



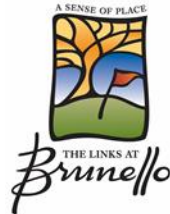
2020 Covid Operating Plan

Version 2 April 28, 2020

Developed by

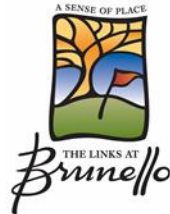
Miles Mortensen

General Manager

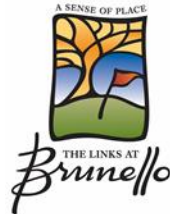


Contents

Positioning Statement - Season Preparedness	5
Golf Industry Leadership in Canada	6
Industry Articles.....	7
Nova Scotia Resources.....	7
Team Member Responsibilities.....	8
Physical Distancing	9
Hand Washing, Hygiene and Personal Protective Equipment	9
Hand Washing as set out by Health Canada	9
Hand Protection.....	9
Personal Protective Equipment (PPE)	10
Team members are required to wash your hands each time gloves are taken on and off. Shift Preparation / Tasking, Communication and General Employee Procedures.....	10
Cleaning, Sanitizing and Disinfecting Protocols	12
Definitions	12
Hard (Non-porous) Surfaces	12
Electronics and POS Equipment	13
Power Carts, Service Vehicles and Pull Carts.....	13
Suggested Cleaning and Disinfecting Areas.....	14
Product Guide for Disinfectants.....	15
Signage and Waivers.....	17
Security and Site Access.....	18
Disciplinary Action(s)	18
Welcome Message to Golfers	19
General Messaging to Golfers.....	20
The Golf Experience – Explained - Operational Plan COVID-2019 Golf Operations.....	21
Reservations	21
Guest Check in	21
Transactions	21



Golf Carts to Guests	21
Pace of play	21
Player Spacing.....	21
Practice Facility	22
Range Balls	22
Golf Instruction.....	22
Putting Green	22
GPS / Pinsheets.....	22
On Course.....	22
Comfort Stations.....	23
Rental Clubs.....	23
Food and Beverage Service – when permitted.....	23
The Beverage Cart – when permitted	23
Facility Cleaning.....	23
Turf Care.....	23
Cleaning Logs.....	24
Uniforms.....	24
Communication	24
The Golf Experience – Training Checklist - Operational Plan COVID-2019 Golf Operations	25
The Guest Experience – The Zero Touch Challenge.....	29
Operational Adjustment Overview	31
Instruction/Coaching COVID Safety Program	31
PROTOCOLS FOR GOLF FACILITY FOOD AND BEVERAGE OPERATIONS.....	36
Takeout Service Clubhouse Procedures (if open)	36
On-Course Food & Beverage Service (if open)	37
Information for Customers	37
Kitchen and Back of House Procedures.....	37
PROTOCOLS FOR GOLF COURSE MAINTENANCE.....	39
Shop, Yard and other Common Maintenance Areas	39
On-course Setup / Service.....	40
Equipment and Tool Use / Cleaning / Maintenance	41



Clubhouse Cleaning Protocol as Proactive Remediation – COVID-19 42

Clubhouse Cleaning Protocol as Proactive Remediation – COVID-19 - continued 43

Persons per Acre..... 44

Putting Green and Parking Grid at Tees 46

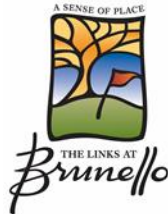
Cart Signs to be Placed on Carts 47

Flag Signs 48

Putting Cup – Pool Noodle and Cap 49

Wayfinding and Cart Path Management 50

NGCOA Park n Play US 51



Positioning Statement - Season Preparedness

The health and safety of our community is paramount. Our staff are fully engaged in preparations for the upcoming 2020 golf season and are working within the parameters and protocol here at the facility. At the moment, we foresee limited interruption to our planned 2020 Golf Season opening, and we will remain in communications to answer any questions.

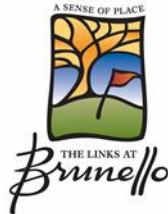
Our team is actively preparing for the upcoming golf season. We are doing so with observing the cautions of COVID-19 yet keeping the focus on our opening as we would any other season. To ensure everyone's wellbeing is top of mind, we have developed a COVID-19 Operations Plan along with a corresponding training checklist of which every colleague must complete prior to starting his or her employment for the 2020 season. Further to that, we are committed to establishing newer best practices to deal with any changes this situation brings without sacrificing our attention to detail and the service you receive.

When the doors open for play, we will be ready to do so in a way that ensures our golfing community is safe and comfortable. We will settle for nothing less and we see golf as a social space while under modifications will be a positive experience for those who choose to visit our facility. We have no doubts that the fresh air and peace a round of golf will provide will be a very welcome relief for golfing enthusiasts.

In addition, we have re-trained all employees on hygiene and sanitization best practices. We all know these measures by now (hand washing, frequent disinfecting of high-touch areas, social distancing, staying home when sick), but our focus on these measures is unwavering.

Sincerely,

Miles Mortensen
General Manager



Golf Industry Leadership in Canada

The National Allied Golf Associations (NAGA) is a national golf organization dedicated to improving all sectors of golf in Canada. Formed in 1999, NAGA's objective is to work cooperatively together as industry leaders ensuring a strong future for golf in Canada. Its members are:

Canadian Golf Superintendents Association www.golfsupers.com

Canadian Professional Golfers Association www.cpga.com

Canadian Society of Club Managers www.cscm.org

National Golf Course Owners Association Canada www.ngcoa.ca

Golf Canada www.golfcanada.ca

NAGA We Are Golf <http://canadagolfs.ca/contact-us/>

NGCOA Canada – National Golf Course Owners Association

<https://www.ngcoa.ca/resources/4673/coronavirus-and-your-golf-business-resources-best-practices-for-golf>

NGCOA Canada Team

National Golf Course Owners Association Canada

515 Legget Drive, Suite 810, Ottawa, ON K2K 3G4

Phone:

(613) 226-3616

Jeff Calderwood Chief Executive Officer ext. 20

PGA of Canada

<https://www.pgaofcanada.com/benefits/covid-19-member-resource-hub>

KEVIN THISTLE

1.800.782.5764 ext. 241

kevin@pgaofcanada.com



Industry Articles

https://www.golfdigest.com/story/can-you-play-golf-amid-coronavirus-concerns-with-proper-precautions-yes?utm_campaign=Covid%2019%20-%20Comms&utm_source=hs_automation&utm_medium=email&utm_content=84836677&hsenc=p2ANqtz-9DtfFhrZi8HNWaoARStXCVfMuGjQ1Trn-l4KjOBMfmKQUZlHsyi7049Vj_-xY7B6TJ6GZeWJWjJUv9vNSnuLbAlxZVmSUROJHNKLRsrbR1w1Smriw&hsmi=84836677

<https://www.golf.com/instruction/columns-instruction/2020/03/20/coronavirus-golf-dont-do-these-things/>

<https://www.golf.com/news/2020/03/14/playing-golf-coronavirus-expert/>

<https://www.axios.com/golf-coronavirus-social-distancing-0ba81589-877c-4ceb-927b-0b610467813d.html>

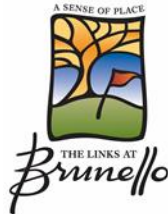
<https://www.golfadvisor.com/articles/what-the-coronavirus-means-for-everyday-golfers>

<https://www.wsj.com/articles/you-can-still-golf-during-the-coronavirus-just-rake-the-bunkers-with-your-feet-11584639496>

Nova Scotia Resources

<https://novascotia.ca/coronavirus/support/>

<https://novascotia.ca/coronavirus/resources/>



Team Member Responsibilities

Team Members without symptoms of COVID-19 are currently free to work if they adhere to the following protocols:

1. **PRIORITY 1 - Wash your hands** with soap and water for at least 20 seconds before and frequently during your shift.
2. **PRIORITY 2 – Practice physical distancing** – keep a minimum distance of at least 2M/6ft from fellow team members and customers.
3. **PRIORITY 3 - Inform your manager immediately if, during your shift, you feel any symptoms of COVID-19** such as fever, trouble breathing, dry cough, fatigue, sore throat and aches and pains.
4. Avoid touching your eyes, nose, or mouth with unwashed hands or when wearing gloves.
5. Cover your mouth and nose with a tissue when you cough or sneeze, then throw the tissue in the trash and wash your hands, or sneeze/cough into your elbow.
6. If soap and water are not available, use an alcohol-based hand sanitizer.
7. Clean and disinfect frequently touched objects and workstation surfaces as per directions below.
8. Stay informed. Information is changing frequently.
9. Operations teams will be provided with disposable gloves.
10. Practice physical distancing – keep a minimum distance of at least 2M / 6ft from fellow team members and customers.
11. Media Interactions – Please do not speak with the media (radio, television stations, newspapers etc.). If you are approached by the media regarding COVID-19, be polite but do not comment. The news media will try to engage with you — sometimes aggressively to get information, but do not get angry or careless. Refer them to Miles Mortensen, General Manager or Chris Carlaw, Golf Operations Manager
12. Use the following recommended sentence to reply to media: “I want to make sure you have accurate, up-to-date information — so please contact our General Manager at 902-818-6635 or Golf Operations Manager at 902-402-2760.
13. Customer Interactions - If a customer in the facility has a question or feedback related to the COVID-19 outbreak, please have them email the General Manager. Listen to them and give them the GM’s business card including his/her email address. Do not go into specifics or make comments related to their feedback.

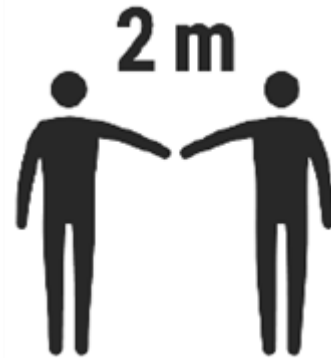


Physical Distancing

When outside of your home, practicing social distancing by keeping two meters (six feet) away from one another is something we can all do to help stop the spread of COVID-19.

All Team Members are to practice social distancing as follows:

1. Minimize interaction with customers and fellow team members whenever possible.
2. Keep at least two meters (six feet) distance between yourself and other.
3. Do not shake hands with customers or team members, nod or wave instead.
4. Follow protocol for shifts, breaks and staff meetings as outlined in Section 5.



Hand Washing, Hygiene and Personal Protective Equipment

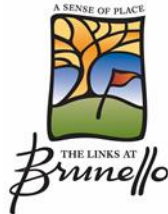
Frequent and proper handwashing is encouraged as the best way of preventing all viral respiratory infections and other illnesses.

Hand Washing as set out by Health Canada

- a. wash your hands with soap and water, ideally with water warmer than 25` Celsius, for 20 seconds
- b. <https://www.youtube.com/watch?v=oOP-0d1mJfA>
- c. should be completed for the following reasons but are not limited to:
 - i. entering or leaving the clubhouse, pro shop, food and beverage, maintenance facility or any other structure at the golf course
 - ii. taking Personal Protective Equipment (PPE) on or off
 - iii. before and after breaks
- d. After washing your hands, use disinfectant spray on sink taps and surfaces.
- e. If soap and water are not available, alcohol-based hand rubs (ABHR) / hand sanitizer can be used to clean your hands as long as they are not visibly soiled. If they are visibly soiled, use a wipe and then ABHR to effectively clean them.

Hand Protection

If a premise chooses to use gloves, Team Members should wash their hands thoroughly before putting on the gloves. Change the gloves before you handle money, credit card



machines, cleaners, and after other contamination. Wearing gloves does not exclude food handlers from washing their hands.

Medical and food service gloves are usually made from polymers such as latex, vinyl and nitrile, although you may find disposable gloves made of other materials, such as neoprene. The following nitrile gloves are a recommended choice:

GLOVE TYPE	DEFINITION	ADVANTAGE	PROTECTION LEVEL	USAGE
Nitrile protective gloves	Made of synthetic material offers robust protection.	Stretchy, durable	Chemicals, viruses	<ul style="list-style-type: none"> ▪ Kitchen ▪ Food service ▪ Cleaning ▪ Golf Operations ▪ Grounds Maintenance

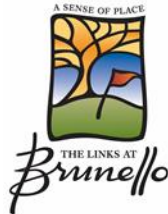
Personal Protective Equipment (PPE)

Personal Protective Equipment should be broken down into the following 3 categories based on risk of exposure levels:

- f. low risk: tasks where an individual is isolated, e.g. mowing – wear disposable gloves or gloves that can be disinfected regularly.
- g. medium risk: wear disposable gloves, paper/filter mask.
- h. high risk: tasks where staff members cannot maintain social distancing of 6 feet, e.g. training – wear disposable gloves and body suit, paper/filter mask, face shield or full-face respirator mask.

Staff cleaning any rentals must be given Protective Personal Equipment – gloves, mask, eye protection and wash their hands often and after each rental.

Team members are required to wash your hands each time gloves are taken on and off.



Shift Preparation / Tasking, Communication and General Employee Procedures

1. Shift Preparation
 - a. All Team Members must wash hands with soap for at least 20 seconds once they arrive at work, every time they enter and leave the clubhouse, pro shop and maintenance facilities, and every hour through your shifts.
 - b. Personal Protective Equipment (PPE) is to be provided for all operational duties as per risk categories.
2. Stagger shifts and breaks, for example, create two crews with alternating shifts.
3. Eliminate all in-person staff meetings:
 - a. Communicate task assignments via email, text and/or radio.
 - b. Assign individuals specific vehicles, radios, tasks, mowers and other equipment.
 - i. Disinfect radios prior to distributing to staff.
4. Training:
 - a. When possible, minimize training on new tasks by keeping staff on tasks they have already been trained on.
 - b. If it becomes necessary for training on a specific task, have staff review standard operation procedures, watch manufacturers training videos prior to hands-on training.
 - i. for hands-on training, both staff must prep themselves by washing their hands and putting on PPE
5. Eliminate timecards/clock. Have staff communicate hours electronically.
6. Employee personal effects:
 - a. Minimize use of lockers, remove all non-essential items, disinfect after each use.
 - b. Only 1 person allowed in locker/change room at a time.
7. Lunch/meal breaks:
 - a. Maintain social distancing during all breaks.
 - i. encourage employees to have meal breaks outside or in their vehicle.
 - b. Where use of lunchroom is necessary:
 - i. fridge, microwave, coffee machine, dishwasher use to be minimized.
 - ii. after any use, all touch points must be disinfected.
 - iii. all dishes must immediately be cleaned or placed in the dishwasher after use.
 - c. Each employee is to disinfect any surfaces they have come in contact with after each use.



Cleaning, Sanitizing and Disinfecting Protocols

COVID-19 is susceptible to disinfectants and sanitizers.

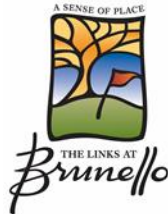
- Increase cleaning and disinfection frequency of high-touch surfaces and high traffic areas to reduce the risk of spreading COVID-19.
- Increase cleaning and sanitizing frequency of food contact surfaces.

Definitions

- Cleaning:** refers to the removal of germs, dirt, and impurities from surfaces. It does not kill germs, but by removing them, it lowers their numbers and the risk of spreading infection.
- Sanitizing:** Food grade sanitizers are used after cleaning to reduce the level of bacteria to a safe level when following the manufacturer's instruction for concentration and contact time. Sanitizers are used on food contact surfaces. When sanitizers are used at the no-rinse concentration level it does not need to be rinsed off with clean potable water. Disinfectants are different from sanitizers in that they have a greater ability to destroy bacteria, viruses and molds. Disinfectants are used at a higher concentration and require a longer contact time than sanitizers. If a food grade disinfectant is used on a food contact surface, it may need to be rinsed off with potable water.
- Disinfecting:** refers to using chemicals, for example, EPA-registered disinfectants, to kill bacteria and viruses on surfaces. This process does not necessarily clean dirty surfaces or remove germs, but by killing germs on a surface after cleaning, it can further lower the risk of spreading infection.

Hard (Non-porous) Surfaces

- Wear disposable gloves when cleaning and disinfecting surfaces. Gloves should be discarded after each cleaning. If reusable gloves are used, those gloves should be dedicated for cleaning and disinfection of surfaces for COVID-19 and should not be used for other purposes. Consult the manufacturer's instructions for cleaning and disinfection products used. Clean hands immediately after gloves are removed.
- If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.
- For disinfection, most common EPA-registered disinfectants should be effective.
 - Use products that are EPA-approved for use against the virus that causes COVID-19 is available. Follow manufacturer's instructions for all cleaning and disinfection products for (concentration, application method and contact time).



- ii. Additionally, diluted bleach solutions (at least 1000ppm sodium hypochlorite) can be used if appropriate for the surface. Follow manufacturer's instructions for application, ensuring a contact time of at least 10 minutes for disinfecting, 1 minute for sanitizing, and allowing proper ventilation during and after application. Check to ensure the product is not past its expiration date. Never mix bleach with ammonia or any other cleanser. Unexpired bleach will be effective against coronaviruses when properly diluted.

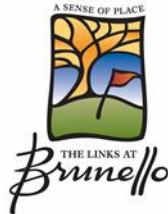
Electronics and POS Equipment

- a. For electronics such as POS equipment, tablets, touch screens, remote controls, and keyboards, and telephones remove visible contamination if present.
 - i. Follow the manufacturer's instructions for all cleaning and disinfection products.
 - ii. Consider use of wipeable covers for electronics.
 - iii. If no manufacturer guidance is available, consider the use of alcohol-based wipes or sprays containing at least 70% alcohol to disinfect touch screens.
 - iv. Dry surfaces thoroughly to avoid pooling of liquids
- b. Credit card terminals if touched by a customer for pin pad entry must be cleaned after every use.

Power Carts, Service Vehicles and Pull Carts

- a. PPE equipment must always be worn when disinfecting equipment.
- b. Do an initial spray down with water to remove any loose dirt
- c. DISINFECT the following areas with hand with a hand sprayer to be able to liberally spray the touch surfaces:
 - i. Steering wheel
 - ii. Arm rests
 - iii. Seats
 - iv. Roof safety handles
 - v. Lower console (cubbies and cup holders)
 - vi. Reverse switch
 - vii. Keys
 - viii. Club holders (straps, clips, etc.)
 - ix. Rain covers
 - x. Windshield clips
 - xi. Windshield (inside and out)
 - xii. The coolers and sand bottles are to be removed from the carts at this time
- d. Wash with soap and water as per usual
- e. GPS screens must then be wiped down with a mild soap and water concentrate

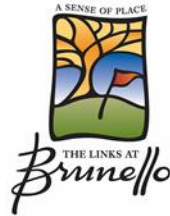




- f. Discard cleaning gloves prior to touching the steering wheel again, apply new gloves, and park the power carts in the storage area.
- g. Provide a sealed single sanitizer wipe on the driver's seat UPON REQUEST for use by the golfer to allow them to wipe again the high touch point areas.
- h. Power cart and equipment charging cords are to be disinfected throughout the day.

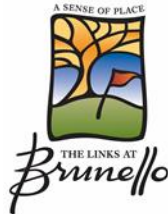
Required Cleaning and Disinfecting Areas

- a. Clubhouse / Restaurant / Public Areas
 - i. Doorknobs / door push bar / door handles
 - ii. Counter tops / service tops / bar tops
 - iii. POS terminals / merchant terminals / handheld devices
 - iv. Handrails / light switches / thermostat controls
 - v. Sound system and TV channel remote controls
 - vi. Chairs / guest seating areas / tabletops
- b. Bathrooms / Kitchens
 - i. Doorknobs / door push bar / door handles
 - ii. Counter tops / sinks / basins
 - iii. Toilets / paper dispensers / handwash areas
 - iv. Prep areas / kitchen line / service pass
- c. Staff Room / Offices
 - i. Doorknobs / door push bar / door handles
 - ii. Counter tops / workstations / desktops
 - iii. Time clocks / staff kitchen area
 - iv. Chairs / staff seating / staff break area



Product Guide for Disinfectants

PRODUCT	DEFINITION	APPLICATION	PROTECTION LEVEL
Multi-Surface Cleaner	Use full-strength or dilute 250 mL per 4L of warm water apply to surface until thoroughly wet. Wipe with a clean cloth, sponge, or mop. To Sanitize/Disinfect: Pre-clean surface Apply to surface until thoroughly wet. To Sanitize: Leave for 1 minute before wiping. To Disinfect: Leave for 10 minutes before wiping. Rinse all food contact surfaces with water after using the product	Disinfectant that meet Health Canada's, requirements for emerging viral pathogens. These authorized disinfectants may be used against SARS-CoV-2	Advanced disinfectant and sanitizer for Hard surfaces
Bleach (6%) solution	100/1 dilution of sodium hypochlorite solution with water used to disinfect surfaces, 10mL bleach to 1 Litre of water. Minimum contact time of 10 minutes in a single application. Air dry.	Recommended by the NSCDC for disinfecting non-pours surfaces	General use disinfectant and sanitizer for Hard surfaces
Neutral Disinfectant cleaner	Use 3.9 mL per liter of water for a minimum contact time of 10 minutes in a single application. Can be applied with a mop, sponge, cloth, coarse spray or by soaking. The recommended use solution is prepared fresh for each use then discarded. Air Dry.	Approved for use against the coronavirus disinfecting non-pours surfaces	Advanced disinfectant and sanitizer for Hard surfaces, low acidity
Disinfecting Wet Wipes 70% Alcohol	To sanitize / disinfect: Pre-clean surface. Use 70% alcohol based fresh wipes to thoroughly wet surface. To sanitize: Allow surface to remain wet for 10 seconds. Air Dry.	Single use isopropyl alcohol wet wipes, disposable	Safe to use on electronics including Smartphones, Tablets and POS equipment
Touch Free Hand Sanitizer	Minimum 70% alcohol hand sanitizer solution, rub hands together until dry.	To clean hands if handwashing is not available	General use to kill bacteria and viruses



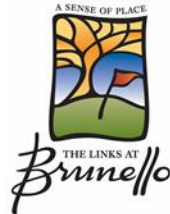
Hard-surface disinfectants must meet Health Canada's requirements for emerging viral pathogens. These authorized disinfectants may be used against SARS-CoV-2, the coronavirus that causes COVID-19. This means they are one of the easiest viruses to kill with the appropriate disinfectant when used according to the label directions.

How to find out which disinfectant meets Health Canada's requirements for COVID-19:

Click on the link below:

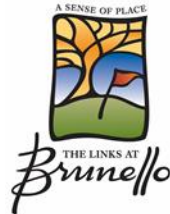
<https://www.canada.ca/en/health-canada/services/drugs-health-products/disinfectants/covid-19/list.html>

Locate the Drug Identification Number (DIN) on the disinfectant product label and enter into the blank field



Signage and Waivers

1. Place entrance policies at entrance to our parking lot.
2. Place appropriate signage outside the pro shop and clubhouse plus at the first tee entries briefly outlining the physical distancing guidelines in place.
3. Physical distance signs should be situated upon reaching the clubhouse, outside the pro shop, at the practice facility, approaching the tee box(es), and on the putting green(s). [Download a free physical distancing poster from the NSGOV.](#)
4. COVID-19 posters for the general public and team members encouraging good handwashing are to be posted in appropriate locations, where they will be most noticed, including washrooms. [Download a free handwashing poster from the NSGOV](#)
5. Self-assessment signage for staff.



Security and Site Access

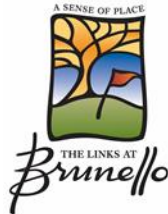
1. Site Visit Restrictions:
 - a. Essential site visits
 - i. only for operations personal including golf, clubhouse, food and beverage, maintenance and administration.
 - ii. Shipping/receiving/deliveries
 - iii. Customers
 - b. Non-essential site visits
 - i. Anyone not carrying out facility operations, e.g. vendors, family/friends, non-golfing visitors, must not be permitted onsite.
 - ii. If there is need for non-essential personnel to be onsite, prior arrangements must be made before visiting and this visitor must disinfect prior to entering any buildings and/or interacting with any staff, golfer or guest.

Disciplinary Action(s)

It is expected that protocols in this document are followed by all golf course personnel.

Staff will be required to sign that they have read this manual and understand the importance of following protocols.

Standard disciplinary actions, as per your facility, will be enforced for failure to observe protocol.



Welcome Message to Golfers

Welcome to the 2020 Golf season. It is well advertised and documented that the absolute best practice to contain the spread of COVID-19 is to stay home and limit visits to public places for the essentials. Our priority is the health and safety of our team members, golfers, guests and our communities through these challenging times.

As our staff and management prepared for the 2020 season, we have carefully watched the progress of the COVID-19 Pandemic. We have monitored closely the recommendations and precautionary measures of the World Health Organization, Health Canada, the Nova Scotia Health and our provincial health officer Dr Strang. While we acknowledge that the absolute best practice is to stay home, given the nature of the sport of golf amidst wide open spaces, and with rigid protocols in place, the game can continue to be played, keeping both golfers and employees safe from the transmission of the COVID-19 virus. It must also be acknowledged that golf does offer health benefits that must not be overlooked. World Golf Foundation studies have shown that playing golf will result in improvements in life expectancy and quality of life, as well as physical and mental health.

The Links at Brunello is committed to the ongoing safety of golfers and our staff. As a result, a number of precautionary measures have been put in place to ensure that everyone will stay safe in and around The Links at Brunello. Safety will rely on the full cooperation of golfers and our team members from the time we arrive at the facility until the time we leave. We have implemented a number of safety measures including:

- ensuring team member health
- practicing physical distancing
- reducing the number of touch points & rigorous cleaning of remaining touch points
- training our team members on enhanced cleaning, disinfecting and sanitizing procedures
- and requiring the cooperation of golfers through adherence to our policies and procedures.

A full list of the internal measures we have implemented can be found on our website

www.thelinksatbrunello.com and these measures are also posted at www.thelinksatbrunello.com/covid-19

While we do hope that our environment will return to normal in the not too distant future, for now, this mode of operation will become the new normal for the not too distant future. We acknowledge that every golfer will make their own decision as to whether it is in their best interest to golf during these times or not. However, should you choose to join us, we will welcome you and require your full cooperation with regards to the measures that have been implemented for everyone's safety.

Stay safe,

Miles Mortensen
General Manager
The Links at Brunello



General Messaging to Golfers

If you have underlying medical conditions, it is recommended that you not visit our facility. Anyone displaying symptoms of COVID-19 which primarily displays as a persistent cough, will not be permitted on the course. So, if you do not feel well, please stay home, and, when in doubt, get tested.

If you have traveled outside of Canada, you are not permitted at our facility until you have self-isolated for a minimum of 14 days.

If you are showing symptoms of COVID-19, please do not come to our facility. Call your doctor, local public health or call 8-1-1.

If you live in a household with someone who has COVID-19 or is showing symptoms of COVID-19, please do not come to our facility.

PHYSICAL DISTANCING IS REQUIRED AT ALL TIMES (minimum 6ft apart) NO handshaking, NO hugging etc. from arrival until departure and will be enforced. Failure to observe physical distancing risks the closure of the facility, and as such, you will be asked to leave the premises and may be suspended from future play.

THE CLUBHOUSE, LOCKER ROOMS AND FOOD AND BEVERAGE FACILITIES, OTHER THAN TAKE AWAY ITEMS ARE CLOSED.

The washrooms on the outside of the clubhouse will be open and will be disinfected frequently.

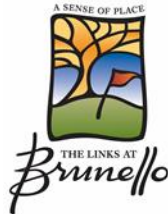
Please bring your own sanitizer and use it each and every time you touch a foreign surface (Pro Shop door, washroom door, golf cart).

Please bring your own water as we will not be providing any and will have no place for you to fill up your water bottles at this time.

We will not be providing, tees, pencils, water, coolers or sand bottles on the golf carts at this time.

Following the recommendations of Health Canada, we encourage all players to wear a mask or some face covering while entering and exiting the facility and playing golf.

Do not handle each other's golf balls, tees, ball markers etc.



The Golf Experience – Explained - Operational Plan COVID-2019 Golf Operations

In support of COVID-19 precautions and the additional social distancing measures presented by the Government of Nova Scotia this past weekend, The Links at Brunello will be taking the following steps:

We would open for business under the following operational template.

Reservations

Guests will be asked to make all reservations online and or by telephone. Person to person reservations on property are not permitted.

Guest Check in

There will be given two options with one being a remote check-in via the supervisors located in the cart staging area. The team will radio the Golf Shop to confirm the party is on site and the golf shop will charge the account and email the receipt the package holders. For those needing any addition items such as gloves, balls or clothing they will be permitted into the golf shop area. There would be no signatures required and The Links at Brunello for all transactions will be emailed to the persons in the tee time. The charges will be group based and not to the individual to reduce the number of interactions.

Transactions

During this time there will be zero handling of cash by both The Links at Brunello and any guest once onsite and tap or credit card will be the only form of payment.

Golf Carts to Guests

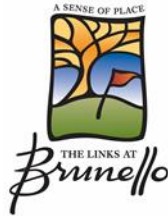
While we are a cart mandatory facility options will be made to reduce the impact of social boundaries with the use of the Golf Bikes, and single use carts when available. If in the extreme guest may choose to walk, which those persons will be required to keep pace of play and given the course is cart mandatory, there will be no discount for walking during this time.

Pace of play

Targets of 4:33 will remain and this condition of use is based on social spacing.

Carts would be disinfected in front of the guest prior to the guest getting into the cart. A log would be kept of the person using which cart and who disinfected it. The key areas will be the steering wheel, seat, cup holder area and a bag strap and a checklist will be kept daily on this which will go to management. We will use the hot water pressure washer from Turf Care to heighten the cleanliness of the cart are greater than with cold water. We will adopt a single rider policy for users, with permissions to share a cart if and only when the two people reside in the same home.

Player Spacing - Tee Times will be remain at 10 minutes.



Practice Facility

Every other mat at the practice facility will be made not available to maximize additional spacing.

Range Balls will be washed upon pickup from the turf with the operator using rubber gloves and a mask to clean them. There will be a disinfectant added to the cleaning solution of to increase the cleanliness of the golf balls.

We would adopt a single use program to which we would provide one 55 or 90 ball pyramids to each golfer. The benefit of the Den Caddy which is a grab each ball motion that pyramid style typically sees the golfer use his or her club to knock a ball off to hit it or tee it. Once player has completed his or her practice session the pyramid would be replaced by another fresh one for the next golfer. At no point would any golfer be asked to hit from the same pyramid.

Golf Instruction

Any golf lessons will be done at the opposite end with the same spacing requirement as the prior with a one mat gap between the golfer and instructor.

Putting Green

There would be a maximum of 4 players allowed on any practice green at any time. There will be 4 distinct sections made for players to stay within and as such each will not compromise the 6' space of another.

Given there are two putting greens the one closest to the starter hut will be for even times for example 8:20 and the one closest to the practice bunker will be for odd times such as 8:30 to ensure physical space is maintained.

GPS / Pinsheets.

Golfers in carts will be privy to GPS on the cart while walkers will be provided a pin sheet detailing the location of the hole for that day. The course is already marked on the irrigation heads to the front, middle and back of every green giving a near equal experience. During this time the pins will be kept in, but are not to be removed during play adopting rule (Golf Canada)

On Course

There will be no rakes in the bunkers and players will be permitted to move the ball to a like lie or texture of sand, but must remain within the penalty area and move within a club length to place the ball in a comparable lie no closer the hole and play from that point.

To ensure on course conditions are maintained after the Turf Care team as prepared the course the morning of, the Ambassadors will travel by carts throughout the day while monitoring pace of play to observe and rake bunkers throughout the day.



Comfort Stations

Additional disinfectant / cleaning will be increased from once an hour to every 30 minutes at each location on site. There will be additional portable hand washing stations between the practice facility and first tee. Players will be encouraged to use existing facilities at holes 5/6 the clubhouse, 11 and 16 tees. This is to accommodate both male and female players.

Rental Clubs

Will be cleaned in front of guests prior to use as well as after. This will include a wipe down of the golf bag and head covers. Head covers will be removed.

Food and Beverage Service – when permitted

Any item requested will be sanitized by wiping the glass as well the can or bottle. The item based on NSLC regulations will be opened with an instrument or by hand with a glove on.

Condiment containers will be replaced with single serve packages (ketchup, mustard and relish) and will be handed to the guest via a server wearing a rubber glove. Things like cut onions etc. for hotdogs and smokies will not be available.

The menu will feature only ready-made items such as chicken wings and or items that are reheated. There will be no sandwiches available at this time nor assembled food. Deep fried foods will be served on paper products.

Patio / Clubhouse tables will be reduced by 50% with storing these and of making them unavailable. Normal occupancy during golf seems to max out at 16 people in a space legal for 200. Golfers are the turn will keep a social distance and be served one at a time. We will put a greater emphasis on the GPS and preordering.

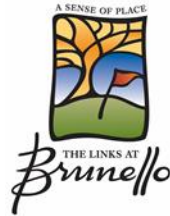
The Beverage Cart – when permitted

When volumes permit, the beverage cart will be on course. The Servers are instructed to single serve each guest in a space greater than 6' and the golfer will purchase for themselves only to discourage product exchanges.

Facility Cleaning

Night cleaners have been doubled in frequency. Employee driven cleaning as in tables and public surfaces that were daily or hourly have also been doubled in frequency from prior timelines.

Turf Care – will disinfect all steering wheels and areas touched by the operators pre and post as multiple operators may use a piece of equipment. Gloves and PPE will be provided to the staff at above normal inventories if needed. The colleagues in this area normally have lunch at similar times and will be asked to stagger these to reduce interactions where possible.



Cleaning Logs – each department leader will be responsible for completing the departments log and providing inventory updates. The General Manager will review these daily and ensure resources are made to needed inventories.

Uniforms of all staff are required to be cleaned daily. Staff are to be provided surgical gloves provided as part of the uniform.

Communication – Leaders will by two-way radio institute a call out for hand washing to be done every 30 minutes.



The Golf Experience – Training Checklist - Operational Plan COVID-2019 Golf Operations

Trainer Name - Date

In support of COVID-19 precautions and the additional social distancing measures presented by the Government of Nova Scotia, The Links at Brunello will be taking the following steps:

Colleagues Name – Date

Reservations

Guests will be asked to make all reservations online and or by telephone. Person to person reservations on property are not permitted.

Colleagues Initials

Guest Check In

There will be given two options with one being a remote check-in via the supervisors located in the cart staging area. The team will radio the Golf Shop to confirm the party is on site and the golf shop will charge the account and email the receipt the package holders. For those needing any addition items such as gloves, balls or clothing they will be permitted into the golf shop area. There would be no signatures required and The Links at Brunello for all transactions will be emailed to the persons in the tee time. The charges will be group based and not to the individual to reduce the number of interactions.

Transactions

During this time there will be zero handling of cash by both The Links at Brunello and any guest once onsite and tap or credit card will be the only form of payment.

Colleagues Initials

Golf Carts to Guests

While we are a cart mandatory facility options will be made to reduce the impact of social boundaries with the use of the Golf Bikes, and single use carts when available.

Colleagues Initials

Pace of play

Targets of 4:33 will remain and this condition of use is based on social spacing.

Colleagues Initials

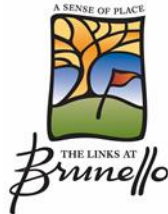
Golf Carts

Will be disinfected in front of the guest prior to the guest getting into the cart. A log would be kept of the person using which cart and who disinfected it. The key areas will be the steering wheel, seat, cup holder area and a bag strap and a checklist will be kept daily on this which will go to management.

Colleagues Initials
Colleagues Initials

Player Spacing

Tee Times will remain at 10 minutes.



Practice Facility

Every other mat at the practice facility will be made not available to maximize additional spacing.

Colleagues Initials

Range Balls will be washed upon pickup from the grassed areas with the operator using rubber gloves and a mask to clean them. There will be a disinfectant added to the cleaning solution of to increase the cleanliness of the golf balls. Golf balls will be washed a second time as an extra precaution.

Colleagues Initials

We will adopt a single use program to which we would provide one 55 or 90 ball pyramids to each golfer. The benefit of this over out Taylor Made Den Caddy of which is a grab each ball motion that we are eliminating. The pyramid style typically sees the golfer use his or her club to knock a ball off to hit it or tee it. Once player has completed his or her practice session the pyramid would be replaced by another fresh one for the next golfer. At no point would any golfer be asked to hit from the same pyramid. (See Range Plan)

Colleagues Initials

Golf Instruction

Any golf lessons will be done at the Golf Academy side with the same spacing requirement as the prior with a one mat gap between the golfer and instructor. Each person will use a separate cart for travel.

Colleagues Initials

Putting Green

There would be a maximum of 4 players allowed on any practice green at any time. There will be 4 distinct sections made for players to stay within and as such each will not compromise the 6' space of another. Putting cups will be set at and a finalized option being one of the following: raised 1", pool noodle and or upside-down cup. The same will be done on the course once finalized.

Colleagues Initials

Given there are two putting greens the one closest to the starter hut will be for even times for example 8:20 and the one closest to the practice bunker will be for odd times such as 8:30 to ensure physical space is maintained.

GPS / Pinsheets.

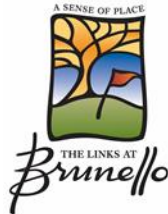
Golfers in carts will be privy to GPS on the carts and or provided a pin sheet detailing the location of the hole for that day. The course is already marked on the irrigation heads to the front, middle and back of every green giving a near equal experience. During this time the pins will be kept in but are not to be removed during play adopting the new golf rule Rule 13.2a(2)

Colleagues Initials

On Course

There will be no rakes in the bunkers and players will be permitted to move the ball to a like lie or texture of sand, but must remain within the penalty area and move within a club length to place the ball in a comparable lie no closer the hole and play from that point. Option to play the areas as ground under repair is also encouraged to where the

Colleagues Initials



player will simply drop the ball outside the bunker no closer to the hole and proceed.

To ensure on course conditions are maintained after the Turf Care team as prepared the course the morning of, the Ambassadors will travel by carts throughout the day while monitoring pace of play to observe changes and rake bunkers throughout the day. They will wear PPE and gloves as part of this process.

Colleagues Initials

Comfort Stations

Will be closed on the course, but the building closest to the tent location will be the only one available while on site.

Colleagues Initials

Rental Clubs

Will be cleaned in front of guests prior to use as well as after. This will include a wipe down of the golf bag and head covers.

Colleagues Initials

Food and Beverage Service / Clubhouse – Closed from Opening through April Closed - other than essential staff. No services will be provided.

Colleagues Initials

Food and Beverage Service / Clubhouse – April forward – pending A “TO GO” program will be put in place pending government related measures. The menu will feature only ready-made items such as chicken wings and or items that are reheated. There will be no sandwiches available at this time nor assembled food. Deep fried foods will be served on paper products.

Colleagues Initials

Patio / Clubhouse tables will be reduced by 50% with storing these and of making them unavailable.

Colleagues Initials

The Beverage Cart

When volumes permit, the beverage cart will be on course. The Servers are instructed to single serve each guest in a space greater than 6’ and the golfer will purchase for themselves only to discourage product exchanges.

Colleagues Initials

Turf Care – will disinfect all steering wheels and areas touched by the operators pre and post as multiple operators may use a piece of equipment. Gloves and PPE will be provided to the staff at above normal inventories if needed. The colleagues in this area normally have lunch at similar times and will be asked to stagger these to reduce interactions where possible.

Colleagues Initials

Cleaning Logs – each department leader will be responsible for completing the departments log and providing inventory updates. The General Manager will review these daily and ensure resources are made to needed inventories.

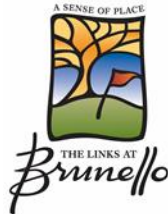
Colleagues Initials

Staff Uniforms – will be provided as per normal protocol but will be required to

Colleagues Initials



be laundered before each shift. Personal protective equipment will be provided being surgical grade glove and are considered part of the uniform.



The Guest Experience – The Zero Touch Challenge

A golfer will go online to make his or her booking or will call to do the same. There will be a default email to the person who makes the booking detailing the “Operational Adjustment Overview Document” to have them alert to the changes made.

On the day of play the same golfer will arrive no greater than 20 minutes prior to a tee time to keep overall persons on property at a minimum.

The parking lot will be modified to have pylons in each alternating stall allowing for mandated distancing.

The bag drop service has been suspended and players will be greeted by a team member and assigned a single cart for the day. This cart number will be recorded as per normal procedure and will not be exchanged with another during the round. The player will self-load on a clean cart with a final disinfectant done in the presence of the golfer prior to getting on the cart.

Once the 4 players’ names have been confirmed the golf shop will receive this information via a two-way radio and the charges will go to the account for Advantage Cardholders. Greenfee players will be required to prepay online in advance of the day of play and or they will be charged the morning of and emailed a receipt. Any prepaid orders for golf balls and related will be provided to the golfer like the curbside takeout program for food outlets.

The attendant will advise the players of the key notes of the day being the pin rotation, cart restrictions if any and other key items of note to mimic the starters speech done near the first tee. The same attendant will also not the on-course reminders that are detailed on the cart which will be in the tournament card holder.

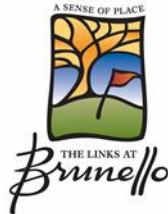
From this point the golfer will go the practice facility to warm up in a preassigned stall, which have already been reduced by 50% with each other stall closed. This ensures the social distancing measures continue.

After the range session the player will travel to the putting green and there will be only 4 persons permitted at one time and should be of the same tee time to help manage the flow to the tee. There are two putting greens the flow should be easily managed. There will be a clock there to remind players of the time and proximity to the official starting time.

There is a starters clock at the putting green nearest the first tee that players should be in position to move to the first tee 5 minutes before the designated tee time.

At the first tee players will be welcomed to a predesignated grid to park the carts in to keep the distancing requirement intact. Players are then encouraged to tee off individually and stay at the cart while the other players are hitting. The same grid will be at each greenside.

The group will tee off once the group ahead has cleared the green. Traditional pace of play for this hole is 14 minutes, and with the 10-minute tee times this will be ample spacing.



Once the group reaches the green, they will implement the request to play to a cup which will have a pool noodle around the flag in the hole to allow the ball to drop in, but not to the bottom. Players are encouraged to be generous with gimmies should the group prefer.

Players are not to touch the flag and there will be an additional reminder on the flag noting this.

Bunkers are to be played as “ground under repair” as there will be no rakes. Players opting to play out of them will be asked to use their foot to smooth the area as best as possible.

With 20-minute tee times spacing should remain adequate.

Concluding play after the 18th hole players will be directed to a departure area keeping the used carts from the clean ones. Players will take their belongings and depart. The attendant will disinfect the cart and then take it to be washed and either returned to the service area or put away for the day.

Additional Guidelines

All groups must stay intact the entire round. Groups in breach will be asked to leave without a refund.

On course support – there will be support on course that will be mandated to ensure all groups are adhering to these noted points.

Zero Touches, Zero Transfers – Zero Bogeys



Operational Adjustment Overview

In support of COVID-19 precautions and the additional social distancing measures presented by the Government of Nova Scotia, The Links at Brunello will be taking the following steps:

Tee Time Reservations

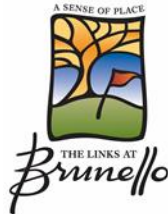
- Guests will be asked to make all reservations online and or by telephone.
- Person to person reservations on property are not permitted.
- You will need to prepay for all services over the phone by calling 902-876-7649 ext. 1 to allow us to charge green fees with minimal contact.
- Cash will NOT be accepted
- Please have all players in group entered in tee sheet. This includes name, email and their payment information. Call Golf Shop for assistance if needed

Arrival / Bag Drop – Suspended

- No bag drop service
- No club storage
- No club cleaning
- Self-loading of golf clubs
- Golfers may not arrive any earlier than **20 mins** prior to their scheduled tee time. If you do arrive prior, please remain in your vehicle until the requested interval is met.
- Staff will have a cart staged and ready in the golf cart staging area
- There will be NO shuttle service
- Staff WILL NOT be handling any bags to or from vehicles. Golfers will be responsible to load/unload their own cart
- One (1) person per cart only UNLESS both golfers reside in the same household

Golf Carts – Set Up

- No tees or scorecards on carts
- No sand and seed on cart



- No club and ball washer on cart
- No towels
- No coolers

Practice Facility

- 12 feet of spacing between users – area reduced by 50%
- Pyramids only – replaced after session complete – no tees provided
- All range balls are double washed with regulatory COVID-19 approved cleaning agents
- No golf balls will be provided on the putting green and area.
- One-hour maximum for non-tee time users – must book and pay in advance by phone

Golf Carts – Single Rider Per Cart

- No shuttle or extra carts to practice facility due to assigned cart policy
- Set up grid to have acknowledge social spacing protocol
- Staff will disinfect the steering wheel, cupholders, seat, washer, roof handles in front of guest prior to access if requested
- Standard washing procedures at night and during the day
- GPS is presently not available due to a supplier issue and the install team from the United States not permitted
- Post golf cart return will be random on deck – separate zones (clean / dirty)

Golf Shop / Clubhouse

- Purchases of golf balls or other retail items will be permitted via the online store and placed on the seat of the assigned cart at check in much like the “to go” is doing in the food industry
- The building will not be open, but to essential employees only

Starting Times

- 2, 3 or 4 players per tee time – groups required to stay intact for entire round
- Matching of a 2 some with another 2 some of players will be common given physical distance measures are in place. Guest can utilize our Exclusive Play Policy which can be reviewed [here](#).



- No split tees / no shotgun / no reverse shotguns

Starter / Play Coordinator

- No guest amenities provided (tees, divot tools or pencils)
- No sand and seed replenishment stations will be set up
- Pin rotation will be front, middle or back and will be updated daily
- All irrigation heads are marked front middle and back.

Clubhouse Halfway Hut

- Closed till further notice

The Beverage Cart

- Will be on course and will be available from 10:00am to 5:00pm. All outside items are not permitted per Nova Scotia Liquor Commission liquor laws.

On course washrooms at Cart Staging Area / On course washrooms at 5/6 and 11/16 - Open

- Open – cleaning protocol increased

On Course

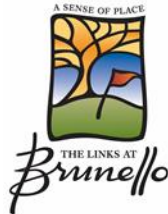
- Each tee and green complex have a “park here” decal to which you are to park the center of the cart over to promote physical distancing.
- There will be no rakes in the bunkers. Please use your foot to smooth out sand as best as possible
- Do not touch any other equipment than your own. As much as we may be inclined to retrieve someone’s golf ball or pick up their clubs around the green, DO NOT. This includes tees
- No handshakes, high fives, fist bumps or any other contact
- Pace of Play is 4 hours and 33 minutes. Please play ready golf to avoid any hold ups or gatherings on tee boxes. IF there is a wait on tee boxes, groups must remain at least 10 meters from each other
- Golfers within groups must always adhere to the 2-meter social distancing rule throughout their round
- Putting cup will be set to accommodate allowing the ball to fall into the hole



- Flags stay in – putting green protocol will be shared on the flag
- 6' gimmies encouraged or as group decides
- No sand and seed replacement stations on course

After Your Round

- Take your cart to parking lot to unload your clubs
- You are responsible to unload your own cart. This includes any garbage. Garbage cans will be available in the parking lot
- Once completely unloaded, staff will retrieve your cart. No loitering allowed in parking lot.



Instruction/Coaching COVID Safety Program

PGA of Canada Instructor - Neal Ryan

This guidance document provides information we must use to ensure a safe place while instructing golf lessons at The Links at Brunello. It is important for anyone traveling to the golf course that we implement the correct actions to allow ourselves a safe environment while preventing the spread of the COVID-19 illness.

Stay aware of the latest information on the COVID-19 outbreak. Authorities in Canada along with other countries have succeeded in slowing their outbreaks. As we progress as a province to return to a state of normality again it is important to keep taking the right precautions while restrictions are lifted. The situation is unpredictable so check regularly for the latest news.

COVID-19 PREVENTION

- Wash your hands
- Avoid touching eyes, nose or mouth
- Limit social interactions

ACTIONS TAKEN BY INTRCUTOR

- 6ft distance from student
- Sanitize golf cart before using or reusing
- Conduct lessons on private range
- No physical contact with client

ACTIONS EXPECTED BY STUDENTS

- 6ft away from instructor
- Will NOT grab equipment (Tools, iPad, Phone, Trackman etc.)
- Must wait to be instructed by employee to use a sanitized cart
- Do NOT touch the golf balls or bag

PROCEDURE UPON ARRIVAL

When on the property of The Links at Brunello you are to keep a safe distance from all employees or other customers. Arrive roughly ten minutes before your lesson, the instructor will meet you in front of the proshop where you will be assigned a sanitized golf cart (1 customer per golf cart) then you will proceed to the private range.

If you are from the same household, you are permitted to share 1 cart.

NO SYMPTOM POLICY

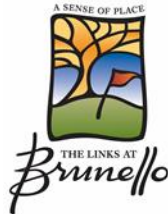
If at any time you are experiencing any symptoms related to the common cold, flu or any other virus/illness it is required for you to not come to the golf course. No matter what time or day it is you can cancel and reschedule your lesson for another time with no penalty.



PROTOCOLS FOR GOLF FACILITY FOOD AND BEVERAGE OPERATIONS

Takeout Service Clubhouse Procedures (if open)

1. Identify a designated pick up area
2. Physical distance the customers who are waiting for their takeout F&B, such as setting up ropes to organize potential lineups with 2-metre markings on the floor with instructions to stay 2 meters apart and reduce opportunities for interactions among customers.
3. Monitor the amount of people who enter the clubhouse when picking up food and beverage take out. If required maintain a line up outside the building with 2M/6ft spacing if the clubhouse is unable to hold up to 50 people (incl Team Members) safely with physical distancing practices.
4. Ensure service areas are properly cleaned and sanitized according to the product manufacturer's instructions after each customer service, employee shift changes, and before, during and after closing
5. Provide single-use containers for takeout foods. Customers must not use their own containers or carrier bags/boxes for take-out food or other food/beverage or grocery products.
6. All alcohol sold with takeout food & beverage in a food primary area must be consumed off the premises
7. Communicate to our employees proper sanitation operational controls:
 - a. Enhance your premises' sanitation plan and schedule, and review with all employees, post a copy in the staff room.
 - b. Safe transactions, team members accepting payments with credit cards, and debit cards must wash their hands frequently or use hand sanitizer and disposable gloves and be reminded to not touch their face.
 - c. Merchant terminals must be wiped down after every use, please follow manufacturer guidelines or use 70% alcohol wet wipes.
 - d. Service tops must be wiped down after every use, please use and EPS registered disinfectant or diluted bleach cleaner to sanitize.
 - e. Doorknobs & handles should be wiped down every day and between staff shift changes, all common guest touch points should be wiped down at least once a day.
8. Do not provide self-serve food to patrons; have your employees serve all foods.
9. Wear disposable gloves when handling guest food products, and while making to-go beverages for guests if there is no dedicated cashier.
10. Ensure employees practice proper hygiene including frequent hand washing, and proper cough and sneeze etiquette (into elbows rather than hands).



On-Course Food & Beverage Service (if open)

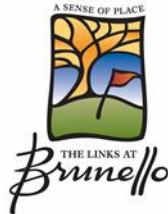
1. Post social distancing signage on all beverage carts and service kiosks
2. Communicate to our employee's proper sanitation operational controls:
 - a. Safe transactions, team members accepting payments with credit cards, and debit cards must wash their hands frequently or use hand sanitizer and disposable gloves and be reminded to not touch their face.
 - b. Merchant terminals must be wiped down after every use, please follow manufacturer guidelines or use 70% alcohol wet wipes.
 - c. Service tops must be wiped down after every use, please use and EPS registered disinfectant or diluted bleach cleaner to sanitize.
3. Do not provide self-serve food to patrons; have your employees serve all products.
4. Wear disposable gloves when handling guest food or beverage products, and while making to-go beverages for guests if there is no dedicated cashier.
5. Ensure employees practice proper hygiene including frequent hand washing, and proper cough and sneeze etiquette (into elbows rather than hands).

Information for Customers

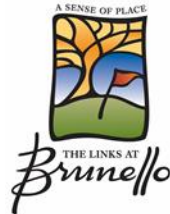
1. All customers are to place orders by telephone
2. Takeout menu should be available online or can be emailed upon request
3. If payment is required a time of collection only credit and debit card will be accepted
4. Members please charge purchases to your accounts to minimize interactions.
5. Be efficient in operations encourage customers to pay in advance.
6. Customers with COVID-19 symptoms, i.e. sore throat, fever, sneezing, fatigue, coughing, or gastrointestinal symptoms, i.e. nausea, vomiting, diarrhea, stay away from the premises and not order take-out food delivery.
7. Please follow signage and collect takeaway orders from designated "Pick up Area"
8. Wash your hands or use alcohol-based hand sanitizer before entering premises for pick up

Kitchen and Back of House Procedures

1. Ensure employees practice proper hygiene including frequent hand washing, and proper cough and sneeze etiquette (into elbows rather than hands).



2. Food safety: Normal cooking temperatures for foods will kill COVID-19 and other microbes in food. As with other microbes our advice is to always use a thermometer to check that the internal temperature of the food has reached 74°C
3. There is no evidence that COVID-19 is spread through eating or touching raw fruits or vegetables. When preparing fresh fruits and vegetables, wash or scrub them under cold, running, potable tap water prior to consumption.
4. Prevent cross contamination by:
 - a. keeping fruits and vegetables separate from raw foods.
 - b. Only handle (touch) the fresh fruits and vegetables that will be washed or cooked immediately to limit any hand transfer of germs.
5. Food grade sanitizers are used after cleaning to reduce the level of bacteria to a safe level when following the manufacturer's instruction for concentration and contact time. Sanitizers are used on food contact surfaces. When sanitizers are used at the no-rinse concentration level it does not need to be rinsed off with clean potable water.
6. Increase cleaning and disinfection frequency of high-touch surfaces and high traffic areas to reduce the risk of spreading COVID-19. Increase cleaning and sanitizing frequency of food contact surfaces.
7. Work with all deliveries companies and vendors who come on premise to ensure social distancing is maintained and instruct safe drop off point for deliveries.
8. Loading bay and kitchen entrance protocols are to be kept clear at all times so people are not forced into breaching the physical distancing guidelines.

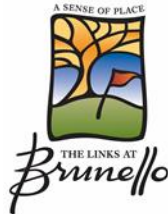


PROTOCOLS FOR GOLF COURSE MAINTENANCE

The following minimum protocols are intended to support the NS Golf Industry by providing a comprehensive golf course maintenance guide understanding that every property and its resources are different, while the situation continues to evolve.

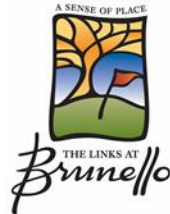
Shop, Yard and other Common Maintenance Areas

1. Maintenance facility access:
 - a. No outside visitors permitted, employees only except for deliveries
 - b. Block doors open so handles do not need to be touched where practical.
 - c. Restrict access to certain areas of shop, e.g. only equipment technicians allowed in repair/bay areas.
 - d. Washrooms:
 - i. only 1 employee allowed in washroom at a time.
 - ii. all touch points must be disinfected after use, e.g. sink, toilet, etc.
 - e. Lunchroom
 - f. Locker room:
 - i. minimize use of lockers, remove all non-essential items, disinfect after each use;
 - ii. only 1 employee allowed in locker/change room at a time.
2. Maintenance facility cleanliness:
 - a. All doors hands, counters, light switches, fuel handles and other high touch items must be disinfected several times per day depending on the amount of use, with the following suggested at minimum:
 - i. once staff has left the facility to perform morning maintenance.
 - ii. after lunch.
 - iii. at the end of each shift.
 - b. Place hand sanitizer throughout maintenance areas and ensure access to hand washing stations.



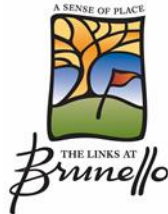
On-course Setup / Service

1. Signage
 - a. Consider posting reminder signage at three locations per nine holes and at all on-course washrooms:
 - i. physical distancing between players and maintenance personnel;
 - ii. handwashing;
 - iii. flagstick etiquette;
 - iv. others as needed.
2. High touch items/accessories removed including but not limited to the following:
 - a. water coolers
 - b. ball washers
 - c. bunker rakes;
 - d. practice/putting green flagsticks
3. Flagsticks and cup holes:
 - a. Golfers are to keep flagsticks in the holes
 - b. Disinfect flagstick daily and prior to changing hole locations
 - c. Set cups in a manner that keeps the ball from dropping, e.g. turn cup upside down, utilize a 2" PVC coupler, raise cup lip above putting surface
4. Practice Facility: (if applicable)
 - a. Increase distance between hitting stalls or close every other hitting bay
 - b. Remove flags from putting greens or set cups.
 - c. Remove rakes from practice bunker
5. On-course washroom cleanliness:
 - a. Disinfect course washrooms every 30-60 min as per Standard Protocol
 - b. If unable to maintain this frequency, on-course washrooms must be closed.
6. On-course garbage bins:
 - a. Remove lids or make permanently open.
 - b. Emptying of bins to be done separately to all other tasks to minimize exposure.
 - c. Consider removing garbage containers and asking golfers to take garbage home with them.
 - d. Do not sort recyclables.
7. Sand/seed bottles and on-course bins:
 - a. Consider removal of all common use sand/seed bottles.
 - b. Consider discontinuing use of or limiting sand/seed bottles to individual use containers.
 - i. all sand/seed bottles are to be disinfected before use;
 - c. On-course sand bins are to be secured open or have lids removed;
 - i. scoops in on-course bins are to be removed.



Equipment and Tool Use / Cleaning / Maintenance

1. Vehicles, mowers, equipment (hand or power), tools, etc:
 - a. All vehicles to be single occupancy.
 - b. Each employee is required to disinfect their own equipment/tools before and after use
 - c. During the course of a shift, do not share vehicles, mowers, radios, tools and other hand or power equipment.
 - d. Consider assigning staff equipment to avoid sharing between employees.
2. Equipment Cleaning
 - a. Clean and fuel equipment as per usual.
 - i. Use electronic methods to record fuel usage / hours / mileage
 - b. Disinfect fuel pump handle/nozzle after use.
 - c. Spray equipment with disinfectant on all touch point areas including but not limited to the following:
 - i. steering wheel
 - ii. gear shift
 - iii. key
 - iv. light and other switches
 - v. seats
 - vi. gas caps/lids



Clubhouse Cleaning Protocol as Proactive Remediation – COVID-19

Heighten pro-active position and reinforce training while following current procedures.

Disinfect with an [Environmental Protection Agency]-registered hard surface contact surface disinfectant according to label directions.

Carefully read and follow label directions for use and proper contact times. For food contact surfaces, thoroughly rinse with potable water.

Wash and sanitize food contact surfaces and equipment on a more frequent basis.

Perform training, reinforcing cleaning, sanitizing and disinfecting procedures.

Ensure all hand sinks are properly accessible, not blocked and stocked with warm water, soap and paper towels.

Increase the frequency of monitoring hand sinks, including those in the guest restrooms, as hand-washing frequency will increase.

For disinfecting, focus on high-touch objects in the dining room. Doorknobs, door handles and push plates, railings, light and air-control switches, faucets, toilet flush levers and the restrooms.

For a deep clean, also consider taking everything off the tables and properly disinfecting the table surfaces. Be careful not to contaminate any food products. If salt and pepper shakers are at the tables, empty them before cleaning and allow them to air dry before refilling. The EPA does consider tabletops to be a food contact surface so after table surfaces are disinfected, you'll need to follow with a wash, rinse and sanitize.

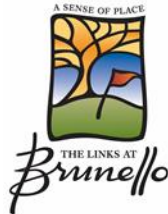
For typical cleaning, right now it is recommended to follow normal sanitizing procedures for food contact surfaces.

Completely disinfect the guest and employee restrooms.

Disinfect the service station, bar and lobby counters.

If menus can be discarded, replace them with new ones if they are on hand. If not, disinfect the menus carefully.

Disinfect point-of-sale terminals and touch screens and pagers, too. Again, carefully, not to damage electronics.



Clubhouse Cleaning Protocol as Proactive Remediation – COVID-19 - continued

Disinfect tables in the kitchen, remembering to move everything away from the area you are disinfecting to prevent chemical contamination.

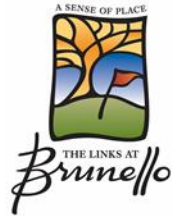
Follow with wash, rinse and sanitize. Disinfect handles on coolers and equipment, as well as other handles.

Wash, rinse and sanitize any food contact wares such as stacked plates or scoops and tongs that are set out and not covered.

Use approved disinfectants with an EPA “emerging viral pathogen” claim and follow the specified procedures on high-touch guest points.

What routine cleaning should be conducted, such as on consumer-facing parts of the restaurant such as kiosks, counters, cash tills, chairs, tables, door handles?

For disinfecting, focus on high-touch objects in the dining room. Doorknobs, door handles and push plates, railings, light and air control switches, faucets, toilet flush levers and the restrooms.



Persons per Acre

COVID-19 Persons Per Acre		Halifax Shopping Center	The Links at Brunello
Square Footage		1,298,445.00	4,320,344.00
Acres (based on square footage)		30	99
Stores / Holes		160	18
Capacity per Store / Hole		5	8
Total People at Capacity		800	144
Entrances		7	1 at the the First Tee
Persons per acre		26.8	1.5



Putting Green and Parking Grid at Tees





Cart Signs to be Placed on Carts

ADVICE FOR GOLFERS - COVID-19

1. **DO NOT SHAKE HANDS** – We get the traditions of the game, but **PLEASE** do not shake hands as this is one of the easiest ways to pass on the virus
2. **LEAVE THE FLAG IN** – Under the new rules you are able to leave the flag in. We encourage you to adopt a suitable gimmie range acceptable to you and those you are with. Please be on alert to remind those in the group verbally if you see a potential breach.
3. **KEEP YOUR DISTANCE** – We encourage you to keep 2 meters between you and your playing partners. Be particularly mindful of this when on the tees and in and around the greens.

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Flag Signs





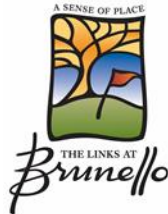
Putting Cup – Pool Noodle and Cap





Wayfinding and Cart Path Management





NGCOA Park n Play US

PARK and PLAY Program: Making Your Course Social Distance Ready

If your golf course is open, use this list of measures to implement a **“Park and Play”** program at your course. The Park and Play program gives your golfers confidence that they can drive to your course, park their cars, get to and around the course, and back to the parking lot in as safe an environment as possible.

These measures align with the Center for Disease Control and Prevention’s (CDC) “social distancing” and sanitation practices, and have been reviewed and approved by a physician at the Infectious Diseases Society of America. Once adopted by your staff and your customers, these measures will allow your course to continue operations, help the public feel more comfortable, and set expectations on near term limitations during this trying time.



- Encourage golfers to pay in advance over the phone with a credit card, or book online, show up to a pre-positioned sanitized cart, and proceed to the first tee without personal contact.
- Recommend all customers order food and beverage services via phone or other remote method during the social distancing period.
- Place appropriate signage outside the pro-shop and clubhouse entries briefly outlining the social distancing guidelines in place.
- Place appropriate signage on carts and around the clubhouse with the phone number to call in food orders with an explanation that credit card transactions are requested.
- Eliminate sit-down food and beverage services. Use “call-ahead,” “take-out, and/or “to go” services only. Consider delivery as an option from the beverage cart, or an additional golf cart if feasible.
- Provide protective gloves to all staff handling cash or credit cards during all transactions.
- Consider increasing your tee time intervals to spread players out on the course.
- Direct players to leave the pin in the cup at all times. You can also raise the cup up an inch above the green surface and count it when the ball hits it. This is a good time for “gimmies.”
- Follow all guidance to not exceed gathering limits established by local and state authorities.
- Conduct no indoor events if possible.
- Remove ball washing stations or place out of usable areas.
- Remove all trash cans from the golf course.
- Remove rakes from the course and temporarily play these areas as non hazards. Put a local rule in place that permits placing your golf ball in any bunker on the course.
- Spread out driving range stations to separate customers.
- Remove all water stations from the course and either provide bottled water or advise them to purchase beverages prior to tee off.
- Remove bulk scorecard, pencil and tee holders from starter areas. Only issue when requested.
- After play, ask golfers to go directly to their carts and park them in designated areas.
- Ask your customers to personally dispose of any trash they may have in the nearby receptacles.
- Update your website to indicate you are participation in the “Park and Play” program.



Preparing Your Facility

- Eliminate walk-up tee times and require tee times be made in advance, while encouraging advance pay. Update your website to indicate this.
- Provide clear professional signage informing guests of operational changes and encourage recommended sanitation practices.
- Increase the frequency of routine cleaning, sanitization and disinfection of all locations, especially all common and high traffic areas, and frequently touched surfaces.
- Increase the number of hand sanitizer stations throughout the clubhouse, especially entry points and lobby.
- Increase frequency of HVAC system filter changing, and schedule more frequent cleaning of the system.
- Do not provide rental clubs during this period but, if necessary, ensure sanitation prior to issuance.
- Remove all non-essential devices from the range, such as bag stands or den caddies. Place balls on the range for your customers so they can be accessed using a club.
- Remove all merchandise items, normally smaller accessories, from your counter and place them out of reach of any customers that may be inside.
- Minimize indoor seating in bar and restaurant as these seating should be limited and spread out for those awaiting “to go” orders only.
- Ensure golf carts and other rental equipment are properly sanitized prior to issuing to customers.
- Ensure approved antimicrobial products are used for all sanitation procedures.
- Disconnect or remove water dispenser/coolers; this includes on-course units unless they offer foot control activation. Consider providing bottled water to players.
- Remove sand containers, coolers or anything from a golf cart that could be “shared.” This includes scorecards, tees, pencils and towels - these items should not be offered during this time.
- Short Game and Putting Practice Areas: Remove shag bags and devices that collect or push balls (such as PVC piping) from the area. Place alignment sticks, or stakes on the green as targets, and/or turn the cups upside down and leave in the hole. Remove all flags and institute a “bring your own practice balls policy.”
- Remove bar stools if the bar is open for “to go” service; do not promote seating.
- If portable restrooms are used, they must include hand washing stations with foot-activated devices adjacent to the units.
- Ensure range balls are cleaned thoroughly with soap after every pick up prior to making available for customers.

Preparing Your Staff

- Ensure staff are trained on hygiene, sanitation and food handling to learn about epidemic prevention and control.
- Ensure staff can recognize the symptoms of COVID-19 and know how to act responsibly if they detect or exhibit symptoms.
- All staff handling cash or credit cards must wear protective gloves during all transactions.
- Encourage golfers and staff to replace handshakes with other touch-less forms of greeting.