

CLUBLINK BUSINESS CONTINUITY PLAN

OPERATING DURING A PANDEMIC - UPDATED: APRIL 30, 2020

LEVEL 1: LIMITED SERVICE

At times, we may need to operate our properties during an outbreak or a Pandemic. The procedures below will help protect employees, Members and their guests alike. Following these protocols is imperative to reduce the spread of a virus.

Corporate staff together with the Regional Directors and property Directors of Operation/General Managers of each property will determine the protocol level and therefore, the operational standards in place at any given time. This may vary based on geography and/or demographics. There are 3 levels of Emergency preparedness for operation during a Pandemic or outbreak. Below are the details for Level 1.

AMENITIES	LEVEL 1
Bag Drop	
Bag Storage	Not available
Club Cleaning	Not available
Golf Carts	Available
Pull Carts	Available
Bag Service	Not available
Practice Area	
Driving Range	Available ¹
Putting Green	Available ¹
Short Game	Available ¹
On Course	
Halfway Hut	Not available
On Course Washrooms	Available
Beverage Carts	Not available
Starter	Available
Play Coordinator	Not available
Rakes	Not available
Ball Washers	Not available
Water Coolers	Not available
Garbage Cans	Available
Clubhouse	
Golf Shop	Available ²
Washrooms	Available
Bistro	Not available
Confectionary	Available

¹Member Clubs Only, ²Daily Fee Clubs Only

GENERAL BEST PRACTICES

EVERYDAY ACTIONS

- Always maintain a distance of at least 2 meters from others.
- Avoiding common greetings, such as handshakes and instead greet with a wave.
- Wash hands often and for at least 20 seconds and use hand sanitizer. Avoid contact with face and eyes with unwashed hands.
- Self-monitor for symptoms of COVID-19 which includes a cough, fever and difficulty breathing. If any symptoms are felt, 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 surfaces, equipment, and high frequency touch points.

PHYSICAL DISTANCING

- Tee times will be expanded to 12-minute intervals (10-minute intervals at select daily fee properties). There will be no split tees to promote spacing and reduce gatherings of groups.
- All tee times must be made in advance. No walk-up tee times will be allowed.
- If possible, two-some tee time may be made available during off-peak times if/when appropriate.
- Customer access to the property is limited to 20 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.
- Limit golf cart to one person except for individuals living in the same household.
- There shall be no private or group instructions, lessons or camps.
- 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 or is possible.
- All seating areas (both inside and outside) that encourage group gatherings shall be removed.
- Employee schedules shall be staggered, and key operational staff shall be segregated.
- Increase the distance between desks or workstations.
- Limit the number of people allowed in the same area at any time.

ACTIONS TO PREVENT THE SPREAD OF COVID-19

- Time clocks are not to be used. Employees must sign in/out virtually (app/text message/email). Salaried employees shall keep a personal log of when (date/time) they were on the property for contact tracing purposes.
- Where possible washrooms, equipment, workstations, keypads, phones, radios, tools etc. shall be designated as single use to limit passing from person to person.
- Employees must bring their own drinks/beverages to consume during their shift. No shared self-service F&B stations or equipment will be available (i.e. 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, and circle checks completed by 1 designated employee prior to start time. This employee will complete all fuel logs.

PROPERTY MODIFICATIONS

- One person shall be at the property entrance (greeter) to stop vehicles and inform customers of protocols prior to teeing off.
- Customer must remain 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 minutes if there is a concern about number of people at large.
- All golfers must leave the property immediately following the round of golf.
- Clubhouse access and entrance points shall be limited to one entry and exit point. All clubs shall map out flow and plan for customer/employee access to each facility to minimize touch points.
- Wherever possible, doors will be propped open to minimize touch points.
- Designated washrooms will be available with only one individual allowed at a time. Non-essential supplies will be removed.
- Locker rooms and shower facilities are closed.
- Bag storage, club cleaning or bag service will not be available.
- Rental and demo clubs will not be available.
- Contractors will only have access to the property to perform essential maintenance work.
- Visitors and vendor access to the property will be restricted to essential purposes only. No non-essential in-person meetings are permitted.
- Shipping and receiving practices shall be reviewed and physical distancing practices shall be observed when loading/offloading, and handling paperwork.
- Local management shall determine the appropriate location of the emergency first aid equipment to ensure accessibility with current property modification.

PRACTICE FACILITIES

- At Member clubs, practice facilities (driving range, putting green and short game areas) are open to golfers with booked tee times 20 minutes prior to their tee time.
 - Driving Range
 - Driving range stations will be spread out at least 4 meters apart with distinct separation between stations.
 - All non-essential items such as bag stands or den caddies shall be removed.
 - Golf balls shall be stacked in pyramids to minimize touch points.
 - Putting Green/Short Game
 - All golf balls removed. Golfers must use their own practice balls.
 - Pins shall be modified with a nail or spike. No holes shall be cut in putting green.
 - All bunker rakes shall be removed.
- At daily fee properties, practice facilities (driving range, putting green and short game areas) are closed and physical barriers and signage shall be used to prevent access.

FOOD & BEVERAGE

- All clubhouse restaurants are closed for table and bar service. Limited pre-packaged confectionary items and drinks will be available in one designated location.
 - Location options:
 1. Bistro
 2. Halfway house
 3. Golf shop (all DF will be Golf Shop)
- Products for sale:
 - Selected bottled Alcoholic and Non-Alcoholic Beverages (no hot beverages including coffee)
 - Chips/Cookies/Granola bars/Chocolate/Packaged sandwiches and wraps
- Limited merchandise shall be available for purchase over the counter (gloves, balls, sunscreen, bug spray and hats only).
- When possible, staff shall prepare orders of confectionary items rather than making these available as a self-serve station.
- Time of operation limited to 9am to 3pm.
- Items shall be provided to the customer in a bag.

CHECK-IN

- At Member clubs, the golf shop will be closed to customers. Golfers will check-in with the starter 5 minutes prior to their tee time.
- At daily fee properties, pre-paid golfers will check-in directly with the starter 5 minutes prior to their tee time. Otherwise, they will check-in and pay in the golf shop.
- Scorecards and pencils will be provided by the starter at the first tee on request.

PAYMENT

- At Member clubs, only Member account charges are accepted (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 keys and cart cards will be used to reinforce policies and procedures to golfers.
- Pull carts will be provided at no charge.
- No sand/seed bottles shall be provided in carts or elsewhere on the property.
- No tees, scorecards or pencils will be put on carts.
- Customers shall load/unload their own golf bags on carts.
- Designated cart staging areas shall be created for the safe return of carts to appropriate area using physical barriers or signage.
 - A garbage bag will be placed in each cart. Customers will be asked to clean the cart after use by putting all items in the bag and disposing in the bins provided at the cart return staging area.
- Employees will be assigned a personal, dedicated towing cart to minimize contact with used golf carts prior to cleaning and disinfecting.

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.
- Flagsticks will be labelled 'do not touch' and golfers will be instructed to keep flagsticks in the hole.
- 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.
- No beverage cart service shall be available.
- There will be no formal play coordinator. Staff shall tour the golf course periodically to ensure policies and procedures are being followed. This includes but is not limited to alcohol consumption, social distancing, golf course local condition rules, pace of play...etc.
- The halfway house will be closed unless it is used as the designated location for sale of confectionary items and drinks.
- No-touch garbage cans 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](#)
 - Department specific checklists are available on MyClubLink/COVID-19 Information/Templates
- 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/sanitize 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](#)

COMMUNICATION

- Develop a full communication strategy to ensure employees, Members, guests, suppliers, vendors and contractors are aware of current operating policies and procedures.
- Display posters and signage throughout property reinforcing procedures, physical distancing guidelines and property access.
- Train employees on applicable Safe Operating Procedures (SOPs) and general best practices to prevent the spread of COVID-19.
- All employee must sign-off on the COVID-19 procedure document on MyClubLink.
- Convert the Secret Shopper Program into a COVID-19 Audit Program. The individuals will be set up as Members and golf multiple properties to evaluate compliance in COVID-19 operating procedures.
- A designated email address will be set up to allow employees and Members to provide feedback/concerns related to COVID-19.