CLUBLINK Business Continuity Plan

Operating during a Pandemic

At times, we may need to operate our properties during an outbreak or a Pandemic. The below procedures will help protect employees, members and their guests alike. It is imperative to reduce the spread of a virus and we must ensure we are all following the below protocols.

It will be determined at which level of Pandemic controls are going to be in place by Corporate office, the REDO and DOO/GM of each property. This may vary based on geography and/or demographics. There will be 3 levels of Emergency preparedness for operation during a Pandemic or outbreak.

Level 1 = Limited Service Level 2 = Intermediate Service Level 3 = Full service

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| --- | --- | --- | --- |
| **Amenities** | **Level 1** | **Level 2** | **Level 3** |
| **Bag Drop** | | | |
| Bag Storage |  | ● | ● |
| Club Cleaning |  |  | ● |
| Golf Carts | ● | ● | ● |
| Pull Carts | ● | ● | ● |
| Bag Service |  |  | ● |
| **Practice Area** | | | |
| Driving Range | Member clubs only | ● | ● |
| Putting Green | Member clubs only | ● | ● |
| Short Game | Member clubs only | ● | ● |
| **On Course** | | | |
| Halfway Hut |  |  | ● |
| On Course Washrooms | ● | ● | ● |
| Beverage Carts |  | ● | ● |
| Starter | ● | ● | ● |
| Play Coordinator |  |  | ● |
| Rakes |  |  | ● |
| Ball Washers |  |  | ● |
| Water Coolers |  |  | ● |
| Garbage Cans | ● | ● | ● |
| **Clubhouse** | | | |
| Golf Shop | Daily Fee only | ● | ● |
| Washrooms | ● | ● | ● |
| Bistro |  | ● | ● |
| Confectionary | ● | ● |  |

# Level 1: LIMITED SERVICE

### General Best Practices

* Keep a distance of at least 2 meters from others, at all times.
* Avoiding common greetings, such as handshakes and instead greet with a wave.
* Wash your hands often for at least 20 seconds and use hand sanitizer. Do not touch your face with unwashed hands.
* Self-monitor for symptoms of COVID-19 including cough, fever and difficulty breathing. If you start to feel sick go home immediately and follow the advice of public health authorities.
* Practice respiratory etiquette, including coughing and sneezing into your arm. Dispose of tissues immediately into trash receptacles.
* Enhance housekeeping practices, including cleaning and disinfecting of surfaces, equipment, and high frequency touch points.

### Social Distancing

* Tee times will be moved to 12-minute intervals (RH/HL 10-minute intervals) and there will be no split tees to promote spacing and reduce gatherings of groups.
* No walk-up tee times, tee times must be made in advance.
  + Can offer discretionary two-some spots during off-peak times if/when appropriate.
* Customer access to the property is limited to 15 minutes prior to their tee time.
* Tee times for Member groups greater than one 4-some (groups of 8-12-16) must be organized in advance of arriving at the property.
* One person per golf cart except for individuals living in the same household.
* Employees will maintain a distance of at least 2 meters from others at all times, using physical barriers or markings when possible.
* Plexiglass shields will be installed to protect employees and customers during payment interactions.
* Floor markings and signage will be used to maintain 2 meters of space between customers when a line is required.
* Remove all seating areas that encourage group gatherings. Do not put out seasonal furniture around clubhouse, restrict access or remove furniture in the clubhouse and around the half-way house.
* Stagger employee schedules and hours to avoid crowding the workplace. Segregate operations and key staff as much as possible to minimize the potential of exposing the entire staff to the virus.
* Increase the distance between desks or workstations.
* No more than 5 people will be allowed in the same area at any time.

### actions to prevent the spread of covid-19

* Employees must sign in/out using the ADP mobile app or via text message/email to manager. Do not use time clocks.
* Where possible designate single use for washrooms, equipment, workstations, keypads, phones, radios, tools…etc.
* Employees must bring their own drinks/beverages to consume during their shift. No shared self-service F&B stations or equipment will be available (ie. coffee, vending machines, microwave, fridges…etc.).
* Employees will only have access to fill up their personal bottles with water while working on property. No takeout containers or glassware will be provided.
* Employees can eat lunch at their workstation if they have a designated desk/office/area, otherwise they must eat lunch in their cars or outside while respecting social distancing guidelines.
* Turf equipment will be removed from the building and parked outside in designated areas, prior to daily start time, with appropriate separation.
* All equipment will be fueled by 1 designated employee prior to start time. This employee will complete all fuel logs.

# Property Modifications

* One person on entrance (greeter) to stop vehicles to inform customers of protocols prior to teeing off.
* Customer must stay in the parking lot until 20 minutes prior to their tee time. Customers that arrive more than 30 minutes before their tee time will not be permitted in the parking lot. Some clubs may operate at 15 min if the property is deemed to be a concern about number of people at large.
* Limited clubhouse access and entrance points. Map out flow and plan for customer/employee access to each facility to minimize touch points.
* Doors will be propped open whenever possible to minimize touch points between employees and customers.
* Designated washrooms will be available. Non-essential shared supplies will be removed.
* Locker rooms and shower facilities are closed.
* No bag storage, club cleaning or bag service is available.
* Rental and demo clubs will not be available.
* Contractors will only have access to the property to perform essential maintenance work.
* Restrict visitors and vendor access to the property. No in-person meetings permitted.
* Review shipping and receiving practices and practice social distance when loading/offloading, and handling paperwork.
* All golfers must leave the property immediately following the round of golf.

### practice facilities

* At Member clubs, practice facilities (driving range, putting green and short game areas) are open to golfers with booked tee times 15 minutes prior to their tee time.
  + Driving Range
    - Driving range stations will be spread out at least 2 meters apart with distinct separation between stations.
    - Remove all non-essential devices from the range, such as bag stands or den caddies.
    - Golf balls are stacked in pyramids to avoid the member or guest from touching range balls wherever possible.
  + Putting Green/Short Game
    - Golfers must use their own practice balls.
    - Use a modified pin with a nail or spike to locate the pin. Do not cut holes in putting green. Golfers to putt up to the pin only.
    - Remove bunker rakes where applicable.
* At daily fee properties, practice facilities (driving range, putting green and short game areas) are closed and physical barriers and signage are used to prevent access.

### food & beverage

* All clubhouse restaurants are closed, limited pre-packaged confectionary items and drinks will be available in one designated location.
  + Include note that it is still illegal for Member/guests to bring their own alcoholic beverages.
* This location will also have limited merchandise available for purchase over the counter (gloves, balls, sunscreen, bug spray and hats only).
* Location selection should be made based on limiting contact with member/guest and limited contact of entry doors or other hard surfaces. Location options:

1. Bistro
2. Halfway house
3. Golf shop (all DF will be Golf Shop)

* Products for sale:
  + Selected Alcoholic and Non-Alcoholic Beverages (I.e Diet Coke but no hot beverages including coffee)
  + Chips/Cookie/Granola bars/Chocolate/packaged sandwiches and wraps
* Limited time of operation 9am to 3pm.
* When possible, have staff prepare confectionary order vs. guest grabbing their own.
* Plastic bags for service.
* Stocking to happen once a day only to allow proper sanitizing.

### check-in

* At Member clubs, the golf shop will be closed to customers and golfers will check-in with starters 5 minutes prior to their tee time.
  + Starter to record member account payment details (carts and guest fees) and communicate to golf shop (iPad/laptop, radio, track on manual tee sheet).
* At daily fee properties, golfers can check-in directly with the starter 5 minutes prior to their tee time if they pre-paid and no confectionary items are required, otherwise they will check-in and pay in the golf shop.
* Scorecards and pencils will be provided by the starter at the first tee for the group on request.

### payment

* At Member clubs, the only payment accepted on-site will be Member account charges (no signature required). All other payment types must be made in advance.
* At daily fee properties, only credit cards and Interac are accepted (no cash). Payments will be taken in advance when possible.

# Golf Cart and Pull Cart Modifications

* All golf carts will be staged with name plates of customer (when known) and cart cards will be used to reinforce policies and procedures to golfers. Stage cart with keys.
* No charge for pull carts at daily fee clubs to promote their use and help alleviate golf cart use.
* No sand/seed bottles provided in carts or available elsewhere on property.
* No tees, scorecards or pencils will be put in carts.
* Customers will load/unload their own golf bags on carts.
* Return cart staging areas to be created for safe return of carts to appropriate area using physical barriers or markings when possible. Carts left in parking lots are prohibited.
  + Garbage receptacles to be provided in return cart staging area for customer use.
  + A garbage bag will be placed in each cart. Customers will be asked to clean cart after use by putting all items in bag and disposing of bag in the bins provided at cart return staging area.
* Employees will be assigned a personal dedicated towing cart to minimize contact with used golf carts prior to cleaning and sanitization.

# On Course Modifications

* A touchless ball retrieval solution will be attached to the flagstick that will allow the golfer to lift the ball out of the hole with their putter.
* All golfers will be instructed that flagsticks must remain in the hole and not to touch them.
* No water coolers or water stations will be available on course.
* Ball washers and course furniture will be removed, where possible.
* Bunker rakes will be removed from the course and these areas will be temporarily played as non-hazards. Put a local rule in place that permits placing your golf ball in any bunker on the course.
* There will be no beverage cart.
* No formal play coordinator. DOO/golf staff to do on course tours to ensure policies and procedures are being followed. This includes but not limited to, alcohol consumption, social distancing, golf course local condition rules, pace of play.
* The halfway house will be closed unless it is used as the designated location for sale of confectionary items and drinks.
* Garbage cans (without lids) will be available on course.
* Only fixed on-course washrooms with running water will be open.

# Cleaning and Disinfection

* In addition to routine infection control, employees will wash hands frequently and wear gloves when cleaning, disinfecting and attending to customers. Refer to the SOP for procedure details and post the Handwashing Poster at all hand washing sinks:
  + SOP: Hand Hygiene and Glove Removal
  + Poster: Handwashing
  + Poster: Glove Removal
* High frequency touch points (across all departments and washrooms) will be disinfected every two hours of operation. Refer to the SOPs for procedure details and the checklist for a list of touch points in each department:
  + SOP: High Frequency Touch Point Disinfection Non-food Contact Surfaces
  + SOP: High Frequency Touch Point Food Contact Surfaces
  + Checklist: High Frequency Touch Point
* In addition to scheduled cleaning of high frequency touch points, each staff member will have their own spray bottle with disinfectant (and/or food-safe sanitizer when applicable) to use to disinfect/sanitizer their area, equipment and tools.
* In addition to routine cleaning and disinfecting of washrooms (including fixed on-course washrooms), an enhanced hard surface disinfection will be applied twice a day. Refer to the SOPs for procedure details:
  + SOP: Standard Washroom Cleaning and Disinfection
  + SOP: Enhanced Hard Surface Disinfection
* Alcohol-based hand sanitizer will be available outside of washrooms and in public areas.
* Kleenex will be available in washrooms and public areas.
* Enhanced Golf Cart/Pull Cart cleaning and disinfection will occur at the end of the day or between customer use. Refer to the SOPs for procedure details:
  + SOP: Enhanced Golf Cart Cleaning and Disinfection
  + SOP: Enhanced Pull Cart Cleaning and Disinfection
* Enhanced Turf equipment cleaning and disinfection will occur at the end of the day or between employee use. Refer to the SOP for procedure details:
  + SOP: Enhanced Turf Equipment Cleaning and Disinfection
* Please refer to the excel summary for an overview of all the above SOPs – it includes the use(s), chemical(s), PPE and supplies required for each:
  + Cleaning and Disinfecting SOP Summary

# Communication

* Develop a full communication strategy to ensure employees, Members, guests, suppliers, vendors and contractors are aware of current operating policies and procedures:
  + Email
  + Social media
  + Signage
  + Website
  + Member captain committees
* Communication to be translated into different languages where necessary (Korean)
* Please refer to the Signage and Graphic Summary for a list of signs and posters shipped by Corporate or available to download:
  + COVID-19 Signage and Graphic Summary
* Scripts:
  + Parking Lot Greeter Script
  + Starter Script
* Training:
  + All employees are trained on applicable Safe Operating Procedures (SOPs) and other best practices to prevent the spread of COVID-19.
  + Please complete the Employee Training Sign-off sheet for all equipment and on-the-job procedure/policy training:
    - Template: Employee Training Acknowledgement
* Implementation:
  + Email final document to all once confirmed and post all final documents/templates on MyClubLink.
  + Email confirmation of supplies ordered and quantity to Clubs so that they know what is coming from Corporate (chemicals, supplies, scripts and signage).
  + Dry run at a Club to test out with no Members (open clubs strategically to test and refine at a couple clubs first as well).

# operating standards/activities

### Turf

* On-course maintenance will occur at the below frequency unless otherwise approved by the Regional Director and Executive Director of Turf Operations or Regional Superintendent:
  + Triplex Mow Greens (7X / week)
  + Roll Greens (3X / week)
  + Walk Mow Collars (2X / week)
  + Triplex Mow Tees (2X / week)
  + Mow Fairways (2X / week)
  + Mow Approaches (2X / week)
  + Machine Groom Bunkers (1X / week)
  + Rough (1X / week)
  + Course Set Up (7X / week)
* Frequency of the following is based on approved Turf maintenance plan and done in accordance with the benchmark hour guidelines:
  + Hand watering
  + Spraying
  + Fertilizing
  + Irrigation
  + Topdressing
  + Gardens
* Refer to the below template to create benchmark guidelines for your property:
  + Template: Turf Benchmark Hours - Example HP

# Supplies/products

* Corporate has sourced and ordered all essential chemicals and supplies necessary for opening and to implement the prescribed cleaning and disinfecting SOPs. Please refer to the Supply/Product Corporate Order summary for a list of products, quantity and shipping details:
  + Product and Supply Corporate Order Summary
* The supplies have been ordered at a quantity estimated to be sufficient for 30-45 days after implementation of Level 1. It is estimated that all supplies will arrive by May 1st.

### PERSONAL PROTECTIVE EQUIPMENT

* Gloves
* Face shields
* Plexiglass barrier
* Non-surgical masks
  + Wearing a non-medical mask or face covering while out in public is optional. If you do choose to wear one, refer to our guidelines on wearing non-medical masks and how to make your own. (Govt Canada)

### Personal Hygiene

* Hand soap
* Paper towel
* Hand sanitizer
* Kleenex
* Toilet paper

### Cleaning Chemicals

* ECOLAB Peroxide Multi Surface Cleaner and Disinfectant
* ECOLAB Neutral Disinfectant Cleaner
* ECOLAB Scrub Free Bathroom Cleaner and Disinfectant
* ECOLAB Oasis 146 Multi-quat Liquid Sanitizer
* ECOLAB Sanitizing Wash 'n Walk
* Krown Power Kleen MP21

### Cleaning supplies

* Spray bottles
* Microfiber cloths
* Garden sprayer
* Kitchen garbage bags