues including expanding a quarantine-free trade zone. The group will also provide oversight and accountability for the

tourism industry.

We request that Public Health would provide us with regular status updates on new health directives which Discover Halifax could immediately communicate with its membership.

If there are problems with a venue, or a site/destination, the committee will make contact immediately. If one of our partners is doing something innovative, we can share it with our other members. If we are successful with our certification program, we will be checking in with participants at regular interviews to audit and provide further suggestions for improvements.

We believe that an oversight committee is the best way for public health to interface directly with its tourism membership and to control behaviours at sites.



*We recommend that the Department of Public Health joins the COVID-19 Tourism Oversight Committee*

### *3.4.2 Continued monitoring of open markets where visitors are originating from*

Our partners on the oversight committee are in close communication with other provincial bodies in the tourism industry including government organizations, NGO's and destination sites. We assume Nova Scotia is in close contact with other public health authorities around the country and we assume that the provinces and federal governments are working towards a combined strategy for provincial partnerships and international partnerships.

We believe that an allied working group through the tourism oversight committee could be the best way for information to be shared rapidly through a high-speed network of organizations and operators in the industry. Also, since international travel is synonymous with the spread of the virus, it's valuable for public health to remain closely connected with the industry. We believe there are win-wins for public health and for the tourism industry in a connected strategy.

### *3.4.3 Preparedness to roll back if required.*

We recognize that the public health situation will remain fluid until a vaccine is ultimately developed. As our oversight committee begins this journey with Public Health, we will remain committed to communicating any need to roll-back any advances should another outbreak occur, forcing closures or new measures to be implemented. We believe that working together is the best way to see results with our operators and sites.



HALIFAX WATERFRONT

ARGYLE STREET

CITADEL HILL

# 04 Site Specific Actions

Tourism destinations throughout Halifax Regional Municipality identified as “hot-spots” for visitors were identified and selected for interviews to document the measures that sites have taken to ensure the safety of visitors as well as staff. All locations have been following the Workplace COVID-19 Prevention Plans as guidelines for opening, operation and monitoring. The sites are also responding to updates from Public Health on a daily basis as threat levels change and as restrictions are updated regularly.

It’s fair to say that all of the sites understand their responsibility for carrying out public health guidelines, and that the future success of the industry during the pandemic is closely tied to their ability to implement safety measures.

## Site Selection Criteria

In selecting tourism destinations throughout Halifax Regional Municipality to further research and interview regarding their strategies, several criteria guided the decision. These criteria were:

- » The destinations are recognized as high generators for tourism traffic and is definitive to the Halifax experience
- » There is an overseeing jurisdiction or a main point of contact who is carrying out the public health measures.
- » The site has plans to reopen in the near future and intends to operate in the 2020 season.
- » The site is vital to the overall success of the

tourism industry in the Halifax Region.

## Tourism Destination Sites

The selected sites were:

- » Peggy’s Cove
- » Halifax Waterfront
- » Citadel Hill National Historic Site
- » Nova Scotia Provincial Parks
- » Municipal Parks, Trails, & Gardens
- » Downtown Halifax & Dartmouth
- » Halifax Shopping Centre
- » Mic Mac Mall
- » Dartmouth Crossing
- » the Art Gallery of Nova Scotia

## General Assumptions

The discussions and research conducted for this section of the report was done so with the intent of delving into what businesses and public departments were doing to create a positive visitor experience. Although the practices throughout the workplace have a direct effect on public health and safety, this report focused its attention on customer, visitor, and public experience in these tourist destination spaces.

Based on what we heard from sources in various sectors, the following assumptions can be made:

- » Strategies and plans discussed relate only to those available during the period of June 1, 2020 to June 4, 2020, inclusive. Any provincial announcements or updates to provincial guidelines made on June 5, 2020 may not be reflected in this section of the report.
- » The strategies described in this report do not represent the exhaustive plan that workplaces or businesses have implemented.
- » The strategies discussed in this report do not include sector specific guidelines which are currently in progress. Many sectors are developing sector specific plans which provide an additional level of detail.
- » The overseeing jurisdictions are mostly located off-site and our analysis did not include assessments for their individual offices but focused on the sites being analyzed

### Tourism Sectors

Numerous economic and business sectors comprise of or support the tourism industry. Tourism sectors relevant to the destinations selected and outlined below include:

- » Accommodations
- » Activities
- » Attractions
- » Food & Beverage
- » Parks & Recreation
- » Retail
- » Sightseeing
- » Transportation

### Workplace COVID-19 Prevention Plans

Effective 5 June 2020, many businesses, services and organizations which were previously closed under the Public Health Act Order, were able to reopen if they can satisfy the Public Health protocols in compliance with the Workplace COVID-19 Prevention Plan. Many sectors important to tourism have already developed Prevention Plans including (as of June 11, 2020):

- » Association of Atlantic RV Parks and Campgrounds
- » Cosmetology Association of Nova Scotia

- » Nova Scotia Registered Barbers Association
- » Restaurant Association of Nova Scotia
- » Fitness establishments (like gyms, yoga studios, and climbing facilities)
- » Nova Scotia Gaming Corporation
- » Nova Scotia Golf Association
- » Winery Association of Nova Scotia

Sectors that were not required to close as part of the business and service restrictions list in the public health order are not required to prepare Prevention Plans.

To date, there are a few absent plans from the Hotel Association of Nova Scotia, Nova Scotia Provincial Parks and a few minor sectors like boating.

This report is designed to broadly address the requirements for the Workplace COVID-19 Prevention Plan as a general umbrella for the tourism sector and for specific tourism sites. As such, the report addresses:

- » physical (social) distancing in the workplace (staff and clients)
- » number of clients
- » how to work and interact with customers
- » cleaning
- » equipment
- » preparing employees to return to work
- » preparing for customers or clients
- » monitoring and communicating of plan

Where a specific sector association has developed their own COVID-19 Prevention Plan, that plan will take precedence over this plan and should be followed by that sector (e.g. the Restaurant Association of Nova Scotia). All other tourism businesses and sites should follow this plan.

### Public Transportation

Halifax Transit, which manages public buses and ferries in the Halifax Regional Municipality, is currently operating at a reduced capacity. This is in part due to blocking off seats to accommodate physical distancing requirements. Halifax Transit is also cleaning more frequently in response to COVID-19. In addition to more frequent cleaning of buses, ferries, and terminals, supervisors have been doing checks to ensure spaces have been properly cleaned.

# Workplace **COVID-19** Prevention Plan

If you're part of a sector association or organization, check to see if they've developed any Safe Practice Guidelines for your industry. Use the Safe Practice Guidelines to help you prepare your individual plan.



## How you work and interact with customers

Think about how you serve customers, receive supplies, deliver materials, deal with waste and cleaning. Your plan could consider measures like:

- Restricting contact through curbside pick-up and delivery
- Changing how supplies are delivered
- Cleaning and disposing of waste more often



## Physical distancing in the workplace

Physical distancing is one of the best ways to reduce the spread of COVID-19. Your plan may consider:

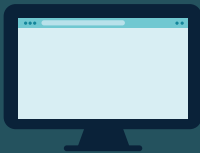
- Floor markings to separate and direct customers and clients
- Separating work-stations or cash registers
- Staggering working hours



## Cleaning

Viruses can live on surfaces for days. If you have equipment or tools shared by multiple people, think about whether you can limit who uses it and clean surfaces and objects you touch frequently. Your plan could consider measures like:

- Regularly scheduled cleaning and disinfecting throughout the day
- Frequent disinfecting of high-touch surfaces such as countertops, door handles and debit machines



## Equipment

Consider what equipment is in your workplace; such as, desks, computers, cash registers, pencils, water coolers, lunch room appliances, pens, personal protective equipment or barriers. Your plan could consider:

- Limiting who can use the equipment and a schedule to clean equipment
- Any protective equipment required for employees such as masks and gloves
- Any protective measures to be installed, like plexiglass dividers



## Preparing employees to return to work

Help employees understand their duties and responsibilities for complying with safe practices set by the industry and the employer. Your plan could consider:

- Training on how to self-assess symptoms and what to do/when to stay home
- Understanding duties and responsibilities of both managers and staff
- Policies to report and address non-compliance



## Preparing for customers or clients

Customers, service providers and suppliers need to be aware of the safety precautions they must follow. Your plan could consider:

- Signage to limit numbers, physical distancing
- Markings for line-ups and strategies to reduce opportunities for close contact
- Contactless delivery and pick-up



## Monitoring and communicating your plan

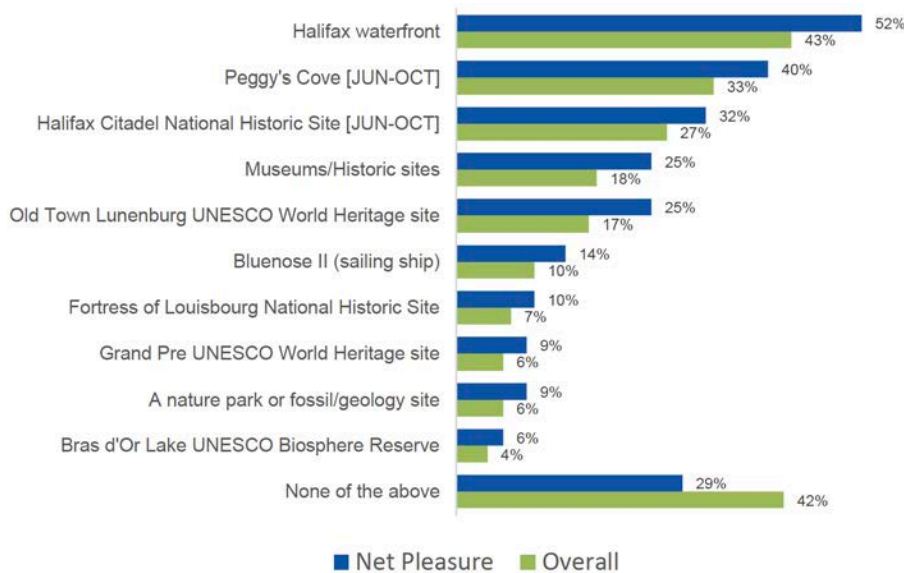
Everyone needs to be adaptable and considerate as we move forward together. It's critical to maintain and adapt your plan as the situation changes. You also need to communicate your plan and make sure people understand it.



## 4.1

## Halifax & Lunenburg Waterfronts

The Halifax Waterfront is listed as the most popular attraction among visitors to Nova Scotia with upwards of 52% of all pleasure travellers (vs business and visiting friends and relatives) visiting the site. Similarly, Lunenburg has 25% of all pleasure travellers.



Both waterfronts are managed by Develop Nova Scotia (previously the Waterfront Development Corporation) who oversees much of the public land, some commercial kiosks, washrooms, wharves, marinas and some buildings in both areas.

Both sites are frequented heavily by residents and visitors and they are 'porous' with many points of entry (some by land and some by water), with access by car, boat, walking, cycling and by transit. While many visitors come for the views of the water and ships, some come for people watching, for retail, for water-based cruises, and for cultural experiences. The waterfronts are so successful because they offer the quintessential Nova Scotia experience in a concentrated area with close proximity to the urban centres, hotels, food services, and parks and recreation.

Both waterfronts are fully integrated into the surrounding city/town, and while they operate as tourist destinations, they are also a living extension of the urban context

in which they are found. Develop Nova Scotia works closely with Halifax Regional Municipality and the Town of Lunenburg to coordinate activities and adjacent uses. As well, Develop Nova Scotia works with local stakeholders like NSCAD, the Maritime Museum of the Atlantic, Fisheries Museum of the Atlantic, Historic Properties, The Art Gallery of Nova Scotia, the Halifax Port Authority, and many adjacent land owners and businesses to oversee a comprehensive program of facilities, events, destinations, parks, playgrounds, uses, and experiences.

Develop Nova Scotia is also unique in that interfaces with land and water-based uses including operators who oversee water-based tours, recreational boaters, commercial marine traffic, and boat tours at several quayside locations (like the Bluenose).

In its role as a coordinating provincial agency, Develop Nova Scotia works with its operators to ensure high-quality standards are met for visitor experience, retail experience, event experiences and for public health. Develop Nova Scotia has taken a lead role in communicating the new public health standards with its operators on land and water.

**Interview:** Gordon Stevens, Develop Nova Scotia.

### 1. Working and interacting with customers

The 'Customers' for Develop Nova Scotia include overnight pleasure visitors, local residents, local workers, boaters and its many commercial operators. Commercial Kiosks are leased annually to business operators on the Halifax Waterfront at the "Salt Yard", sea can kiosks at the Salter Block and longer term leases on the Halifax Waterfront are managed at Murphy's at the Cable Wharf, Nova Scotia Crystal, the Waterfront Warehouse, Bishops Landing and the soon-to-be-completed Queens Marquee.

Develop Nova Scotia does not generally interact directly with tourists except through

its (1) public washrooms (Halifax), (2) public parking lots, (3) its outdoor public eating areas, (4) recreational marinas and (5) its waterfront playground and site furnishings. It does, however, interact indirectly with the public through its leases with operators, signage and wayfinding, marketing and social media, and oversight of waterfront events.

Boaters use public berthing at 7 locations on the Halifax Waterfront and 3 locations on the Lunenburg Waterfront using a registered berthing pass. Information on public slips is highlighted on the Develop Nova Scotia website and through signage.

#### **Boaters**

1. All Marina passes are done by online berthing passes. There are no physical contact for boaters.
2. All boat services (fuel, power hookups, pumpout services) are cleaned regularly following Public Health guidelines.
3. Boaters have been notified that they cannot raft up to adjoining vessels, they instead have to single file berth along wharves or piers.
4. Notification to keep a distance of at least 6 feet or 2 metres.
5. Notice to avoid using boat ramps while other people are on them
6. Notice to avoid sharing boating or fishing equipment.
7. The operation of any out-of-province vessels has been restricted under Transport Canada guidelines.
8. Notifications that only family were allowed to bubble on vessels. No more than 10 people.

#### **Operators**

1. All operators for all waterfront facilities have been directed to follow the Public Health guidelines on the Nova Scotia government website or sector-specific

plans.

2. All operators have been asked by Develop Nova Scotia to confirm what they are doing to confirm safety of their staff and customers in writing.
3. All food service operators have been referred to the RANS Rapid Recovery Guide by Develop Nova Scotia.
4. Develop Nova Scotia added decals on the pavement to show people where they can line up safely and adequate spacing.

#### **Tourists, Residents and Workers**

1. Signage to keep moving and not to gather along the waterfront.
2. Seating has been temporarily removed to reduce social contacts.
3. The submarine playground has been temporarily shut down and cordoned off.
4. The Wave has been temporarily shut down.
5. Picnic tables have been spaced appropriately for distancing.
6. More frequent cleaning routines have been put in place.
7. Big buoy signs (3'x6') reiterates social distancing.
8. Develop Nova Scotia has amplified public health protocols through social media channels and website. The website has a directed COVID-19 section for all tourists and operators (<https://developns.ca/covid-19-updates/>).
9. Proactive wayfinding signage with distancing guidelines at multiple spots along the waterfront.
10. Hammocks have been removed on the waterfront.
11. Adirondack chairs have been spaced out and are cleaned frequently by maintenance staff.
12. Public parking kiosks (which just opened



again on June 1) are being cleaned regularly. There are currently no limits on parking though Develop Nova Scotia is continuing to monitor traffic volumes in the parking lots. To date, visitation is significantly down so this has not been an issue.

13. All events on the waterfront have been temporarily shut down. Some of the events that have been tentatively postponed to later in the season and are indicated on the website.
14. Cruise tourists have been shut down for the 2020 season.
15. During the height of the pandemic, the parking lots were made free so essential workers didn't have to take transit.
16. Many constrained parts of the waterfront were shut down in the initial phase (helipad, Salter Boardwalk) but have since reopened and are being monitored for distancing.
17. Pedestrian traffic is being monitored by beam pedestrian counters on key parts of the waterfront. If density becomes an issue, Develop Nova Scotia will reevaluate plans for distancing.

## 2. Physical distancing in the workplace

### Develop Nova Scotia Staff

1. All Develop Nova Scotia staff except maintenance staff are working from home and there are currently no immediate plans to bring them back to the office.

### Operators

1. All Operators have been asked to verify that their staff

can follow the public health guidelines for distancing.

### Tourists, Residents and Workers

1. Develop Nova Scotia has installed distance markers along the waterfront for all commercial kiosks and washrooms.
2. Develop Nova Scotia has installed pedestrian traffic meters to monitor distancing and volumes on the waterfront.
3. Boaters cannot moor or cross other boats that are docked.
4. Proactive distancing signage has been installed along both waterfronts.
5. Tables have been spaced appropriately and much of the waterfront furniture has been removed to keep people moving and not lingering.
6. Operators have been directed to follow public health guidelines for all private properties and operations.

## 3. Cleaning

1. Develop Nova Scotia has increased cleanliness and safety checks of all waterfront properties throughout the day by maintenance staff.
2. Public washrooms are being thoroughly cleaned daily by private cleaning contractors (Jani King). End of day pressure washing and vacuum out of all washroom units.
3. Summer cleaning staff have been trained by Jani King and are more regularly cleaning tables and sanitizing touchable surface like parking meters through the day.
4. Touchable surfaces like furniture or playgrounds and

public art have been removed or cordoned off.

5. Develop Nova Scotia cleaning staff and private cleaning contractors are coordinating together daily on routines.

#### **4. Equipment**

1. Maintenance staff have been trained on cleaning procedures for all maintenance equipment.
2. All cleaning and disinfecting agents must be approved for use in Canada.
3. All boating equipment is disinfected regularly (pumps, hookups, etc.).
4. Parking meters are cleaned several times per day.
5. Most touchable surfaces and equipment are controlled by private operators who have been notified of public health guidelines.

#### **5. Preparing employees to return to work**

1. There are no immediate plans to bring Develop Nova Scotia staff back to work.
2. Discussions about coming back to work have been ongoing with staff for weeks. All concerns and ideas are encouraged and are being considered for practicality.
3. When staff do return, it will likely be in stages and will follow public health guidelines.
4. Senior Develop Nova Scotia staff are preparing for return to work plans.

#### **6. Preparing for customers or clients**

1. Develop Nova Scotia has set up a dedicated web page for COVID-19 restrictions and considerations.
2. Social distancing and cleanliness signage has been set up along both waterfronts.
3. Social messaging on channels is frequent about COVID-19 restrictions.
4. Any new operational changes are announced via social media (ie. service hours).

5. All operators have been notified about following public health guidelines including use of PPE's following guidelines.
6. All operators have been asked to confirm that they can meet the Public Health guidelines for their clients and staff.
7. Maintenance staff have been directed on cleanliness and disinfection protocols.

#### **7. Monitoring and communicating the plan**

1. Pedestrian trackers are checking on pedestrian density on the waterfronts daily.
2. Maintenance staff are reporting on user volumes and any special issues that may need to be addressed by Develop Nova Scotia management.
3. Develop Nova Scotia website COVID-19 information is updated as new information and resources become available.
4. Social media is being updated regularly.
5. Develop Nova Scotia is in regular contact with operators about special issues that need to be addressed.
6. Develop Nova Scotia is keeping abreast of sector Workplace COVID-19 Restriction Plans and any changes or additions needed for Develop Nova Scotia COVID-19 plans.
7. Senior Develop Nova Scotia staff are keeping in regular contact with other government agencies about best practices in various sectors and in the tourism industry.
8. Senior staff are participating in tourism industry updates and webinars regularly to share knowledge with the industry and listen to new ideas and concerns.
9. Develop Nova Scotia understands the importance of the waterfronts to the economy of Nova Scotia and as an open space resource for residents. They are committed to being a leader in COVID-19 response.

← Thread

 **Develop Nova Scotia**  
@developns


Good news: Salt Yard is in season!

Our seasonal businesses on the #Halifax waterfront are gradually reopening with important guidelines in place. @HeartwoodHFX is already in business for take out. See you on the waterfront! #mywaterfront #supportlocal #developnovascotia



8:54 AM · May 28, 2020 · Sprout Social

14 Retweets 35 Likes



## COVID-19 UPDATES

HOME > COVID-19 UPDATES

### COVID-19 UPDATES

#### REOPENING NOVA SCOTIA


Information on preparing to reopen Nova Scotia  
[Next steps to reopen Nova Scotia, Support for Business Announced](#)  
[New gathering limit, more steps to reopen Nova Scotia](#)

#### HALIFAX WATERFRONT

While the Halifax waterfront is a vital public space, it's important that we all continue to follow the recommended public health guidelines and keep a safe physical distance from other people. Please help keep the waterfront a place where individuals can get outside, exercise, enjoy the views and support our local businesses and partners.

**Important public health guidelines:**

- Walk to exercise, not to socialize
- Keep moving and don't gather along the waterfront
- If you must gather, limit your group to no more than 10 people
- Keep the three Cs in mind: caring, community, and common sense
- If you are running or cycling, exercise extra caution when passing pedestrians and maintain as much physical distance as possible
- If you do visit the waterfront (or anywhere else), remember that it is vital to separate yourself physically and maintain a

 COVID-19 Update from Develop Nova Scotia: [Learn More](#)

DEVELOPNS Posts Follow



♥ 💬 📍 📌

 Liked by jennyanneangel and others

**developns** A much-deserved shout out to this pair of Develop Nova Scotia all stars from @iheartbikeshfx. We couldn't agree more!

#Repost @iheartbikeshfx with @get\_repost

...

If you've ever worked on the waterfront you most definitely know Bill (on the left) and Stephane (on the right). It takes a lot of work to maintain this place and these two get the job done 💪

Thank you Bill and Stefan for all you do for the



**developns**  
NOVA SCOTIA

### Welcome Back Boaters

The Halifax waterfront is open again for local boaters—welcome back!

Please follow all Transport Canada guidelines for safe boating at [www.tc.gc.ca](#)

- Groups of 5 or families only
- Keep distance of 2 meters (6 feet) from other people and boats
- Don't share equipment
- No refilling at docks
- Avoid using docks when other people are on them
- Follow all Nova Scotia public health guidelines

Our gangways are currently closed from the landside to ensure boaters can maintain proper physical distancing on floating docks and gangways. Thanks for your attention to public health guidelines.

Questions? Contact us! [marina@developns.ca](mailto:marina@developns.ca)  
902.229.2628







## 4.2

## Citadel Hill National Historic Site

### Managed by:

Parks Canada

### Status:

Parks Canada is following the advice of public health experts in each province and implementing measures for cleaning, hygiene, and physical distancing at all places open for visitation following provincial guidelines.

Only those parks where measures can be implemented to minimize health and safety risks will be reopened to the public. Gradually opening following a four-phase approach:

- » Phase 1 (June 1)
  - Grounds and autonomous services open
  - Signal flags to resume in the next week
  - Parks Canada is responding to provincial standards nationwide
  - Noon Canon Restart
  - Highways and roadways which pass through Parks Canada places will remain open
- » Phase 2
  - Camping to resume at Parks Canada locations that offer camping (until at least June 21)
- » Phase 3
  - Reopening of interpretation, interior

services, activities that attract large numbers

- » Phase 4
  - Small groups activities

Group activities and public events are suspended until further notice.

### 1. Working and interacting with customers

- » Interior space remains closed to the public.
- » Grounds, perimeter road, and pathways open on June 1.
- » Tours will not be given.
- » Parks Canada is not charging an entry fee at this time and there is nothing to buy at the site.
- » The Agency is currently focusing its efforts on critical operations and is pausing all public consultations.
- » Parks Canada will resume all management planning activities, including public consultations and formal engagement with stakeholders and Indigenous peoples, once operations return to normal and capacity allows.

### 2. Physical distancing in the workplace

- » With all interior spaces closed, the Citadel is generally very open and able to accommodate a significant number of visitors while practicing social distancing.
- » Staff are coordinating entry and exit

of visitors through the narrow entries of the citadel to ensure safe distancing.

- » Staff who work on-site at the Citadel are being brought back gradually.

### 3. Cleaning

- » Parks Canada is doing more frequent cleaning of common areas, washrooms, frequent contact surfaces, and staff spaces to meet the provincial guidelines.

### 4. Equipment

- » Most equipment at the Citadel is found indoors so there is very little equipment to clean while the indoor facilities are closed.

### 5. Preparing employees to return to work

- » Parks Canada plans to bring staff back gradually.

### 6. Preparing for customers or clients

- » Cautiously moving forward to ensure safe opening.
- » Ensuring they have capacity and public spaces are managed effectively.
- » Tour numbers will be limited.
- » Implementing one-way travel paths.
- » Interpreters may be outside and also controlling crowds.
- » Learn to Camp program will not be available this year.
- » Some heritage material will be shared online
- » When visitation is resumed, fewer materials will be handed out and self-guided tours will be more common.
- » Digital programming and mobile applications will be used more frequently.
- » Time loop augmented reality application (for example, you can stand on the ramparts and see the 1940s).
- » Other personal mobile / digital experiences may be developed.

### 7. Monitoring and communicating your plan

- » Training for frontline staff to educate public.
- » Commissionaires also on site.
- » Parks Canada is not authorized to enforce compliance.
- » Suite of signage for all Parks Canada locations to include signs for one-way access, physical distancing, and limited access spaces.
- » Social media.
- » Providing pre-trip, COVID-19 specific information.
- » May need information signage in washrooms.

#### General / Other:

- » Interpretation is managed by Halifax Citadel Society not by Parks Canada directly.
- » The Interpretive team has been training remotely and is prepared when the season begins.



^ Figure  
Parks Canada physical distancing sign





## 4.3

## Nova Scotia Provincial Parks

### Managed by:

Provincial Parks - Department of Natural Resources

### Tourism Sector:

Parks & Recreation

### Status:

Day use is open

### 1. Working and interacting with customers

- » Online check-ins for camping
- » Contactless payment for items such as wood
- » Committed to following all necessary guidelines in their offices and in the field

### 2. Physical distancing in the workplace

- » Park offices will provide service to campers at drive-up window or allow one visitor inside at a time
- » Committed to following all necessary guidelines in their offices and in the field

### 3. Cleaning

- » Cleaning logs
- » Limited hours of operation for washroom facilities to allow for enhanced cleaning

### 4. Equipment

- » Park offices will provide service to campers at drive-up window or allow one

visitor inside at a time

- » Committed to following all necessary guidelines in their offices and in the field

### 5. Preparing employees to return to work

- » Keeping it simple and consistent
- » Committed to following all necessary guidelines in their offices and in the field

### 6. Preparing for customers or clients

- » Encouraging people to use parks or beaches that are further away from Halifax core or less used
- » Major Halifax Regional Municipality beaches could be overwhelmed but not due to interprovincial travel. Local residents on hot days will flock to beaches
- » Issues that may arise could be the result of over-capacity parking, visitors not distancing, or unforeseen problems with facilities and cleaning
- » Reduced hours for comfort stations including washrooms and changerooms
- » One family in washroom at a time
- » Non-food vendors only OR
- » Food concessions for takeout
- » Modified lesson plans
- » No picnic tables
- » Determining a strategy for lineups
- » Reduced number of campsites are available to ensure physical distancing

requirements are met

- » Only campers with reservations will be permitted to enter campgrounds and stay overnight
- » Only registered campers will be permitted in campgrounds

## **7. Monitoring and communicating your plan**

- » Educating people before enforcement
- » Staff can educate but don't have enforcement powers. They will call police if needed
- » Social media and website
- » Signage is currently being fabricated and installed in many places
- » Signage plan in place

### **General / Other:**

- » Already seeking guidance regarding communication from Dr. Strang
- » Currently, no visitors from outside the province but it is not expected to overwhelm the parks or beaches if interprovincial travel were to open
- » No concern with regards to capacity at provincial parks if borders with other provinces were opened if the Department of Public Health deems it safe to do so
- » Scheduled to have lifeguards return this summer
- » Continuing to provide services safely
- » Looking to other jurisdictions in Canada for innovative ideas if necessary

**Managed by:**

Halifax Regional Municipality

**Tourism Sector:**

Parks & Recreation

**Status:**

Open with some restrictions

COVID-19 which includes adhering to the most updated guidance and precautions from health officials with regards to cleaning equipment

**1. Working and interacting with customers**

- » Halifax Regional Municipality offices are currently closed to the public

**2. Physical distancing in the workplace**

- » Municipal staff who can work from home have been directed to do so
- » The municipality is committed to taking the steps necessary to reduce the spread of COVID-19 which includes physical distancing

**3. Cleaning**

- » At this time there is no strategy for cleaning park amenities such as benches and playgrounds
- » Cleaning at the necessary frequency will be a challenge

**4. Equipment**

- » Municipal staff continue to work with the province to align recommendations of health officials and the provincial order
- » The municipality is committed to taking the steps necessary to reduce the spread of

**5. Preparing employees to return to work**

- » Parks staff and management continue to work and are adhering to all physical distancing protocols. Additional work sites and multiple shifts have been created to limit crowding in Halifax Regional Municipality depots.
- » Exercising protective measures such as proper and frequent hand-washing

**6. Preparing for customers or clients**

- » Encouraging the public to get outdoors and be active while physically distancing
- » Capacity concerns only in locations with narrow paths (e.g. Halifax Public Gardens)
- » Capacity concerns have yet to be realized
- » Adequate availability of parks and trails throughout Halifax Regional Municipality to support residents and visitors
- » Playgrounds remain closed
- » Virtual events are being planned that will provide opportunities to connect and encourage people to get out and enjoy the municipality
- » Considering ways to use virtual platforms like social media to have shared outdoor experiences
- » Preparing to consider strategies that have been adopted in other Canadian cities if needed or requested

## **7. Monitoring and communicating your plan**

- » Staff are educating the public when necessary
- » If necessary, police will enforce the Public Health Act
- » Halifax Regional Municipality Parks, Trails, and Gardens website

### **General / Other:**

- » Outdoor spaces are more challenging to monitor and clean than indoor spaces because access is not as restricted
- » Evaluating spaces to ensure they are as open and unconstrained as possible





**Managed by:**

Halifax Regional Municipality Events, Halifax Regional Municipality Regional and Community Planning, Halifax Regional Municipality Traffic, Downtown BIDS

**Tourism Sector:**

Accommodations, Food & Beverage, Activities, Attractions, Halifax Regional Municipality Events, Halifax Regional Municipality Regional & Community Planning

**Status:**

Open

**1. Working and interacting with customers**

- » Halifax Regional Municipality service centres are closed to the public
- » Retailers, restaurants, accommodations, and other amenities and services are responsible for adhering to sector-specific and provincial guidelines and recommendations

**2. Physical distancing in the workplace**

- » Municipal staff who can work from home have been directed to do so
- » The municipality is committed to taking the steps necessary to reduce the spread of COVID-19 which includes physical distancing

**3. Cleaning**

- » Halifax Regional Municipality staff will be cleaning high contact surfaces more frequently
- » The municipality is committed to taking the steps necessary to reduce the spread of COVID-19 which includes following the provincial guidelines for cleaning

**4. Equipment**

- » Municipal staff continue to work with the province to align recommendations of health officials and the provincial order
- » The municipality is committed to taking the steps necessary to reduce the spread of COVID-19 which includes adhering to the most updated guidance and precautions from health officials with regards to cleaning equipment

**5. Preparing employees to return to work**

- » The Halifax Regional Municipality is reducing the number of employees in the workplace where possible while still maintaining operations
- » The Halifax Regional Municipality is exercising protective measures such as proper and frequent hand-washing

**6. Preparing for customers or clients**

- » Currently, public event permits are not being issued
- » Large annual events will be postponed until next calendar year

- » Argyle Street is closed to traffic to allow more space to move and dine; not to linger
- » Slow Streets program to allow adequate sidewalk space for physical distancing
- » Halifax Mobility Response Shape Your City map and question
- » Events will either be postponed until next calendar year or occur online
- » Public art projects underway on Spring Garden Road and at Queen's Marque
- » Looking to the Canadian Urban Institute for what is happening elsewhere
- » Exploring ideas for outdoor and real-world experiences through virtual reality technology
- » Plans for theatre underway but also potential for comedy and music shows
- » Exploring ideas to provide opportunities for individuals to experience things separately through mobile applications (example: live music)

## **7. Monitoring and communicating your plan**

- » Police will be circulating more frequently by foot and bicycle to educate and enforce the Public Health Act, if necessary
- » The Halifax Regional Municipality is communicating via social media, departmental websites, and on site signage

## STAY SAFE IN ELEVATOR

Please maintain social distance  
as indicated by floor decals.



## STAY SAFE IN ELEVATOR

Please maintain social distance  
as indicated by floor decals.



## TO RESPECT SOCIAL DISTANCING

Please limit elevator  
passengers to  
**1 INDIVIDUAL  
OR BUBBLE.**

SAMSUNG  
Galaxy S20 Ultra 5G



with 100x Space Zoom.

TELU

**Site Type:**

Shopping Centre

**Tourism Sector:**

Retail

**Status:**

Open

**1. Working and interacting with customers**

- » Seeking to create a safe environment to allow shoppers to feel comfortable when visiting
- » Acrylic barrier at Guest Services to protect staff and guests

**2. Physical distancing in the workplace**

- » Seeking to create a safe environment to allow retailers to continue to operate successfully
- » Social distancing is being practiced

**3. Cleaning**

- » Increased cleaning frequency
- » Frequent disinfecting of common areas, particularly in high frequency touch points throughout the centre as well as restrooms

**4. Equipment**

- » Increased cleaning frequency
- » Frequent disinfecting of high frequency touch points and surfaces

**5. Preparing employees to return to work**

- » Seeking to create a safe environment to allow retailers to continue to operate successfully
- » PPE including masks, gloves, and visors are available for all on site staff
- » Increased cleaning

**6. Preparing for customers or clients**

- » Limiting groups to less than 10
- » Limiting access to some amenities at this time to ensure customer safety. These include:
  - Stroller program
  - Nursing lounge
  - Soft seating areas
  - Mall walking program
  - Community booth
- » These programs will be reevaluated as restrictions lift or alter with the goal of maintaining guidelines currently in place
- » Increasing awareness of text concierge service which allows customers to text Guest Services to clarify hours, guidelines, best practices, and re-opening details
- » Traffic flow markers to further allow proper social distancing while navigating the centre

**7. Monitoring and communicating your plan**

- » Increased security to provide reminders of social distancing and ask large groups to disperse

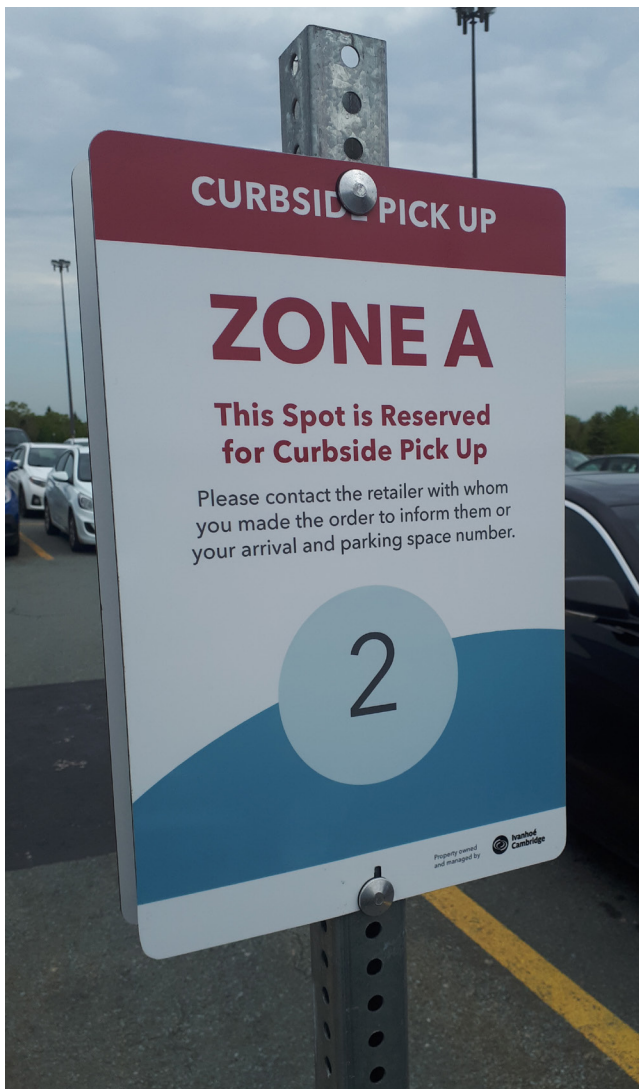
- » Communications plan developed to include multiple customer touchpoints includes:
  - Social media
  - Website
  - e-newsletter
  - On-site signage
- » All messaging reinforces measures being taken to provide a safe environment for guests and retailers

- » Includes customer health guidelines and best practices
- » On-site signage includes social distancing reminders at all touchpoints
- » Traffic flow markers throughout shopping centre

#### ^ Figures

Left: parking spaces have been made available for curbside pick up

Right: public health and safety signs posted prior to entering the building





**Managed by:**

Ivanhoe Cambridge Inc

**Tourism Sector:**

Retail

**Status:**

Open with some restrictions

**1. Working and interacting with customers**

- » Retailers are responsible for ensuring plans are in place to ensure physical distancing and cleaning practices follow guidelines

**2. Physical distancing in the workplace**

- » Retailers responsible for ensuring safe work spaces and practices in-store
- » Guest services is currently closed but available via online chat

**3. Cleaning**

- » Following Public Health Agency of Canada recommendations
- » Increased cleaning frequency
- » Soap dispensers filled regularly
- » Cleaning frequency of common areas has increased
- » Cleaning products comply with COVID-19 sanitizing in the workplace recommendations

**4. Equipment**

- » Following up-to-date provincial recommendations which includes frequent equipment cleaning

**5. Preparing employees to return to work**

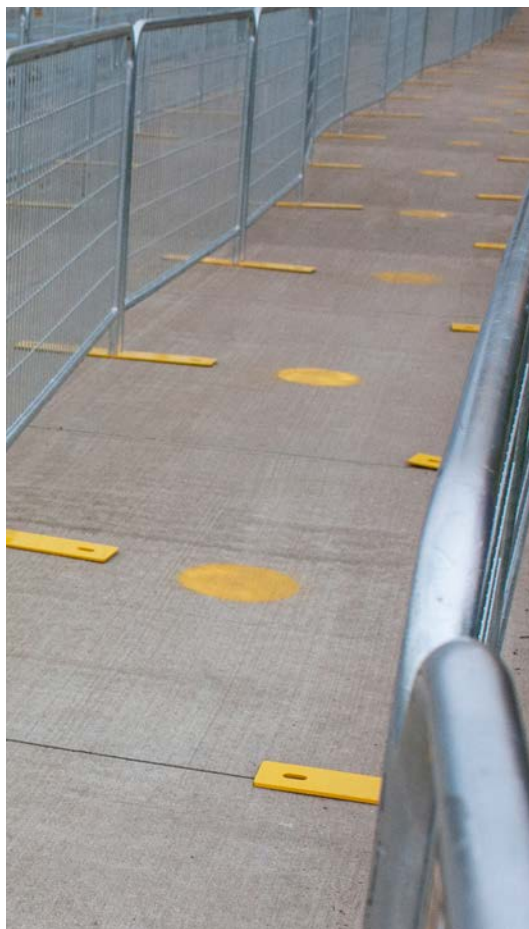
- » Retailers may have additional safety measures in place or adjusted store hours

**6. Preparing for customers or clients**

- » Maximum two people on elevators with signs to indicate
- » Retailers responsible to manage in-store numbers
- » Curbside pickup spaces have been provided
- » Retailers may adjust operating hours
- » Some vendors have food available for takeaway. Uncertain when seating will re-open (not before June 5)
- » Additional antiseptic hand-gel dispensers in place

**7. Monitoring and communicating your plan**

- » Monitoring of tenants', customers', and visitors' awareness of hand-washing hygiene and respiratory etiquette
- » Staff and security can educate and direct patrons to the most up-to-date information from the province
- » Website
- » Public health and safety signs posted before entry to mall
- » Wayfinding and information signage throughout mall
- » Directional arrows throughout mall
- » Physical distancing signage at all escalators and elevators



**^ Figures**

Top Left: businesses may encourage curbside pickup or takeout options

Top Right: wayfinding sign

Bottom Left: outdoor lineup markers

Bottom Right: businesses may take additional precautionary measures

**Managed by:**

Centrecorp Management Services Ltd.

**Tourism Sector:**

Accommodations, Retail, Food & Beverage

**Status:**

Open

**1. Working and interacting with customers**

- » Patrons are asked to please adhere to physical distancing regulations and wash and sanitize hands often

**2. Physical distancing in the workplace**

- » Employees are following workplace recommendations of health officials for cleaning of all surfaces and physical distancing

**3. Cleaning**

- » Village Shops will be cleaning and sanitizing surfaces regularly
- » Businesses are responsible for cleaning

**4. Equipment**

- » Village Shops will be cleaning and sanitizing surfaces regularly
- » Businesses are responsible for cleaning

**5. Preparing employees to return to work**

- » Businesses may have additional safety measures in place

**6. Preparing for customers or clients**

- » Businesses are responsible for monitoring lineups, advising customers on physical distancing, and placing sidewalk markings outside store to manage numbers
- » Go Wild! Playground remains closed until further notice
- » Specific retailers and restaurants may have adjusted hours so patrons are asked to check in advance
- » Retailers and restaurants may not be offering all services

**7. Monitoring and communicating your plan**

- » Businesses are responsible for monitoring and educating
- » Dartmouth Crossing homepage is regularly updated to include businesses which are open, re-opening dates of businesses which remain closed, and businesses that offer curbside pickup or takeaway options
- » Social media
- » Patrons are asked to check with specific businesses for adjusted hours and additional measures that may be in place
- » Retailers and restaurants are responsible for lineup markers and wayfinding and information signage



**Managed by:**

Province of Nova Scotia

**Tourism Sector:**

Attractions

**Status:**

No opening date yet. May open in late June or early July upon the arrival of PPE

**1. Working and interacting with customers**

- » Gallery is preparing for social distancing and queueing areas for entry, shops, and restrooms

**2. Physical distancing in the workplace**

- » Acrylic barriers to keep staff protected as main points of contact

**3. Cleaning**

- » More frequent cleaning of high-touch surfaces
- » Cleaning schedule will be in place for staff to rotate

**4. Equipment**

- » Plan is being developed

**5. Preparing employees to return to work**

- » Plan is being developed

**6. Preparing for customers or clients**

- » Maximum capacities have been established in the galleries

- » One way traffic flow routes have been established
- » Stanchions have been ordered
- » There will be limited hours of operation (winter hours)
- » Currently, online programs are available including virtual tour
- » Artists cannot travel which poses challenges to present some exhibits
- » Cancelled exhibits may be rescheduled later on, if possible

**7. Monitoring and communicating your plan**

- » Additional staff will be hired for crowd control as needed
- » Pinch-points will be monitored
- » Visitors will be informed about social distancing, but staff cannot enforce
- » Social media
- » Website
- » e-newsletter
- » Signage on-site to communicate rules
- » Maximum capacity will be posted and visitors will be expected to self-count as they enter rooms

**General / Other:**

- » Plan is being developed
- » The gallery will re-open when it is ready to receive visitors

# Visitor Information Centre



## 4.10 Peggy's Cove

Peggy's Cove is the #2 destination in the Province with visitation from up to 40% of all net pleasure travellers. The Peggy's Cove Preservation Area and community was created by the Nova Scotia government to preserve the unique scenic beauty, character and atmosphere of Peggy's Cove for residents and visitors. The area is controlled by the Peggy's Cove Commission Act to coordinate land uses, overseen by the Peggy's Cove Commission.

The Peggy's Cove Commission has recently been coordinating with Develop Nova Scotia to prepare plans for the future of the community.

Neither the Commission, nor Develop Nova Scotia oversee the day-to-day operation of Peggy's Cove and instead, individual businesses, residents and the Visitor Information Centre (Tourism NS) oversee daily operations. This lack of day-to-day oversight means that there is no jurisdiction assigned to coordinating the Public Health guidelines at Peggy's Cove.

Individual businesses follow the guidelines with respect to their property and business operation,

but there is no oversight of the overall protected area.

Some jurisdiction should be assigned oversight in the interim and Develop Nova Scotia would be a logical body since they are currently overseeing the Halifax and Lunenburg Waterfronts as well as coordinated plans for the future of Peggy's Cove. In other locations, Develop Nova Scotia has taken a lead role in communicating the new Public Health standards with on-site operators at their sites.

**Interview:** Gordon Stevens, Develop Nova Scotia.

### 1. Working and interacting with customers

Develop Nova Scotia is currently overseeing the future master plan but does not oversee the day to day activities of Peggy's Cove. To our knowledge, there is no jurisdiction overseeing the implementation of COVID-19 restriction plans. This is a gap in the current tourism network.

#### Operators

- » All operators for all Peggy's Cove facilities are following the public health guidelines on the Nova Scotia government website or sector specific plans.
- » All food service operators are following the to RANS Rapid Recovery Guide.

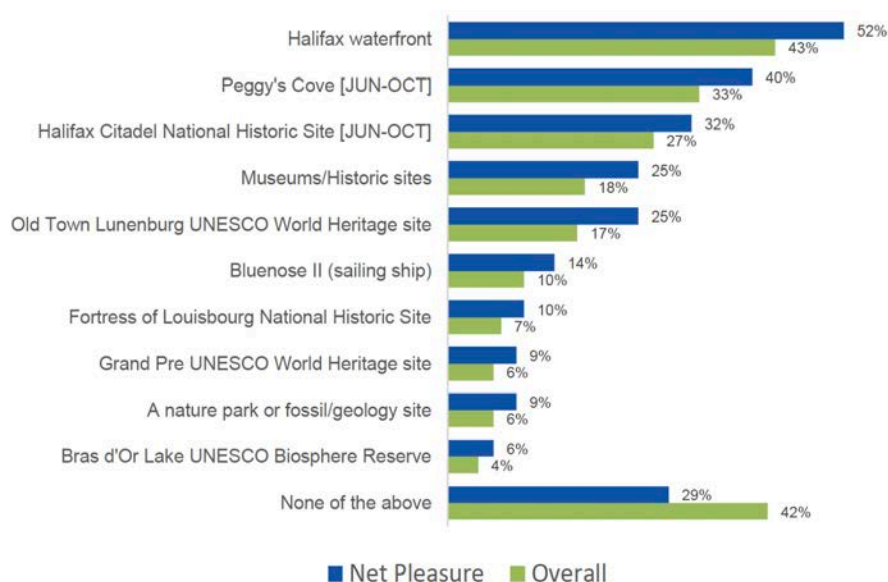
### 2. Physical distancing in the workplace

#### Operators

- » Operators are thought to be following the public health guidelines for distancing.

### 3. Cleaning

- » Operators are thought to be following the public health guidelines for cleaning.



- » The Provincial VICs are closed but Tourism NS is working towards an early July reopening following public health guidelines.

#### 4. Equipment

- » Operators are thought to be following the public health guidelines for equipment sanitation.

#### 5. Preparing employees to return to work

- » There are no overseeing jurisdictions and no staff.

#### 6. Preparing for customers or clients

- » Individual businesses and operators are following the public health guidelines.

#### 7. Monitoring and communicating the plan

- » There is no monitoring or communication plan.

