

TRIBUTE COMMUNITIES CENTRE  
**MASTER REOPENING PLAN**

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# TRIBUTE COMMUNITIES CENTRE

## BACKGROUND AND ACKNOWLEDGEMENTS

This Reopening Plan was developed by closely following all current COVID-19 guidelines and protocols provided by the Federal, Provincial, Regional and Municipal levels of Government and their Health Authorities. Also, a number of publications were reviewed for insight. These included: Spectra's Together Again! Reopening Plan template; The Region of Durham Health Department – Returning to the Workplace; The Government of Canada - Risk-informed Decision-making Guidelines for Workplaces and Businesses during the Covid-19 Pandemic; Centre for Applied Disaster and Emergency Management – Post-Covid-19 Facility Re-Entry Guide; Event Safety Alliance – The Event Safety Alliance - Reopening Guide; and Cushman & Wakefield – Recovery Readiness A How-To-Guide for Reopening Your Workplace.

The TCC Reopening Task Force would also like to thank the City of Oshawa Reopening Team, Region of Durham, our Spectra Venue Management Reopening Task Force, our local reopening team and staff in Oshawa, and countless others who provided information, insights, and recommendations in the creation of this document.

### **Tribute Communities Centre Reopening Task Force:**

- Vince Vella – General Manager
- William Balfour – Assistant General Manager / Director of Marketing & Group Sales
- Jay Laxton – Director of Operations
- Gary Costa – Director of Finance
- Ofir Perelman – Director of Food & Beverage

\*With contributions by Lacey Tryon (Senior Event and Ice Programming Manager), Steve Brunet (Manager of Ice Programming and Sales), Kirstyn McLean (Event Manager), Karen Theis (Director of Ticketing), Josh MacDonald (Operations Manager), Zane Davis (Housekeeping Supervisor), the Oshawa Generals, and the remainder of the TCC Spectra team.

**NOTE:** This plan contemplates and governs all full-time and part-time employees, building occupants including primary tenants, the general public, users of any type, service and delivery personnel, visitors and guests. This plan was created in June 2020 and will be utilized as a guideline for reopening the venue but may change based on updated guidance from Public Health Officials as well as all levels of government given the fluid nature of the COVID-19 pandemic.

**PUBLIC HEALTH GUIDELINES WILL SUPERSEDE ANY AND ALL CONTENTS OF THIS REOPENING PLAN.**

# MASTER REOPENING PLAN

## CONTENTS



<b>BACKGROUND AND ACKNOWLEDGEMENTS</b>	<b>3</b>
<b>PHASES</b>	<b>4</b>
<b>PART-TIME STAFF PROCEDURES</b>	<b>10</b>
<b>GUEST EXPERIENCE</b>	<b>14</b>
ENTRY / DELIVERIES / BUILDING FLOW MAPS	
<b>COMMUNICATIONS</b>	<b>26</b>
CORPORATE / CLIENT / EMPLOYEE / PROMOTER RELATIONS / MEDIA RELATIONS / COMMUNITY ENGAGEMENT VENUE WEBSITE / DIGITAL AND SOCIAL MEDIA STRATEGY / SIGNAGE	
<b>TICKETING</b>	<b>42</b>
<b>ICE SALES &amp; PROGRAMMING</b>	<b>47</b>
CLIENT RESTRICTIONS / RINK 1 / RINK 2	
<b>FOOD AND BEVERAGE</b>	<b>64</b>
CONCESSIONS / PROSPECTS BAR & GRILL AND SUITES / CATERING	
<b>OPERATIONS &amp; HOUSEKEEPING</b>	<b>76</b>
PRE-OPENING / MECHANICAL / PHASES	
<b>THANK YOU / FEEDBACK</b>	<b>90</b>
<b>APPENDIX</b>	<b>91</b>
APPENDIX A: FACE COVERINGS / APPENDIX B: DISPOSABLE GLOVES	
<b>STAFF ACKNOWLEDGEMENT FORM</b>	<b>99</b>

# TRIBUTE COMMUNITIES CENTRE PHASES

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# MASTER REOPENING PLAN PHASES

## TRIBUTE COMMUNITIES CENTRE

This Reopening Plan has been designed to contemplate and prepare for reopening of the venue in three phases.

Each phase is defined below and will be incorporated into each department's section of the plan with the end goal to develop a complete and comprehensive plan that will allow Spectra at the Tribute Communities Centre to operate to the best of our abilities while following all Federal, Provincial, Municipal government and health authority guidelines and protocols and to ensure the safety and well being of our employees, partners, users and guests. Prior to implementation of this Master Reopening Plan it will be reviewed and approved by the City of Oshawa Reopening Team, the Region of Durham Health Officer, and Spectra's Contract Administrator in Oshawa.

Spectra will follow their Reopening Checklist to ensure that all areas have been completed and adhered to throughout the phases.

### PHASE ONE

#### FULL-TIME STAFF RETURN TO WORK

During this phase, full-time staff will be permitted to return to the workplace on a day to day basis.

### PHASE TWO

#### LIMITED PUBLIC ACTIVITY

During this phase, some form of public activity will be permitted to occur at the venue.

**Note:** Select sections of this document will refer to Phase Two (A) and (B) and will be further defined in those areas.

### PHASE THREE

#### FULL OPEN

During this phase, all forms of activity is permitted to resume including all modes of ice programming, OHL hockey, community events, sporting events, and live events such as concerts.

**REOPENING CHECKLIST**



# TRIBUTE COMMUNITIES CENTRE

## PHASE ONE

**Phase One** is designed to safely permit the full-time work force to return to work utilizing all safety protocols and guidelines recommended by the Federal, Provincial and Municipal levels of Government and their Health Authorities. These measure will include such areas as building preparation, preparing the workforce to return, controlled access, physical distancing planning, reduction of touch points, and communication, education & training plans.

### **BUILDING PREPARATION**

- Will include sanitization of the venue and workspaces prior to employee recall.
- Will include complete systems check of all equipment and life safety systems, cleaning and upgrade of HVAC filters to MERV 13.
- Installation of sneeze guards where appropriate.
- Issue, education and implementation of appropriate PPE measures and protocol for sanitizing of personal work spaces and apparatus.
- IT safeguards and employee education to protect against added threats to cyber attack.
- Adequate appropriate educational and procedural signage erected through out the venue, and restriction of specific areas of the facility if deemed appropriate/necessary.
- Securing of all necessary PPE and preparatory material necessary to execute the reopening plan as designed.

### **PREPARE THE WORKFORCE**

- Staff will be interviewed by the Director of Finance and Administration to ascertain if staff are ready, willing and able to return to work and/or if they have any reservations/restrictions that should be considered/remedied prior to a employee returning.
- Staff will be encouraged to work from home for as long as practical/required to limit employee density in the venue and reduce the risk of contact.
- Employees with small children who are without child care will be permitted to work from home until such time adequate care can be arranged.
- Prior to recall, all full-time staff will be required to complete a health questionnaire attesting to not exhibiting any of the recognized COVID symptoms/exposure triggers. Each work day, all personnel will be subject to health screening before being permitted to enter the facility as outlined in Symptom Screening Policy 01.16.0015.
- Entry during Phase One will be strictly controlled through the loading bay door #B030D which will serve as the only point of entry into the venue. Personnel may exist through one of the other main exterior doors so as not to cross incoming and out gong travel streams.
- All personnel will be educated and trained on all current pandemic protocol including but not limited to wearing/disposing of PPE, physical distancing, sneeze/cough protocol, illness and sanitization protocols/practices. All such guidelines are included in the Full-Time Employee Guideline Policy 01.16.0015FT.
- Staff will be educated on the Refuse to Return to Work Policy 01.16.0016.
- Staff will be educated and trained in maintaining the sanitization of their personal work space.
- All personnel will be informed and educated on all the measures put in place to ensure that the work place is a safe as possible and all personnel are protected to the best of our ability.
- All employees will be educated regarding the TCC COVID-19 Block and Quarantine Marshall system as outlined in Policy 01.16.0017.

# TRIBUTE COMMUNITIES CENTRE

## PHASE ONE - CONTINUED

### CONTROLLED ACCESS

- Develop screening practices and protocols to safeguard the work environment – see Symptom Screening Policy 01.16.0015.
- Adequate appropriate educational and procedural signage.
- Issue and implementation of appropriate PPE and means of sanitizing work spaces/apparatus.

### PHYSICAL DISTANCING

- Design travel paths and programming with physical distancing in mind.
- Redesign office spaces and post maximum room occupancies to include elevator cabs with physical distancing measures in mind.
- Design policies and procedures to address physical distancing for personal interactions and meetings. Where physical distancing is not possible PPE must be worn and video conference/phone meeting will occur.

### TOUCH POINTS

- Installation of nano septic covering on applicable touch points.
- Providing of sanitization means in numerous locations.
- Adequate appropriate educational and procedural signage.

### COMMUNICATION PLAN

- Develop communication plan for all employees to inform and education regarding all applicable policies and procedures as well as all measures put in place in order to reinforce the level of safety within the work environment to alleviate anxiety and restore a sense of safety confidence.

**COORDINATION WITH HEALTH AGENCIES  
AND LOCAL PARTNERS POLICY 01.16.0001**



**REFUSAL TO RETURN TO WORK POLICY 01.16.0016**



**SYMPTOM SCREENING POLICY 01.16.0015**



**BLOCK AND QUARANTINE MARSHALLS  
POLICY 01.16.0017**



**FT EMPLOYEE GUIDELINE POLICY 01.16.0015FT**



# TRIBUTE COMMUNITIES CENTRE

## PRIMARY LOADING BAY SCREENING AREA SETUP



### KEY NOTES

- Entry through loading bay door in the south parking lot
- Oshawa Employee Screening Questionnaire posted inside entry
- This screening location will remain in place for all 3 phases as necessary and will service all personnel who gain entry through loading bay door including staff, team/OHL personnel, service providers, etc.
- Sanitization station upon entry with hand sanitizer, face masks, and visitor sign in sheets for guests
- Floor decals to remind staff to practice physical distancing while signing in
- Setup may vary depending on conditions



# TRIBUTE COMMUNITIES CENTRE

## PHASE TWO & THREE

Phase Two and Phase Three both involve opening the venue to the public in some capacity.

As there are many components within both phases, these Phases have been further broken down in further detail within the following sections:

- Part-Time Procedures
- Guest Experience
- Communications Plan
- Ticketing
- Ice Sales and Programming
- Food and Beverage
- Operations and Housekeeping

TRIBUTE COMMUNITIES CENTRE  
**PART-TIME STAFF PROCEDURES**

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Strive to be  
**GREAT**

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# PART-TIME STAFF PROCEDURES

## ENTERING THE VENUE

The following outlines “start of shift” entry protocol for all Spectra part-time staff on an event day, and will be governed by part-time employee policy 01.16.0015PT.

- T-stands placed outside staff entrances to line up and read screening questionnaire before entry.
- Manager/supervisor from each department to check in staff designated area below using the staff sign-in sheet below.
  - Department will manually clock in each staff member.
  - Each staff member will then use the punch clock for “clock out”.
  - Stagger start times with each department to avoid congestion of sign in.

### DEPARTMENT ENTRANCES

- Quick Service staff will enter at Gate 2; 30 minutes before doors open for the event. Staff to lineup along accessible ramp with two metre distancing.
- Suites staff will enter at the Suite Holder Entrance (Staircase 3); 30 minutes before doors open for the event. Staff to lineup along garden bed.
- Events staff will enter at the Season Ticket Holder Entrance; 30 minutes before doors open for the event. Staff to lineup along garden bed.
- Housekeeping Post-Event Cleaners will enter at Gate 2: 30 minutes after the event ends. Staff to line up along accessible ramp.
- Security staff will enter through the loading bay door.
- Operations staff will enter through the loading bay door.
- All other staff working during the day and up to 1.5 hours prior to doors, may enter the venue through Gate 1 as per normal routine and then proceed to their respected work area.

**PT EMPLOYEE GUIDELINE POLICY 01.16.0015PT**



**STAFF SIGN-IN SHEET**



### IATSE

The following will outline IATSE protocols during any events that require production:

- IATSE personnel will check in at the loading bay door screening station
- Designated area for IATSE employees to leave their personal belongings, based on event requirements
- Crew Chief to assist security with check-in at the loading bay door, all must provide screening questionnaire

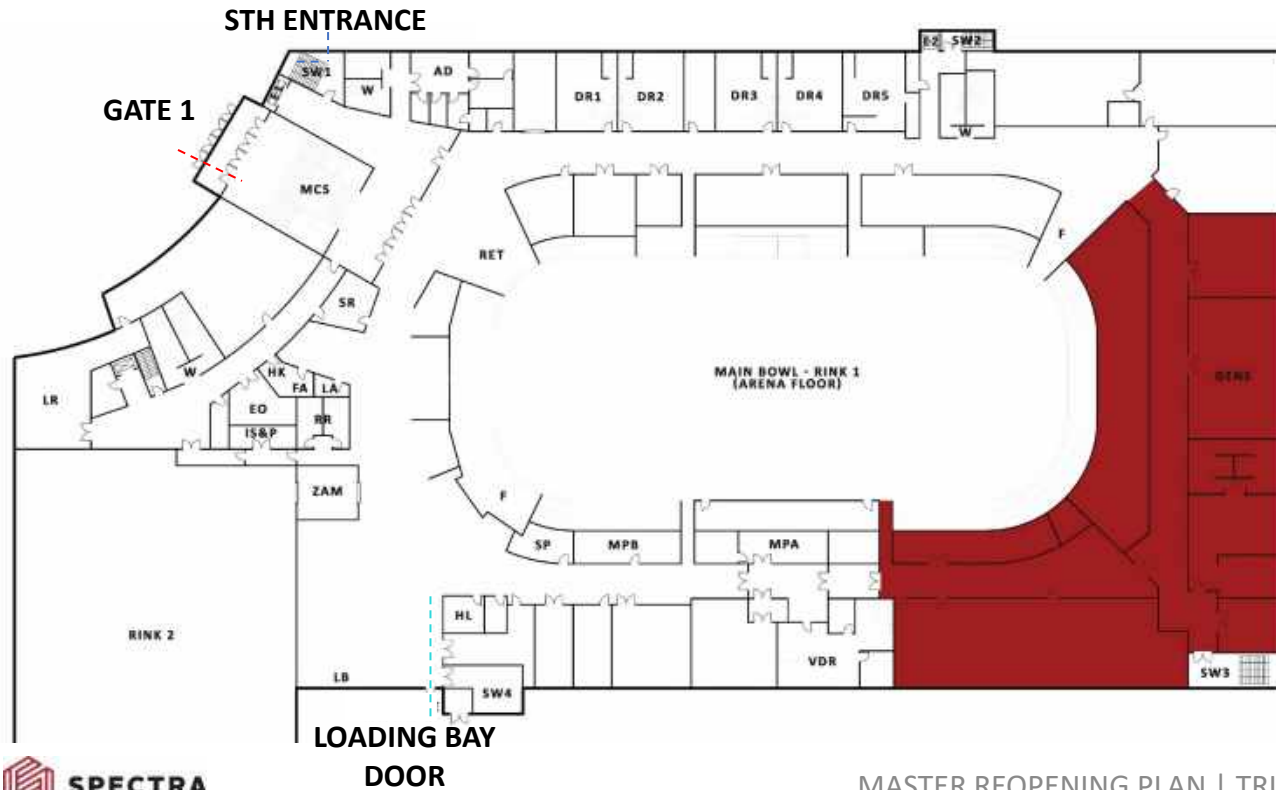
# PART-TIME STAFF PROCEDURES

## ENTERING THE VENUE - CONTINUED

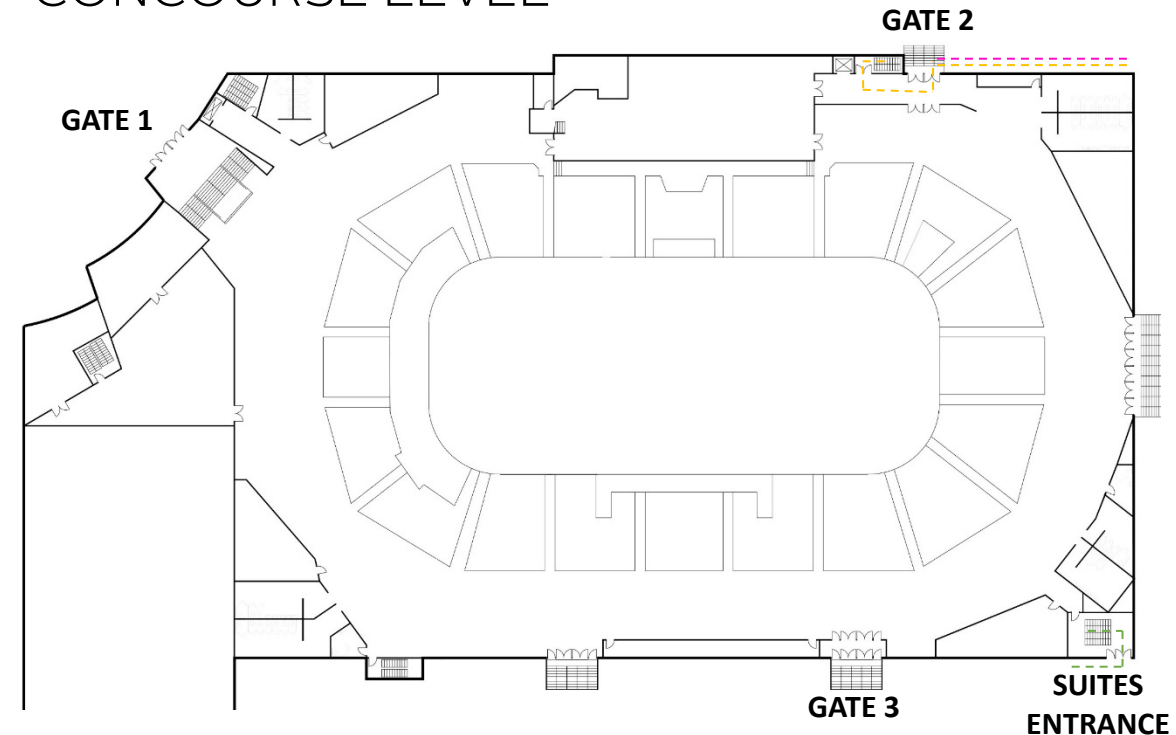
### LEGEND

- Staff Entry – Quick Service
- Staff Entry – Suites
- Staff Entry – Events
- Staff Entry – Housekeeping (Post Event)
- Staff Entry – Security, Operations
- Staff Entry – All Others

### EVENT LEVEL



### CONCOURSE LEVEL



# PART-TIME STAFF PROCEDURES

## STAFF ROOM AND BREAKS

The following staff room protocols have been developed for all Phases:

- Punch clock moved to rotunda to allow more space for clock out.
- Punch clock will be monitored by the staff room security guard and wiped following each use with an approved disinfectant.
- Social distancing policies posted in rotunda, hand washing protocols posted in staff bathroom.
- Licensed security guard stationed in rotunda to monitor entry and exit and total numbers.
- Washroom to be checked every hour by housekeeping for cleaning.
- Removal of all tables in room, set up chairs two metres apart.
  - Staff to be given option to forego their break for additional pay.
- Removal of community microwave to avoid cross contamination.
  - Staff will be advised to bring cold lunches
- Maximum of 10 staff in the room at one time based on open square footage. Consider adding break space in the west medallions if necessary/available.
- Advise staff to arrive earlier than their start time, and proceed directly to their assigned area, to minimize congregation in the staff room.
- An overflow of seating will be setup for staff to utilize
  - During an Oshawa Generals game, staff will use the Rogers' catering area in the breezeway
  - During a large event, pipe and drape will be setup in the West Plaza or alternate designated area with tables and chairs to accommodate
- All staff are required to wear masks and gloves, as provided by venue.
- Department jackets washed after each use if applicable.

# TRIBUTE COMMUNITIES CENTRE GUEST EXPERIENCE

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# GUEST EXPERIENCE

## ENTRY TO VENUE

**There will be a zero-tolerance policy for guests who fail to meet safety requirements.**

### PHASE ONE

- A full-time staff member or security personnel to be stationed at the loading bay door for full-time and tenant screening questionnaire checks.
  - A full-time staff member or security personnel will be stationed during the building's operating hours from 7:00am-6:00pm.
  - A full-time staff member or security personnel will be responsible for signing in all guests and staff each day.
  - A full-time staff member or security personnel must be wearing gloves and a mask or face shield.
- When the building is closed, guests and staff must call the Operations cell phone to gain entry.
- Full-time staff are encouraged to work from home if possible or to use a rotational schedule where applicable.
- Licensed security to keep note of number of occupants inside the building. A maximum number should be agreed upon by management.
- See Operations and Housekeeping slides for additional information regarding deliveries.

### PHASE TWO (A)

**Limited activity within the venue such as limited on-ice activity, meetings, special events and/or commercial shoots.**

- Licensed security guard to be stationed at the loading bay door for screening of full-time employees/authorized personnel, check-in equipment/timing same as Phase One; where applicable, additional licensed security guard at Gate 1 for screening of all part-time employees/guests.
- One licensed security guard per 50 people to be stationed in the area of the event to promote physical distancing.
- One supervisor to monitor guests for wandering, ensure safety protocols are being followed by guests, licensed security and part-time staff.
- Physical distance seating, physical distancing decals on interior flooring and exterior spaces at gates, directional signage, designated entrance with the least amount of touch points, stairways to be marked for up/down.
- Designate specific bathrooms for guests, staff and crew.
- Heightened cleaning and sanitization protocols for all areas in use.

# GUEST EXPERIENCE

## ENTRY TO VENUE - CONTINUED

### PHASE TWO (B)

#### Full on-ice programming, DCAHL and other leagues and schools.

Phase Two (B) will incorporate all Phase One and Phase Two protocols where applicable.

- Please see Ice Sales and Programming section for a detailed description.

### PHASE THREE

#### Full open with no restrictions.

Phase Three will cover large, live events taking place as well as Oshawa Generals hockey games. Phase Three will incorporate all protocols from earlier phases.

- Promote mobile tickets to reduce physical tickets.
- Mobile tickets will state which gate is closest to the ticket holders' seats to avoid congestion.
- Screening questionnaire to be posted on T-stands outside for guests to read before entering the venue.
- Licensed security guard positioned outside to help direct flow using megaphone and ensure guests are following protocols.
- All guests will be asked for their answers to the health screening questions posted on the T-stands by licensed security prior to entering the venue.
- List of special guests attending for licensed security to review and check in.
- Consider a no re-entry policy.
- Staff not permitted to touch guests' belongings including their tickets.
- Guests can place items (e.g. umbrellas, strollers) at Fan Services.
  - Plexiglass may be placed in front of Fan Services for protection.
- Aisles within sections 108/109, 109/110 will be designated as floor access only. Aisles within sections 105/106, 112/113 will be for up access only from the floor.
- Recommended for tenant team to utilize plexiglass on wheels to be placed for sponsor tables, can be sanitized and reused.
- Consider a bag policy to be implemented.
- Licensed security to perform touchless search of bags, large jackets, etc. and will utilize gloves, large search sticks, and/or metal detector wands.
- Ticket takers will wear face masks and gloves.



# GUEST EXPERIENCE

## GATE 1 CLEMENT WEATHER SETUP



### KEY NOTES

- Gate 1 will have two screening lines to welcome ticket holders for an event
- Floor decals will be placed outside Gate 1 and throughout the Gate 1 lobby area encouraging guests to practice physical distancing two metres apart
- Set up may vary depending on weather conditions

- Guests will be encouraged to utilize mobile tickets to reduce the need to touch the hard tickets when scanning
- Security to perform touchless searches utilizing search sticks and metal detecting wands
- Consider a no re-entry policy and a bag policy

# GUEST EXPERIENCES

## DELIVERIES

All mail and deliveries that arrive at the Tribute Communities Centre must flow through a single point of entry at the loading bay man-door and must following the protocols as noted below:

- When coordinating deliveries, staff must inform the shipper, to deliver to the back of the building.
- When a delivery arrives, the driver may enter the building through the loading bay door and inform security the following information:
  - Who the delivery is for and which bay they are parked in (if applicable).
- The delivery driver must fill out a Health and Safety Screening Questionnaire prior to entering the back of house area.
- If the delivery driver requests use of a washroom, they are permitted to do so but must use Referee Room 1 only.
- These protocols are for all deliveries and include tenant deliveries for Oshawa Generals, Oshawa Sports Hall of Fame and any concerts or events (including merchandise for sale).

# GUEST EXPERIENCE

## BUILDING FLOW MAPS

Spectra has established building flow patterns for guest traffic flow with two types of events in mind – Oshawa Generals hockey and a large, live event.





The following building flow maps may be revised and changed due to the restrictions at that time. Some of the key notes to are listed below in regards to increasing the travel space for guests throughout the various levels and spaces of the venue.

- Guests who purchase tickets the night of an event will be permitted to scan in at the ticket office lobby rather than exiting and being screened again
- The 'inner' track on the concourse, closest to the rink will travel clockwise while the 'outer' track on the concourse to travel counter clockwise.
- Access to the walkway in front of Prospects Bar & Grill at Sections 103-105 will be governed to ticketholders only and will not be used as a walkthrough for other guests due to the narrow spacing.
- Within Prospects Bar & Grill, the tables in the centre row will be removed to allow walkthrough access for those entering and exiting the restaurant after they dine.
- For live events, ticketholders with floor access will have designated aisles for up and down access to reduce congestion and crossover in aisleways.
- Spectra will consider a 'No Re-Entry Policy' to reduce guests from utilizing gates as an ingress and egress point at the same time.
- Removal of suite level furniture from hallways in the north and south areas to allow more space for suite guests to socially distance themselves while on this level.

# BUILDING FLOW MAPS – OSHAWA GENERALS

## EVENT LEVEL

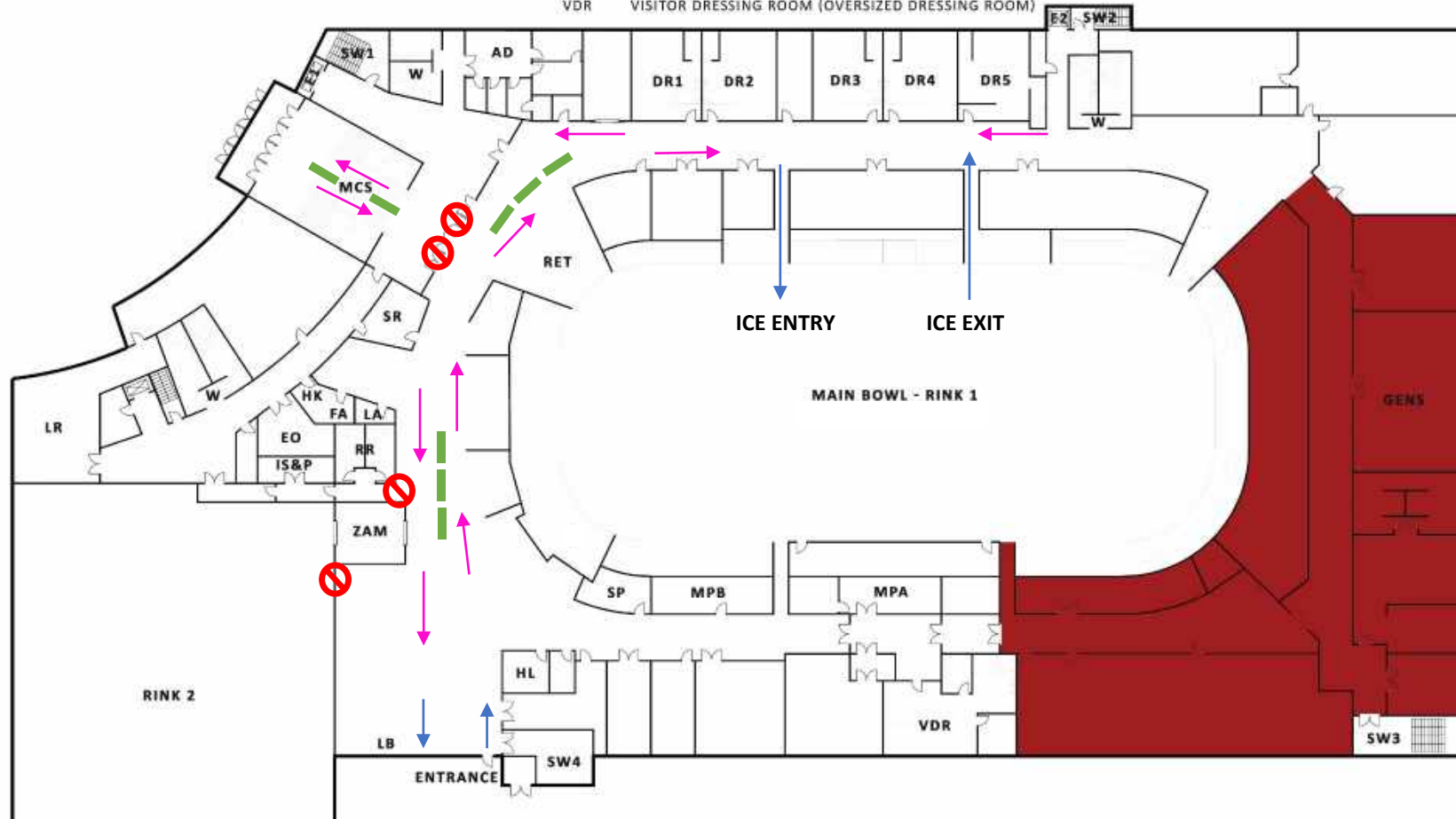
### LEGEND

-  No Access
-  Stanchions / Bike Rack
-  Direction of Travel
-  Entry / Exit Direction

ROOMS	CODE	DESCRIPTION
AD		ADMINISTRATION OFFICE
DR 1-5		DRESSING ROOMS
EO		EVENTS OFFICE
FA		FIRST-AID ROOM
HK		HOUSE KEEPING SUPERVISOR OFFICE
HL		HOUSE LIGHTS
IS&P		ICE SALES & PROGRAMMING OFFICE
LA		LAUNDRY
LR		LEISURE ROOM (CATERING)
MPA		MULTI-PURPOSE A (PRODUCTION)
MPB		MULTI-PURPOSE B (PRODUCTION)
RR		REFEREE ROOMS
SP		SHOW POWER
SR		STAFF ROOM
VDR		VISITOR DRESSING ROOM (OVERSIZED DRESSING ROOM)

OTHER	CODE	DESCRIPTION
	MCS	MAIN CONCOURSE STAIRWELL
	SW 1-4	STAIRWELLS 1-4
	E 1-2	ELEVATORS 1 AND 2
	W	WASHROOMS




SPACES	CODE	DESCRIPTION
	F	FLOOR ACCESS
	LB	LOADING BAY
	RET	REMOVABLE RETRACTS
	ZAM	ZAMBONI BAY



# BUILDING FLOW MAPS – OSHAWA GENERALS

## CONCOURSE LEVEL

### LEGEND

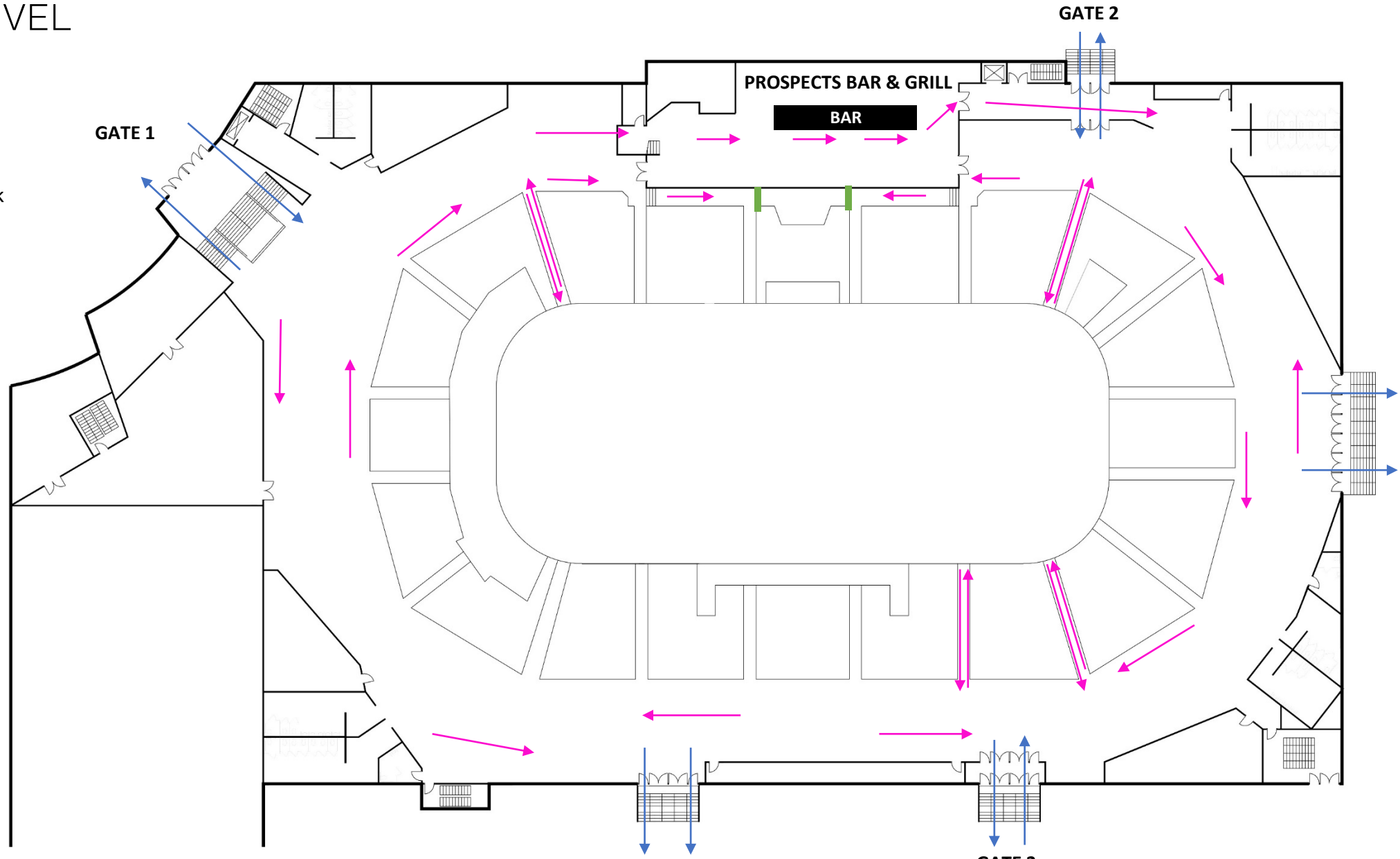
-  Stanchions / Bike Rack
-  Direction of Travel
-  Entry / Exit Direction

### NOTES

Prospects Bar & Grill will be reservation only when it is appropriate to be open.

Tables located in the centre of Prospects will be removed to allow for physical distancing between the traffic flow and tables along the windows.

Barriers to not permit walkthrough access in front of Prospects Bar & Grill – available to ticketholders in Sections 103-105 only.



# BUILDING FLOW MAPS – OSHAWA GENERALS

## SUITES LEVEL

### LEGEND

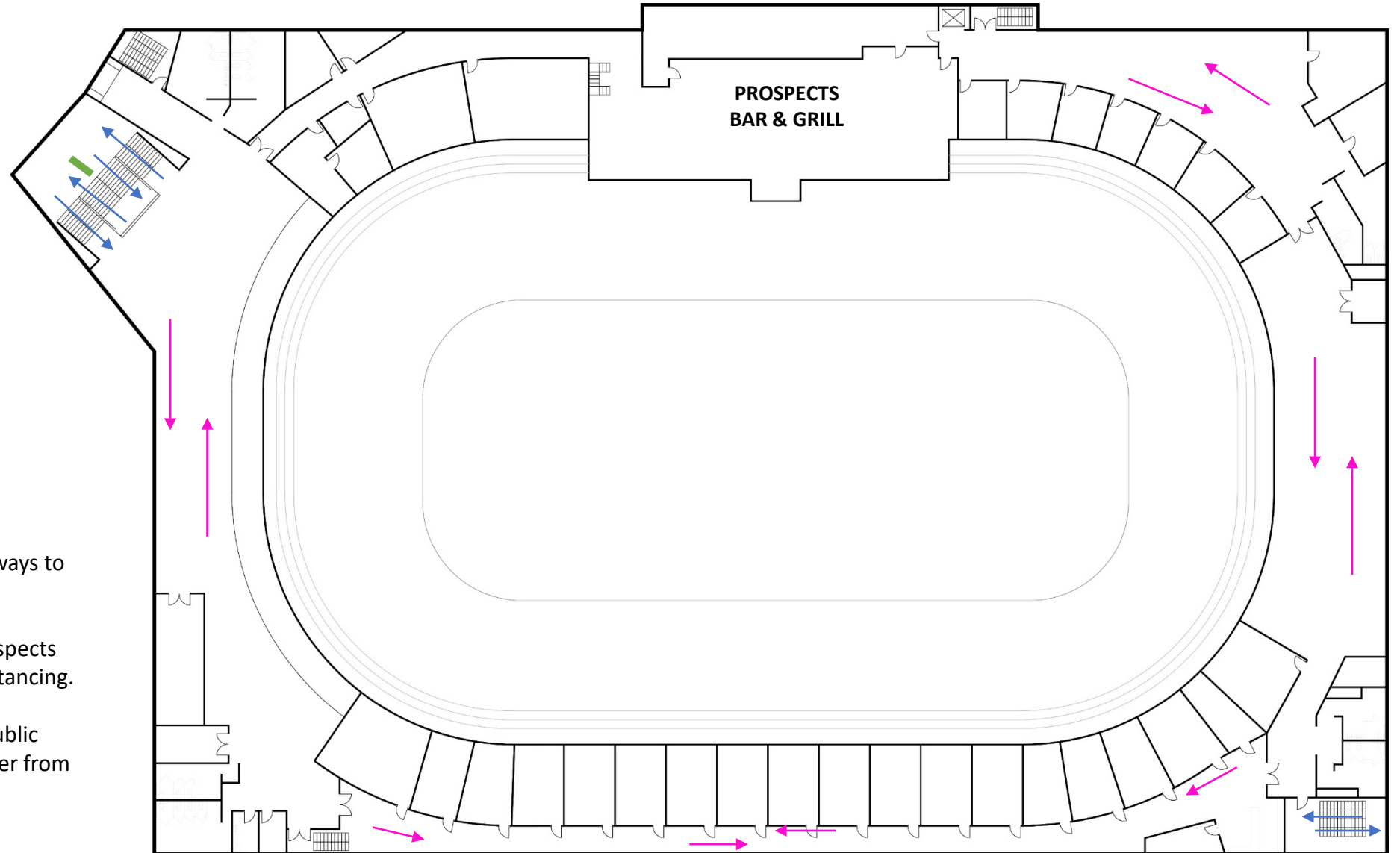
- Stanchions / Bike Rack
- ➔ Direction of Travel
- ➔ Entry / Exit Direction

### NOTES

Furniture will be removed from the hallways to allow for physical distancing.

Tables located along the partition in Prospects will be removed to allow for physical distancing.





Bars on this level will be closed to the public and suite holders will be required to order from their suite host only.



# BUILDING FLOW MAPS – EVENTS

## EVENT LEVEL

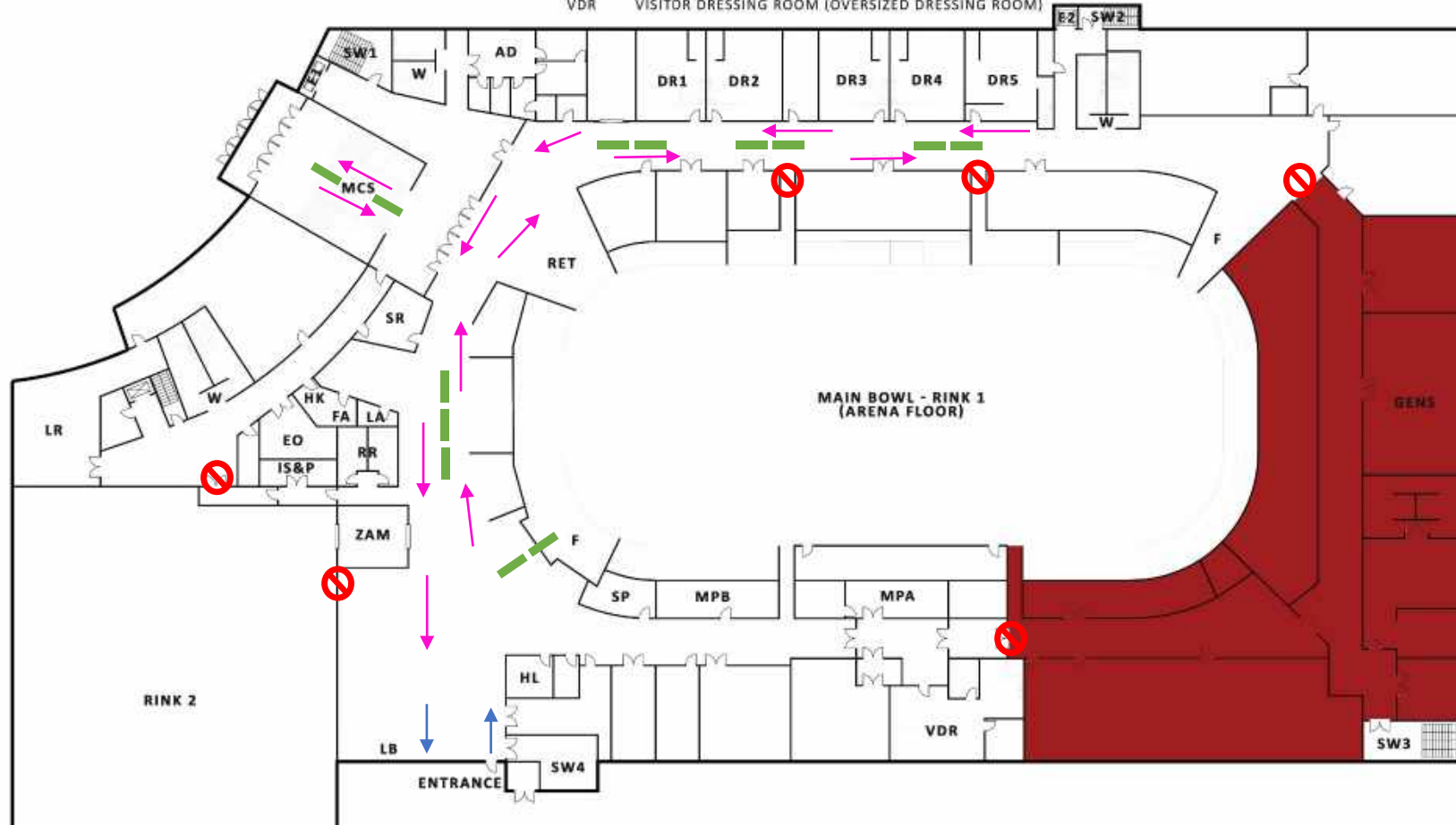
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# BUILDING FLOW MAPS – EVENTS

## CONCOURSE LEVEL

### LEGEND

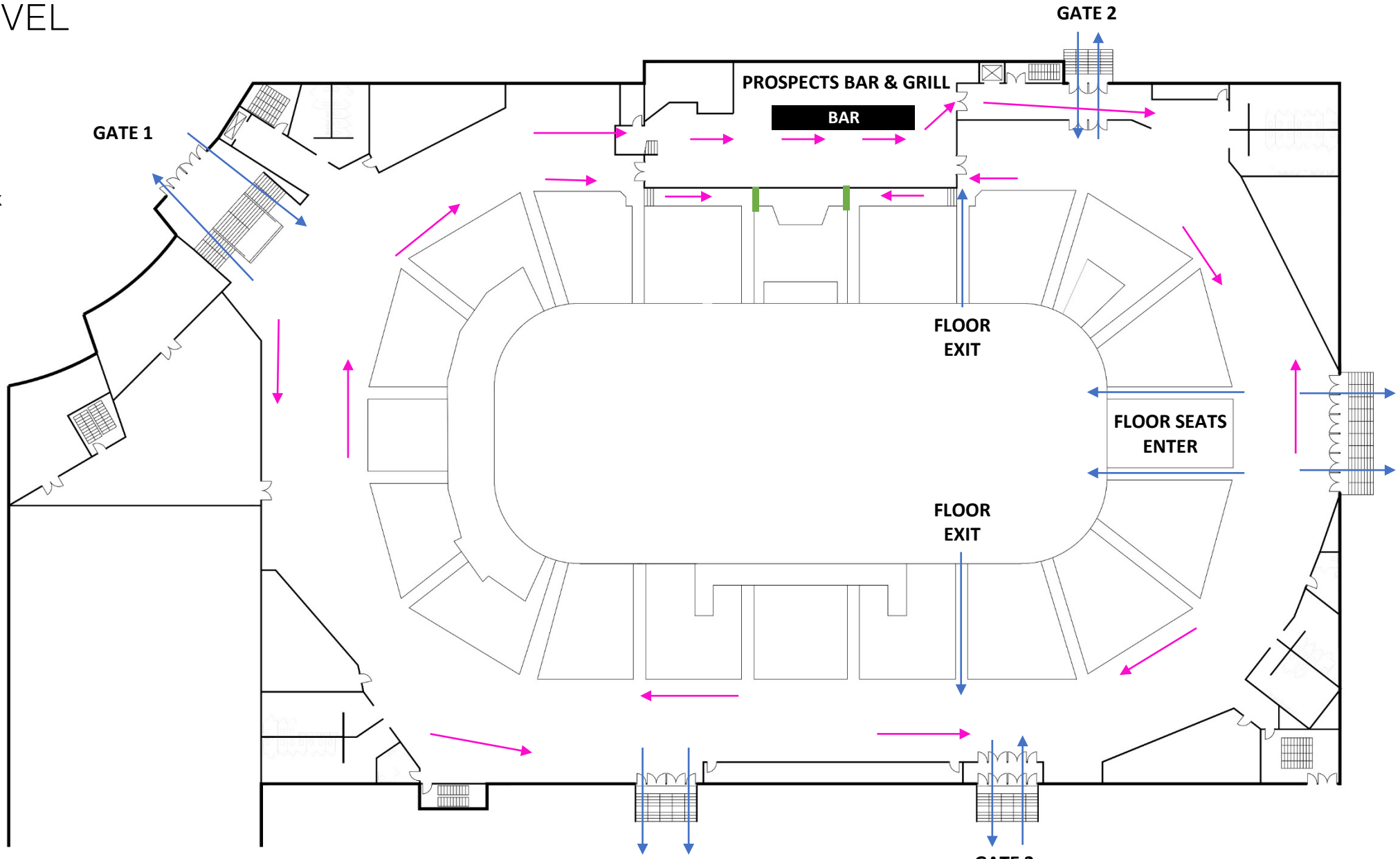
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Stanchions to not permit walkthrough access in front of Prospects Bar & Grill – available to ticketholders in Sections 103-105 only.





# BUILDING FLOW MAPS – EVENTS

## SUITES LEVEL

### LEGEND

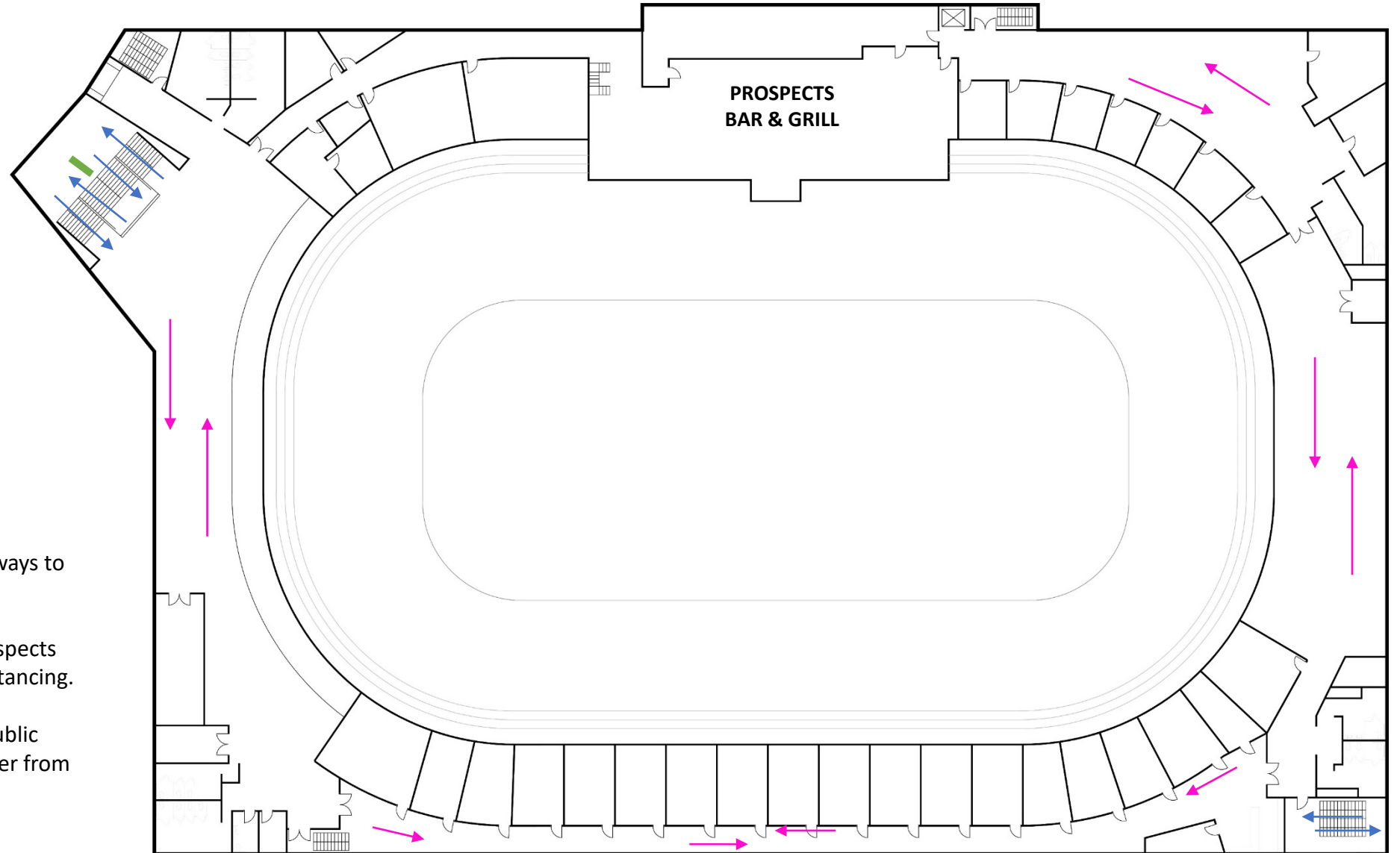
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TRIBUTE COMMUNITIES CENTRE  
**COMMUNICATIONS**

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# COMMUNICATIONS

## CORPORATE COMMUNICATIONS

We will utilize and reference the Reopening Resource Center on Intraspect to familiarize ourselves with all key messages (overarching and situational) and all templated materials created by Corporate Communications. This will ensure consistent messaging from all Spectra venues while executing key components of the Spectra Reopening Plan.

### **PRIOR TO AND DURING PHASE ONE**

- Engage Corporate Reopening Task Force at #SpectraVenueReopen with any questions after they are vetted by RVP.

### **PHASE TWO**

- Schedule weekly GM/Task Force calls when we are permitted to reopen.

### **PHASE THREE**

- Schedule weekly GM/Task Force calls when we are permitted to reopen.

# COMMUNICATIONS

## CLIENT COMMUNICATIONS

Venue and corporate leadership will maintain a schedule of coordinated and ongoing communication touchpoints with every client to be sure client is informed and consulted about reopening plan.

### **PRIOR TO PHASE ONE THROUGHOUT TO PHASE THREE**

- Clients will receive periodic messages from corporate leaders with updates on company support for individual venues. General Managers will be copied on every corporate message to clients, which should initiate a GM-client touchpoint.
- General Manager regular situational report meetings with client to keep the client informed and ensure alignment with City of Oshawa initiatives/directives
- General Manager participates as a sitting member on the Oshawa Reopening Committee to ensure access to up to date information as well as ensure alignment with City of Oshawa's initiatives/directives.
- Establish a local Reopening Task Force to collectively communicate and share best practices, updates, and resources, and agree on some level of consistency for how new policies are implemented and the legal implication. Ensure real time adjustments to the plan as changes are required as new information becomes available.

The Tribute Communities Centre's Reopening Task Force consists of:

- Vince Vella – General Manager
- William Balfour – Assistant General Manager / Director of Marketing & Group Sales
- Jay Laxton – Director of Operations
- Gary Costa – Director of Finance
- Ofir Perelman – Director of Food & Beverage

# COMMUNICATIONS

## EMPLOYEE COMMUNICATIONS

General Managers should over-communicate with employees to solidify message that their health and safety is a top priority, and to treat them as critical messengers of the venue's "new normal."

### PHASE ONE

- Human Resources to have individual conversations with all full-time employees to see where their stresses are and their comfort levels or concerns with returning to the workplace.
- Host a virtual Teams meeting to address any questions and concerns from our full-time team while educating them on new policies and procedures put in place during this phase.
- Welcome Back letter from GM to full-time employees.
- Create documentation on the proper way to utilize masks and gloves for those entering the venue and post at back of house ingress/egress point.

### PHASE TWO

- Host a virtual Teams meeting to address any questions and concerns from our full-time team while educating them on new policies and procedures put in place during this phase.
- Welcome Back letter from GM to applicable part-time employees starting during this phase.

### PHASE THREE

- Welcome Back letter from GM to all part-time employees.
- Host an employee orientation to overview any and all changes in protocol and procedures and address any questions employees may have.
  - Corporate is putting together a Welcome Back video for employees and public use.
- During orientation and first event, GM/AGM will conduct in-person check-ins during shift with staff at all levels.
- Organize media interviews.
  - Determine key employees the GM could offer to media for brief interviews or b-roll footage. Designated individuals will be prepared prior to interview with talking points.

# COMMUNICATIONS

## PROMOTER RELATIONS

General Manager to stay in regular contact with promoter representatives during all phases to check-in and provide updates on the marketplace while also gaining a sense of the industry from their group's perspective.

### PHASE ONE

- Continue regular contact with our promoter contacts regarding current shows to stay informed about future plans for postponements and announcements.
- Continue working with promoters to put new events on hold.
- Update license agreement language with new pandemic applicable language for future use.

### PHASE TWO

- Send our regular Promoter Newsletter out to our promoter contacts.
  - Focus on the new safety measures in place at the venue for our ice rental groups as well as the strength of market.
    - If decided to conduct a market fan survey, include survey results of our market's confidence as well as include refund percentages for the two shows that have been rescheduled due to the pandemic.

### PHASE THREE

- Send our regular Promoter Newsletter out to our promoter contacts.
  - Provide an update that we're able to host events and any/all restrictions that might be in place at that time.
  - Focus on the new safety measures in place for live events at the venue and a list of confirmed events already announced.

# COMMUNICATIONS

## MEDIA RELATIONS

Share stories of past events, current preparation, expectations, and the “new normal” guests will experience upon returning to venue.

### PHASE ONE

- Refresh in-market media lists to incorporate beats beyond music and entertainment, such as business, economic development, and community features.

### PHASE TWO

- Touch base with reporters and track touchpoint in Media Tracker with any venue updates.
- Invite media onsite the day of the first day of ice usage to showcase some of the new elements, procedures, etc.

### PHASE THREE

- Once reopening date is confirmed, establish non-reopening stories and develop timeline of stories not related to reopening.
  - Ideas include: food and beverage new offerings; virtual interviews or town hall with GM; employee features.
- Plan an exclusive media visit several days prior to first major event to showcase some of the new elements, procedures, etc.
- Invite media onsite the day-of first major event, such as a concert or Oshawa Generals game, to showcase some of the new elements, procedures, etc.
  - Determine if appropriate to identify key full-time and part-time employees who can speak to or illustrate new protocols.

# COMMUNICATIONS

## COMMUNITY ENGAGEMENT

Share stories of past events, current preparation, expectations, and the “new normal” guests will experience upon returning to venue.

### PHASE ONE

- With the likelihood of Touch-a-Truck being cancelled, look at ways to engage the community virtually as a replacement for this year. Work with community partners to create educational videos about some of the vehicles that would be on-site for this event or host ‘Live’ sessions where Q&A can be offered with the vehicle driver or representative.

### PHASE TWO

- Welcome Back letter from GM to main ice rental users with information on new policies and procedures affecting them.
- Welcome Back letter from GM to DCAHL teams with information on new policies and procedures affecting them.
- Consider distributing a survey to our database of past ticket holders to ask how they’re feeling about returning for live events and to be able to collect their concerns. Once we have obtained, we can then analyze responses and see if there are any gaps between their concerns and the new safety procedures put in place for when we enter Phase Three.
- Share new policies for ice user groups through social media to educate new processes for the overall public in an effort to gain confidence prior to moving to Phase Three.

### PHASE THREE

- Once reopening date is confirmed, schedule a virtual town hall and tour with GM on Facebook and Instagram to address any questions and concerns from the public and to advise of any new policies and protocol for our first major event. This will allow for the community to voice their concerns and potentially uncover any concerns not covered in this plan.
- Welcome Back letter from GM to Suite Holders with information on new policies and procedures affecting them.
- Updated Back letter from GM to main ice rental users with any updated information on policies and procedures affecting them.
- Updated letter from GM to DCAHL teams with any updated information on policies and procedures affecting them.
- Share new policies on social media to educate the public on new processes in an effort to gain confidence.
- Share new policies through our cyber club to educate the public on new processes in an effort to gain confidence.



# COMMUNICATIONS

## VENUE WEBSITE

### PHASE TWO THROUGHOUT PHASE THREE

- Create a Reopening Guest page on [tributecommunitiescentre.com](https://tributecommunitiescentre.com) that will host all pertinent information for guests.
- Update website's overlay tile to redirect guests directly to this new page.
- This page will be required to be updated regularly with any amendments due to restrictions or guidelines from provincial or local health officials and will include:
  - Standard COVID-19 ALERT notification as seen below
  - Relevant policies and procedures based on phase
  - Maps for guest traffic within the venue based on phase
  - Hand sanitizer station map
  - FAQ
  - Update A-to-Z Guide to include 'COVID-19' topic and have it link to the reopening page (once the new website is launched)

#### **COVID-19 ALERT:**

*We have taken enhanced health and safety measures to protect our venue guests. However, there is an inherent risk of exposure to COVID-19 in any public place where people are present. COVID-19 is an extremely contagious disease that can lead to severe illness and death. According to the PHA, senior citizens and guests with underlying medical conditions are especially vulnerable. By entering the venue, you voluntarily assume all risks related to exposure to COVID-19, and Venue disclaims any and all liability related thereto.*

*In accordance with the guidance and recommendations set forth by the PHA and local health officials, we respectfully request that the following guests not attend tonight's event:*

- *Guests who are feeling sick or experiencing cold or flu-like symptoms (including fever, cough and shortness of breath);*
- *Guests who have been diagnosed with, or believe to have contracted, COVID-19, unless you have had no fever for 72 hours (without use of medicine) and 10 days have passed since symptoms first appeared;*
- *Guests who have been in contact with an individual diagnosed with COVID-19 within the past 14 days; and*
- *Guests who have traveled internationally in the past 14 days.*

*[include the following statement if applicable, i.e. if face coverings/masks are mandated or recommended by the PHA, local or provincial government in the jurisdiction where the venue is located, or the client. If not applicable, delete]*

*All patrons entering the venue will be required to wear a facial covering or mask and keep it on at all times while in the venue.*

# COMMUNICATIONS

## DIGITAL AND SOCIAL MEDIA STRATEGY

The communication strategy entails three components: education; information; and celebration.

We will focus on educating the community on all new policies and procedures put in place to allow for a safe experience at the Tribute Communities Centre. We will also focus on informing the community on changes which may impact their experience and educate them on mitigating potential impacts to increase confidence and reduce uncertainty.

And finally, we will also make celebrating a focal point to create excitement around the reopening.

We will utilize the following hashtags throughout the reopening:

- #TogetherAgain; #WeAreSpectra; #SpectraGreats; #SpectraExperiences

### PHASE ONE

- Continue posting content regularly that is not COVID-19 related.

### PHASE TWO

- Determine the timeline when the Tribute Communities Centre will reopen for ice rentals, DCAHL and small events.
- Create a reopening page on [tributecommunitiescentre.com](http://tributecommunitiescentre.com) that guests can reference to throughout the campaign that will be updated regularly with any new information
- Create a master list of all policies and procedures that have been updated for this phase including:
  - Ingress and egress for Rink 1 and Rink 2
  - Dressing Room usage
  - Player benches
  - Spectators
  - Parking
- Educate on the cleaning process of the venue.
- Create graphics for all areas to promote social distancing and personal hygiene including:
  - Rink 1 and 2 ice allocation TVs; Ticket Office TVs; Exterior video boards; Website; Social media
- Utilize social media and our cyber club to deliver key messages.

# COMMUNICATIONS

## DIGITAL AND SOCIAL MEDIA STRATEGY - CONTINUED

### PHASE THREE

- Determine the timeline when the Tribute Communities Centre will reopen for live events.
- Add to the master list of all policies and procedures that have been updated for this phase including:
  - Ticket Office Logistics / Seating; Security / Front-of-House; Food & Beverage
- Inform the community on changes in which may impact their experience and educate them on mitigating potential impacts. Educate the community on all new policies and procedures put in place to allow for a safe experience at the venue.
- Educate on the cleaning process of the venue.
- Celebrate and create excitement around the reopening.
- Create concourse maps showing where hand sanitizer stations are.
- Update reopening page on the website with all of the new policies and procedures and any additional documents of reference for reopening.
- Contact Corporate Communications department to request creation of Brandwatch monitoring dashboard to listen to conversations before, during, and after the reopening.
  - This platform will provide regular reports to alert venue team to any online chatter.
- Start a social media countdown on all platforms starting one week out from the event. Each day will share a different updated policy or procedure with a link to the main reopening page.
- If opening day is for a major live event, send out additional information in the pre-show eblast to ticket holders. If opening day is for an Oshawa Generals game, have the team send out that information to ticket holders.
- Request a new script be written for Oshawa Generals games to be recorded by Oshawa Generals announcer to inform guests of new policies and remind them to social distance and wash their hands regularly.
- Opening day there should be a large emphasis on relaying the message to arrive early to avoid lines due to new security procedures when entering the venue.
- Opening day all venue assets to display #TogetherAgain branding.
- Opening day photos of guests practicing social distancing and following new procedures.
- Day after the opening, share the photos and/or video from above and thank guests for making the event safe and successful.
- Track social engagement and comments from guests in regards to their experience to establish if there is any confusion about new processes or if they are feeling unsafe at the venue and what their concerns are and how we can improve on them.

# COMMUNICATIONS SIGNAGE

Signage will be required throughout the venue at different phases but the messaging will stay consistent. This is the recommended implementation schedule for signage to be distributed throughout the venue. Signage used will be provided by the City of Oshawa to follow their other facilities' standard signage.

## PHASE ONE

- Signage at back of house entrance/exit point required
- Elevator occupancy on both cars
- Signage at all gates to remain, stating venue is closed to the public
- Signage within Operators' Control Room
- Signage at Gate 1 restrooms
- Signage within Staff Room and at punch clock as well as in the Administration Office

## PHASE TWO

- Removal of current signage at all gates stating venue is closed to the public and post signage at Rink 1 and Rink 2 designated ingress points only
- Signage within kitchen
- Signage within all restrooms
- Signage around concourse
- Signage within Ice Sales and Programming Office, dressing rooms, referee rooms,

## PHASE THREE

- Signage at all venue entrances
- Floor decals at ticket office with designated travel route
- Signage within ticket office
- Signage within concession stands and warehouse
- Signage within suites pantry
- Signage within Leisure Room
- Signage within Generals store
- Signage within Press Box
- Signage within multi-purpose rooms and visitor's dressing room

# COMMUNICATIONS

## SIGNAGE - CONTINUED

### PHASE THREE – NIGHT OF EVENT

#### LANGUAGE FOR SIGNAGE AT ENTRANCES TO VENUE

*In accordance with the guidance and recommendations set forth by the PHA and local health officials, we respectfully request that the following guests not attend tonight's event:*

- *Guests who are feeling sick or experiencing cold or flu-like symptoms (including fever, cough and shortness of breath);*
- *Guests who have been diagnosed with, or believe to have contracted, COVID-19, unless no fever has been present for 72 hours (without use of medicine) and 10 days have passed since symptoms first appeared;*
- *Guests who have been in contact with an individual diagnosed with COVID-19 within the past 14 days; and*
- *Guests who have traveled internationally in the past 14 days.*

# COMMUNICATIONS

## SIGNAGE - CONTINUED

All entrances to the facility will have the following two standard signs posted at entrance doors:

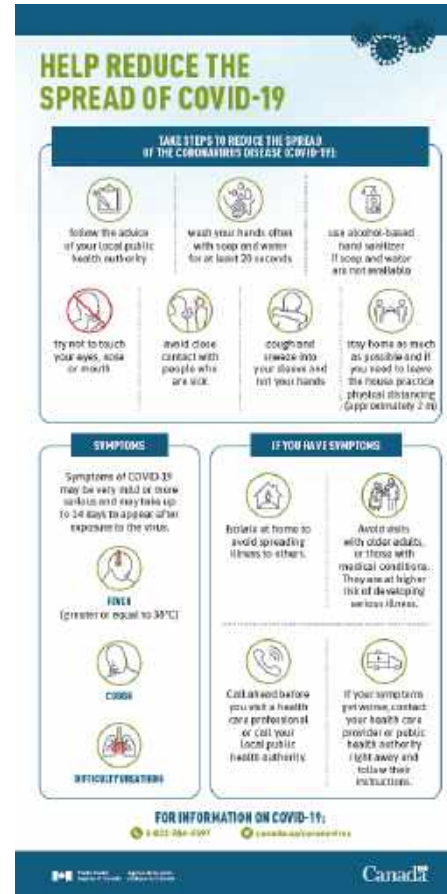
- Oshawa Entrance Signs
- Oshawa Screening Signage



# COMMUNICATIONS SIGNAGE - CONTINUED

The following poster is to be posted in all washrooms, staff room, ticket office, concession stands, medallion bar, private suites bar, Prospects Bar & Grill kitchen, leisure room kitchen, suites pantry, and administration office.

- Health Canada – Help Reduce Spread



# COMMUNICATIONS

## SIGNAGE - CONTINUED

The following posters are to be used throughout the entire venue to encourage and remind guests that physical distancing is in effect. The maximum occupancy signage is to be used for the elevators, leisure room, Prospects Bar & Grill, restrooms, suites and any meeting rooms.

- Physical Distancing Signage
- Maximum Occupancy Signage





# COMMUNICATIONS

## SIGNAGE - CONTINUED

The following floor decal is to be used in facility service and reception areas that typically have queues such as the exterior ingress points when events are permitted, ticket office lobby, concession stands, and restrooms.

- Oshawa Physical Distancing Floor Sticker



# TRIBUTE COMMUNITIES CENTRE TICKETING



Together  
AGAIN!



# TICKETING

## PHASE TWO

Through our Ticket Office operations, we have a number of opportunities to change how we sell tickets and interact with our customers both during the purchasing process as well as day of event. In both cases, we will look to incorporate temporary solutions as well as begin transitioning ticketholders to a mobile experience.

### TICKET OFFICE

- The Ticket Office will be open by appointment only on Mondays, Wednesdays and Fridays from 10:00am – 2:00pm, and Tuesdays and Thursday 2:00pm – 6:00pm. Appointments can be made 24 hours in advance by emailing the Ticketing Manager or Assistant Ticketing Manager or customers can leave a message on the Ticket Office voicemail.
- The ticket office's west entrance, north ramp with sliding accessible doors will be designated the 'In' door. The Gate 1 Ticket Office door will be the 'Out' door and both will be clearly signed and marked.
- Hand sanitizer will be available at the entrance of the Ticket Office.
- All customer interactions will be as contactless as possible.
- Cashless transactions will be strongly encouraged until such time it is deemed safe and prudent to resume cash transactions, with signage prominently posted to this effect. Exceptions will only be made if we are notified in advance via appointment scheduling that payment will be by cash. We will then ensure all safety protocols are followed in the handling of the cash, including using gloves, advising the customer cash must be exact amount owing, and handed to the agent in one envelope/bundle for counting by Ticket Office only.
- Debit and credit card terminals will receive protective covers which can be sanitized after each use and/or nano septic covers will be affixed to pin pads. All employees will wear gloves to input transactions before terminals are provided to customers to complete. Direct customer contact will be avoided. Signatures for credit cards will be foregone in lieu of customers showing an alternate form of picture ID with their signature so the agents can match signatures. Customers will be advised during scheduling of their appointment the protocols for their chosen payment method.
- Seating maps should be affixed to the inside glass of the window to allow customer viewing but prevent physical handling. Copies will be available to give to customers upon request if they cannot view the maps in this way. Maps will not be returned to the Ticket Office but must be taken by the customer or disposed of by them.
- Update all voicemail recordings.

# TICKETING

## PHASE TWO

### TICKETS

- Mobile delivery will become the default delivery method and will be encouraged even when purchasing tickets at the ticket office.
- To reduce Will Call ticket pickups, customers will be encouraged to have their tickets mailed or sent by email or text.
- Print-at-Home tickets will no longer be a delivery option for customers when purchasing tickets. Print-at-Home tickets will still be available in situations where tickets are needing to be re-issued but will eventually be phased out completely once customers become more familiar with the technology.
- For added purchase protection, customers will be encouraged to utilize the ticket insurance option to protect their purchase when buying tickets online. Should the ability to offer post sale options for insurance within a specified window become available, this option will be relayed to the customer at time of purchase along with instructions on how to complete the process.
- New ticket backs will be updated to have the following language added including print-at-home, mobile, and hard tickets for the 2020-2021 season:
  - *There is an inherent risk of exposure to COVID-19 in any public place where people are present. COVID-19 is an extremely contagious disease that can lead to severe illness and death. Senior citizens and guests with underlying medical conditions are especially vulnerable. By entering the venue, you voluntarily assume all risks related to exposure to COVID-19, and Venue disclaims any and all liability related thereto.*

# TICKETING

## PHASE THREE

The following recommendations will be in addition to those already listed in Ticketing's Phase Two recommendations.

### DAILY OPERATIONS

- Daily operations will commence by following the “ticket office reopening checklist” to ensure all terminals are operational; ensure AM monitor, SBClient, and other programs are all updated and working correctly; test BOCA ticket printers; and ensure Equery, Tix Track and Crystal Reports are all scheduled and returning accurate results.
- Regular summer/winter hours of operation will resume.
- Live events and/or OHL hockey may be sold using an approved physical distancing seating plan/attendance if conditions/directives/guidelines dictate. Live event seating will be approved by the promoter; whereas OHL/CHL events will be approved by the Team/League (whichever is applicable).

### EVENT DAY

- Tensabarrier, signage, and floor markers will be utilized to map out physical distancing. Overflow will have to physically distance line up outside of the “In” slider door until a spot inside clears. During Phase 3 accessible patrons entering the venue for an event will be required to enter through the Gate 1 accessible door to reduce crossing of traffic paths with guests within the box office lobby.
- If multiple windows are required to be open, every second window will be utilized to create physical distancing for both the employee on the inside of the ticket office as well as the customers in the lobby.
- Once a transaction at the ticket office is completed, the customer will be permitted to scan in at the dividing wall to vacate the Ticket Office lobby and enter the venue.

# TICKETING

## TICKET OFFICE LOBBY SETUP EXAMPLE



### KEY NOTES

- Entry through sliding door entrance from the ramp near Red Tilson Lane
- Ticket Office will have floor decals encouraging guests to physical distance two metres apart
- Exit through Gate 1 accessible door; Customers purchasing tickets the night of an event, will be able to scan into the event at the dividing wall in the ticket office lobby
- Every other ticket window will be utilized with a queuing area at the closed window beside it
- Cashless transactions will be strongly encouraged; nano septic coverings on credit/debit terminals
- Nanoseptic strips on accessible door buttons

# TRIBUTE COMMUNITIES CENTRE ICE SALES & PROGRAMMING

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An action shot from an ice hockey game. In the foreground, a player in a light blue jersey with 'ALLIANCE' on the front is skating towards the right. Behind him, a player in a grey jersey is also skating. In the background, a referee in a black and white striped shirt and other players are visible on the ice. The arena seating is visible in the upper part of the frame, mostly empty. Advertisements for 'LANGILLE'S Scrap Metal', 'Merid', 'GREAT CANADIAN MEAT', and 'LOVELL DRUGS' are visible on the boards.

*Together*  
**AGAIN!**



# ICE SALES AND PROGRAMMING

## PHASE TWO CLASSIFICATIONS

The Ice Sales and Programming Department have further categorized Phase Two into two categories due to services offered and potential restrictions we assume will be lifted at different periods of time.

### **PHASE TWO**

#### **LIMITED PUBLIC ACTIVITY**

During this phase, some form of public activity will be permitted to occur at the venue.

#### **PHASE TWO (A)**

- This phase will permit limited on-ice instructional groups on the ice at one time based on current public health guidelines and keeping physical distancing in mind.

#### **PHASE TWO (B)**

- This phase will allow for the venue to operate the Durham Central Adult Hockey League (DCAHL) and will increase the amount of skaters permitted for on-ice instructional groups to no more than 14 skaters on the ice at one time (maximum number to coincide with provincial guidelines at the time).



# ICE SALES & PROGRAMMING

## PHASE TWO (A) PROCEDURES AND RESTRICTIONS

### PHASE TWO (A)

#### GENERAL OPERATIONAL NOTES

- Managers, supervisors and licensed security will work together to ensure all stations/assignments are covered.
- Designated entrances and exits, skate change areas, on-ice entry, exits and guardian viewing areas
- Licensed security at designated entrance(s) one hour prior to the first rental until one hour after the last rental – relative to which rink is in use.
- Part-time supervisor and/or Manager always on-site to provide briefings, client support and non-contact client check-in during operating hours.
- Master check-in document will be electronic; confirming client names, times and confirmation of screening for each rental.
- Directional signage and barriers (floor/ground, walls, T-stands, doors) throughout a clients path from where they enter the building to when they are exiting
- All applicable doors to be locked until a staff member grants access (clients should not be able to walk in themselves).

#### GENERAL CLIENT RESTRICTIONS

- All clients must arrive 20 minutes before their rental, and be fully dressed except for skates, as per Ontario Hockey Federation (OHF) standards.
- All clients must check-in with photo ID and name at screening table located at designated entrance(s) and pass screening questionnaire.
- Those who are late or fail to meet the standard above will be will be refused entry.
- One parent and/or guardian per on-ice participant will be permitted inside the building within a designated viewing area.
- No concourse access at any time.
- Gate 3 will not be in use.
- No more than the permitted number of skaters on the ice including instructors as per provincial health regulations. No exceptions.
- All clients must remain two metres apart at all times, including on the ice.
- Deep clean of all areas in use at the end of the evening required as per the Operations and Housekeeping section of this plan.

# ICE SALES & PROGRAMMING

## PHASE TWO (A) PROCEDURES AND RESTRICTIONS – CONTINUED

### RINK 1 DETAILS

- Designated entrance will be Gate 1 door with standing markings outside doors.
- Doors will remain locked until appropriate for check-in and will be unlocked each hour for the next group.
- Two sections of the North Hall will be the designated “skates on” staging area equipped with chairs two metres apart for each individual.
- West Section of chairs will be used by “even” hourly groups and the East section of chairs for “odd” hourly groups
- Designated on/off-ice entrance for the “even” hourly groups will be the player door through the 103A walkway and the 105A walkway for the “odd” hourly groups
- All belongings must stay under the chairs of the skate change areas. Nothing is to be brought out to the ice, player’s benches or penalty box
- There will be no public access to the main concourse, Rink 1 event level washrooms or Gate 3.
- Dressing Room 3 is a designated unisex washroom to be used by Rink 1 user groups and/or their Guardians only
- If clients choose to park in the south parking lot, they must walk around the exterior of the building to their designated entrance.

**NOTE: See Operations and Housekeeping Section for specific cleaning and disinfecting procedures.**

# ICE SALES & PROGRAMMING

## PHASE TWO (A) PROCEDURES AND RESTRICTIONS - CONTINUED








### RINK 1 HOURLY FLOW CHART EXAMPLE

<b>Rink 1</b>	
8:35am	Manager/Supervisor unlocks door, greets clients at Gate 1 designated entrance, informs of protocols, Security completes screening.
8:50am	Manager/Supervisor directs group down Main concourse stairwell to “odd-hour” skate change area in North Hall
<u>9:00am</u>	Manager/Supervisor/Security locks Gate 1, sanitizes entry/exit.
	Manager directs group from “odd-hour” skate change area to Ice through 103A.
9:35am	Manager/Supervisor unlocks door, greets clients at Gate 1 designated entrance for 10am rental, informs of protocols, completes screening.
	Manager/Supervisor directs next group down main concourse stairwell to “even-hour” skate change area.
9:50am	On-Ice clients are buzzed off ice.
	Manager/Supervisor directs on-Ice clients to “odd-hour” skate change area through 103A.
	1 Operator cleans Bench/sanitize nets (after moving nets to boards) while 1 floods.
<u>10:00am</u>	Manager/Supervisor/Security locks Gate 1, sanitizes entry/exit.
	Manager/Supervisor directs group from “even-hour” skate change area to Ice through 105A.
	Manager/Supervisor directs group from “odd-hour” skate change area up main concourse stairwell through designated exit at Gate 1
10:05am	Operations cleans/sanitizes “odd-hour” skate change area and Guardian viewing area
	Ops finishes sanitizing skate change area for next group and finishes off sanitizing the remote area
10:30am	Ops cleans/sanitizes DR 5 unisex washroom
10:35am	Manager/Supervisor unlocks door, greets clients at Gate 1 designated entrance, informs of protocols, Security completes screening.
10:50am	Manager/Supervisor directs next group down main concourse stairwell to “odd-hour” skate change area.
	On-Ice clients are buzzed off ice.
	Manager/Supervisor directs on-Ice clients to “even-hour” skate change area through 105A.
	1 Operator cleans Bench/sanitize nets (after moving nets to boards) while 1 floods.
<u>11:00am</u>	REPEAT

# BUILDING FLOW MAPS

## PHASE TWO (A) – RINK 1

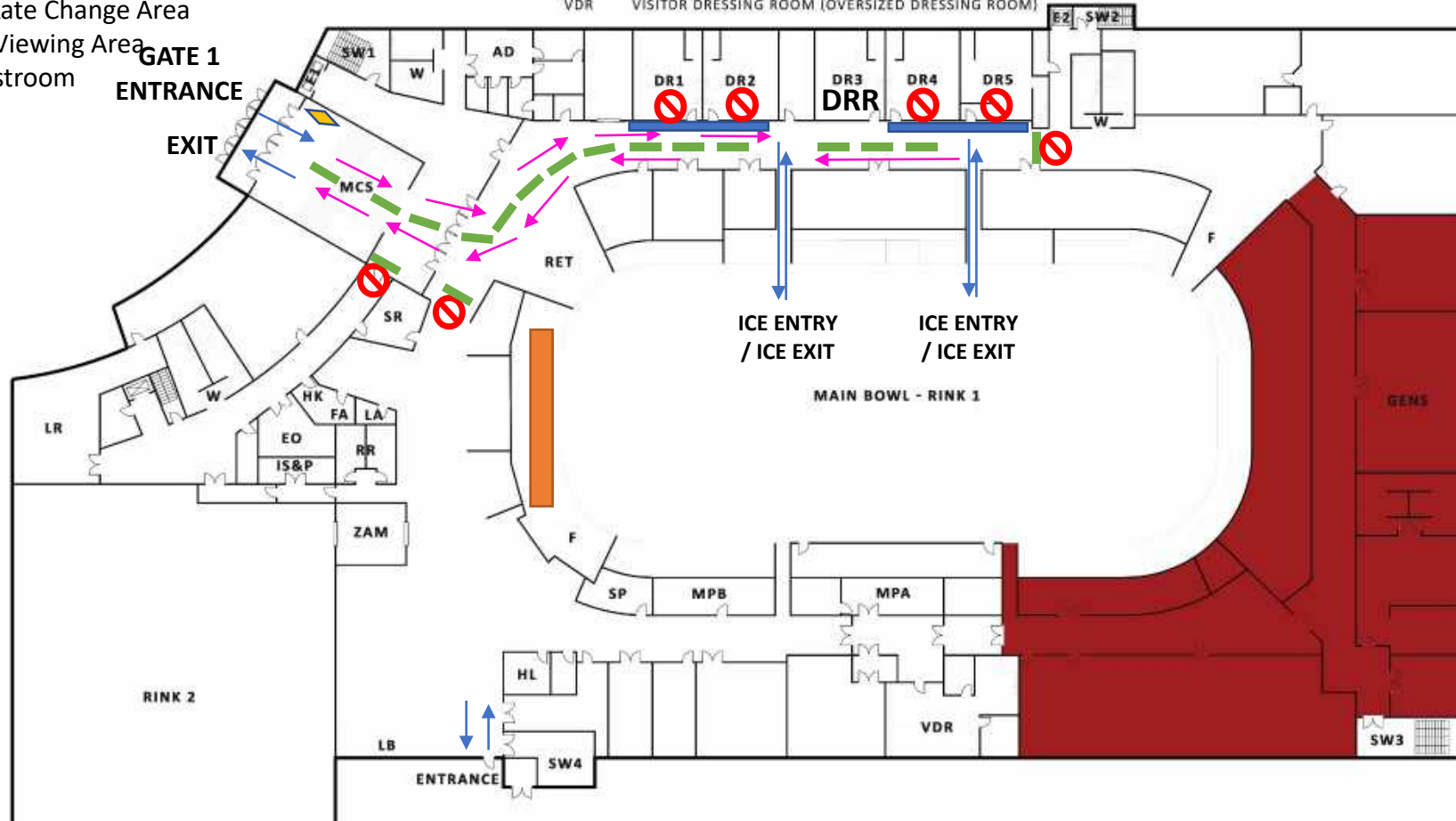
### LEGEND

-  No Access
-  Stanchions / Bike Rack
-  Direction of Travel
-  Entry / Exit Direction
-  Convenor / Security Desk
-  Chairs / Skate Change Area
-  Guardian Viewing Area
- DRR** Unisex Restroom

ROOMS	CODE	DESCRIPTION
AD		ADMINISTRATION OFFICE
DR 1-5		DRESSING ROOMS
EO		EVENTS OFFICE
FA		FIRST-AID ROOM
HK		HOUSE KEEPING SUPERVISOR OFFICE
HL		HOUSE LIGHTS
IS&P		ICE SALES & PROGRAMMING OFFICE
LA		LAUNDRY
LR		LEISURE ROOM (CATERING)
MPA		MULTI-PURPOSE A (PRODUCTION)
MPB		MULTI-PURPOSE B (PRODUCTION)
RR		REFEREE ROOMS
SP		SHOW POWER
SR		STAFF ROOM
VDR		VISITOR DRESSING ROOM (OVERSIZED DRESSING ROOM)

OTHER	CODE	DESCRIPTION
	MCS	MAIN CONCOURSE STAIRWELL
	SW 1-4	STAIRWELLS 1-4
	E 1-2	ELEVATORS 1 AND 2
	W	WASHROOMS

SPACES	CODE	DESCRIPTION
	F	FLOOR ACCESS
	LB	LOADING BAY
	RET	REMOVABLE RETRACTS
	ZAM	ZAMBONI BAY



### NOTES

Staff and referees to continue utilizing loading bay door.

Dressing Room 3 will be the designated restroom (DRR).

Guardian Viewing Area will be on the ice level at the bottom of Sections 118-120.

# ICE SALES & PROGRAMMING

## PHASE TWO (A) PROCEDURES AND RESTRICTIONS – CONTINUED

### RINK 2 DETAILS

- Designated entrance will be the Rink 2 entrance.
- Doors will remain locked until appropriate for check-in and unlocked each hour for the next group.
- South/East corner of the arena will be the designated “even-hour” skate change area
- North/East corner of the arena will be the designated “odd-hour” skate change area
- Both skate change areas will have 20 chairs placed 2 meters apart for on-ice participants to lace/remove skates.
- Designated on/off-ice entrance/exit for “even-hour” rentals is through the South player’s bench door
- Designated on/off-ice entrance/exit for “odd-hour” rentals is through the North/East rink door
- All belongings are to be kept under the participants chair. No personal belongings are to be placed in the player’s bench or penalty box at any time.
- No public access to Rink 2 washrooms or Ice Sales Office.
- Dressing Room 8 is a designated unisex washroom, to be used by on-ice patrons and/or Guardians
- If clients choose to park in the back lot they must walk around the building to their designated entrance.

**NOTE: See Operations and Housekeeping slides for specific cleaning and disinfecting procedures.**

# ICE SALES & PROGRAMMING

## PHASE TWO (A) PROCEDURES AND RESTRICTIONS – CONTINUED






### RINK 2 HOURLY TIME CHART EXAMPLE

Rink 2	
8:40am	Manager/Supervisor unlocks door, greets clients at Rink 2 designated entrance, informs of protocols, Security completes screening.
9:00am	Manager/Supervisor directs group to “odd-hour” skate change area.
<u>9:15am</u>	Manager/Supervisor/Security locks Rink 2 doors, sanitizes entry/exit.
	Manager / Supervisor directs group from “odd-hour” skate change area to Ice through South players bench
9:45am	Manager/Supervisor/Security unlocks door, greets clients at Gate 1 designated entrance, informs of protocols, completes screening.
	Manager/Supervisor directs next group to “even-hour” skate change area
10:05am	On-Ice clients are buzzed off ice.
	Manager/Supervisor directs on-ice clients to “odd-hour” skate change area from the South player’s bench
	1 Operator cleans/sanitize nets (after moving nets to boards) while 1 floods.
<u>10:15am</u>	Manager/Supervisor/Security locks Rink 2 doors, sanitizes entry/exit.
	Manager/Supervisor directs group from “even-hour” skate change area to Ice through North/East man-door entry/exit.
	Manager/Supervisor directs from “odd-hour” skate change area to leave venue through Rink 2 Emergency Exit.
10:16am	Operations cleans/sanitizes “odd-hour” skate change area and Guardian viewing area
	“Odd-hour” skate change area is completed, Ops sanitizes on-ice door and hall where applicable.
10:30am	Operations cleans/sanitizes DR 8 unisex washroom.
10:45am	Manager/Supervisor/Security unlocks door, greets clients at Gate 1 designated entrance, informs of protocols, completes screening.
11:05am	Manager/Supervisor directs next group to “odd-hour skate change area.
	On-Ice clients are buzzed off ice.
	Manager/Supervisor directs on-ice clients to “even-hour” skate change area through North/East man-door entry/exit.
	1 Operator cleans/sanitize nets (after moving nets to boards) while 1 floods.
<u>11:15am</u>	REPEAT

# BUILDING FLOW MAPS

## PHASE TWO (A) – RINK 2

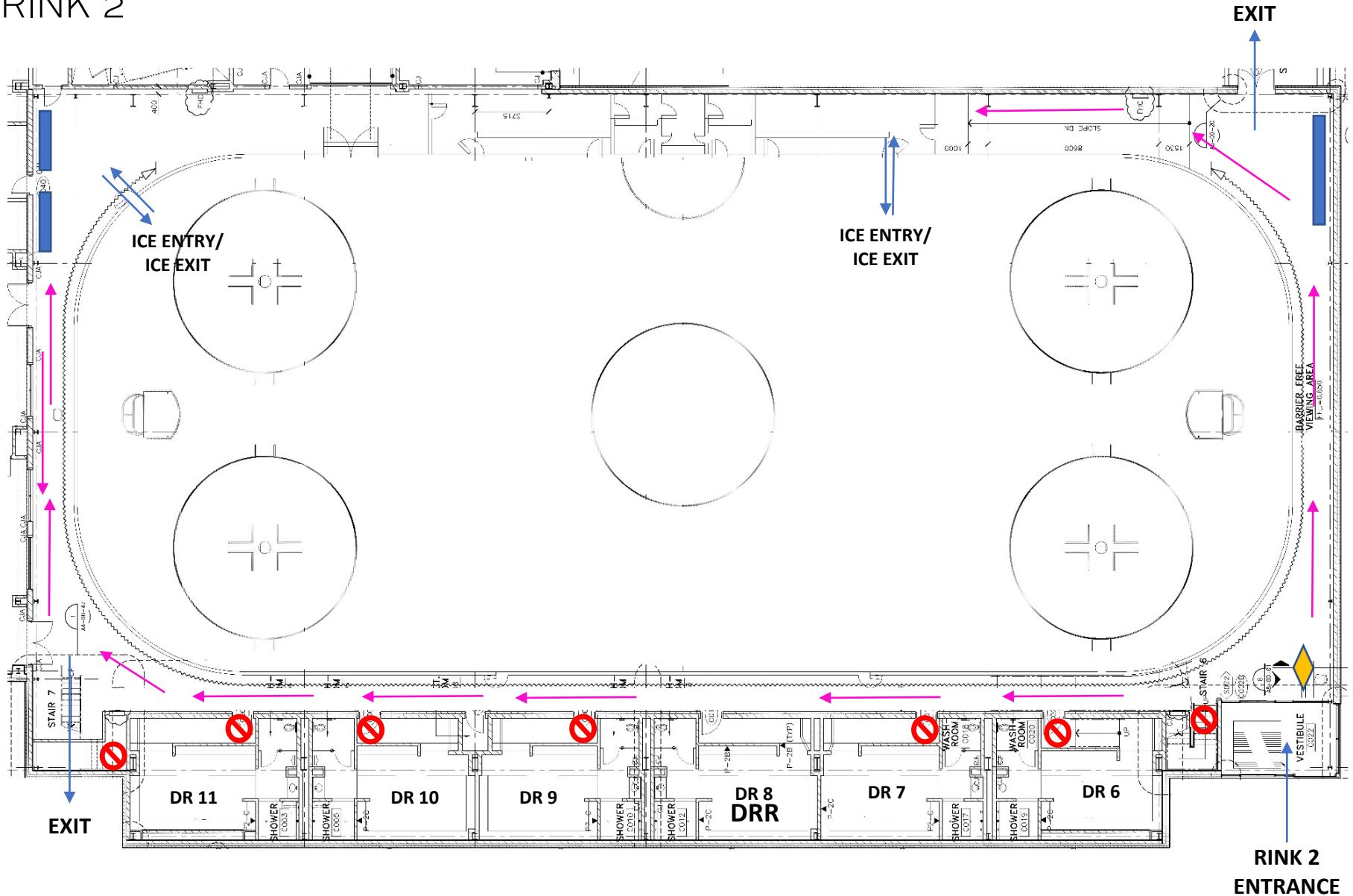
### LEGEND

-  No Access
-  Direction of Travel
-  Entry / Exit Direction
-  Conveyor / Security Desk
-  Chairs / Skate Change Area / Guardian Viewing Areas
- DRR** Unisex Restroom

### NOTES

Dressing Room 8 will be the designated restroom (DRR).

Alternating 'Skate Change' areas per hour for groups to reduce crossover traffic.



# ICE SALES & PROGRAMMING

## PHASE TWO (B) PROCEDURES AND RESTRICTIONS

Phase Two (B) will cover the operations of the Durham Central Adult Hockey League (DCAHL) and limited on-ice instruction clients for up to 10 people (maximum number to coincide with provincial guidelines at the time).

This phase also includes all Phase Two (A) protocols.

### GENERAL NOTES

#### ADDITIONAL OPERATIONAL NOTES

- Time keepers will wear applicable PPE and check-in under the same protocol; will use loading bay door for their entrance.
- Referees will wear applicable PPE and check-in under the same protocol; will use loading bay door for their entrance.
- DCAHL requires two rooms per team as a minimum standard; rooms will still have seats taped.
- Ice to be scheduled in blocks to eliminate disruption of league and/or on-ice instructional clients (no overlap between the two).
- Operations requires a 1.5 hour buffer between DCAHL games to sanitize additional spaces/rooms and allow next teams to come in.
- Operations and Ice Sales require a one hour buffer to swap between league and on-ice instruction blocks.
- With additional staff, Operations and Ice Sales can use the same flow chart for on-ice instruction but with an additional room for each client group.

#### ADDITIONAL CLIENT RESTRICTIONS

- The number of parents and guardians per participant will potentially be increased dependent on current provincial guidelines.
- Clients to speak to security or supervisor at designated entrance for any questions or concerns; no access to ice sales office.
- Clients are not permitted to use other areas of the facility for “warm-up” or dryland training.

#### OTHER CONSIDERATIONS

- Eliminating cash payments at the end of each league night to be under consideration.



# ICE SALES & PROGRAMMING

## PHASE TWO (B) PROCEDURES AND RESTRICTIONS - CONTINUED

### RINK 1 DETAILS

- Designated Entrance and sign-in procedure will not change for this phase.
- Dressing Room 1 and 2 will be the designated “skates on & off” staging area for away team; equipped with nine, two metre squares taped in each room for each individual players; designated on-ice entrance/exit will be the player door through 103A.
- Dressing Room 4 and 5 will be the designated “skates on & off” staging area for home team with nine, two metre squares taped in each room for each individual players; designated on-ice entrance/exit will be the player door through 105A.
- All belongings must stay in rooms and individual squares.
- Benches to be equipped with two metre taped areas and six additional spots down the south hallway to promote social distancing.
- Referees to use Visitor dressing room.
- Referees to be wearing masks and using electronic whistles.

**NOTE: See Operations and Housekeeping slides for specific cleaning and disinfecting procedures.**

# ICE SALES & PROGRAMMING

## PHASE TWO (B) PROCEDURES AND RESTRICTIONS - CONTINUED







### RINK 1 HOURLY FLOW CHART EXAMPLE

Rink 1	DCAHL
5:45pm	Manager/Supervisor unlocks door, greets players at Gate 1 designated entrance, informs of protocols, completes screening.
5:50pm	Manager/Supervisor directs group down Main concourse stairwell to DR 1/2 & 4/5, props doors open.
<u>6:00pm</u>	Manager/Supervisor locks Gate 1, sanitizes entry/exit.
	Security directs group from DR 1/2 to Ice through 103A and unprops doors.
	Security directs group from DR 4/5 to Ice through 105A and unprops doors.
6:50pm	Players are buzzed off ice.
	Security directs players off-ice to DR 1/2 to Ice through 103A.
	Security directs players off-ice to DR 4/5 to Ice through 105A.
	1 Operator cleans Benches/sanitize nets (after moving nets to boards) while 1 floods.
7:00pm	Security directs players up main concourse stairwell and out gate 1 designated exit door.
	Operations cleans DR 1, 2, 4 & 5
8:00pm	DRs are complete; sanitizes on-ice doors and hall where applicable.
8:15pm	Manager/Supervisor unlocks door, greets clients at Gate 1 designated entrance for 10am rental, informs of protocols, completes screening.
8:20pm	Manager/Supervisor directs next group down main concourse stairwell to DR 1/2 & 4/5, props doors open.
<u>8:30pm</u>	Manager/Supervisor locks Gate 1, sanitizes entry/exit.
	Security directs group from DR 1/2 to Ice through 103A and unprops doors.
	Security directs group from DR 4/5 to Ice through 105A and unprops doors.
9:20pm	Players are buzzed off ice.
	Security directs players off-ice to DR 1/2 to Ice through 103A.
	Security directs players off-ice to DR 4/5 to Ice through 105A.
	1 Operator cleans Benches/sanitize nets (after moving nets to boards) while 1 floods.
9:30pm	Security directs players up main concourse stairwell and out gate 1 designated exit door.
	Operations cleans DR 1, 2, 4 & 5
10:30pm	DRs are complete; sanitizes on-ice doors and hall where applicable.
<u>11:00pm</u>	REPEAT

# BUILDING FLOW MAPS

## PHASE TWO (B) – RINK 1

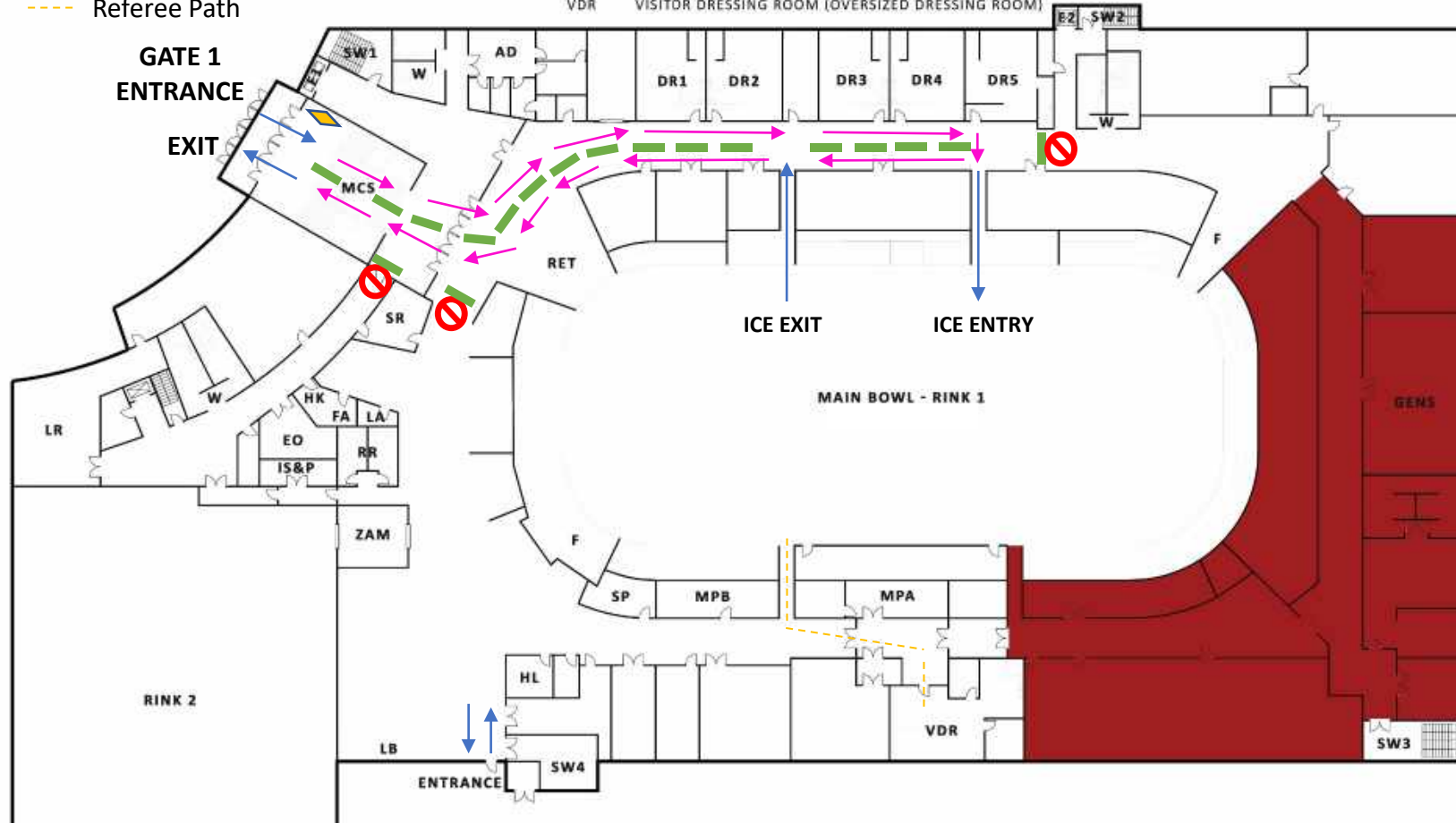
### LEGEND

-  No Access
-  Stanchions / Bike Rack
-  Direction of Travel
-  Entry / Exit Direction
-  Conveyor / Security Desk
-  Referee Path

ROOMS	CODE	DESCRIPTION
AD		ADMINISTRATION OFFICE
DR 1-5		DRESSING ROOMS
EO		EVENTS OFFICE
FA		FIRST-AID ROOM
HK		HOUSE KEEPING SUPERVISOR OFFICE
HL		HOUSE LIGHTS
IS&P		ICE SALES & PROGRAMMING OFFICE
LA		LAUNDRY
LR		LEISURE ROOM (CATERING)
MPA		MULTI-PURPOSE A (PRODUCTION)
MPB		MULTI-PURPOSE B (PRODUCTION)
RR		REFEREE ROOMS
SP		SHOW POWER
SR		STAFF ROOM
VDR		VISITOR DRESSING ROOM (OVERSIZED DRESSING ROOM)

OTHER	CODE	DESCRIPTION
	MCS	MAIN CONCOURSE STAIRWELL
	SW 1-4	STAIRWELLS 1-4
	E 1-2	ELEVATORS 1 AND 2
	W	WASHROOMS

SPACES	CODE	DESCRIPTION
	F	FLOOR ACCESS
	LB	LOADING BAY
	RET	REMOVABLE RETRACTS
	ZAM	ZAMBONI BAY



### NOTES

Staff and referees to continue utilizing loading bay door.

# ICE SALES & PROGRAMMING

## PHASE TWO (B) PROCEDURES AND RESTRICTIONS - CONTINUED

### RINK 2 DETAILS

- Designated Entrance and sign-in procedure will not change for this phase.
- Dressing Room 8 and 9 will be the designated “skates on & off” staging area for away team; equipped with nine, two metre squares taped in each room for each individual players; designated on-ice entrance/exit will be through the south player door.
- Dressing Room 10 and 11 will be the designated “skates on and off” staging area for home team with nine, two metre squares taped in each room for each individual players; designated on-ice entrance/exit will be through the north player door.
- All belongings must stay in rooms and individual squares.
- Benches to be equipped with two metre taped areas that will be tiered to promote social distancing.
- Referees to use one ref room each.
- Referees to be wearing masks and using electronic whistles.

**NOTE: See Operations and Housekeeping slides for specific cleaning and disinfecting procedures.**

# ICE SALES & PROGRAMMING

## PHASE TWO (B) PROCEDURES AND RESTRICTIONS - CONTINUED







### RINK 2 HOURLY FLOW CHART EXAMPLE

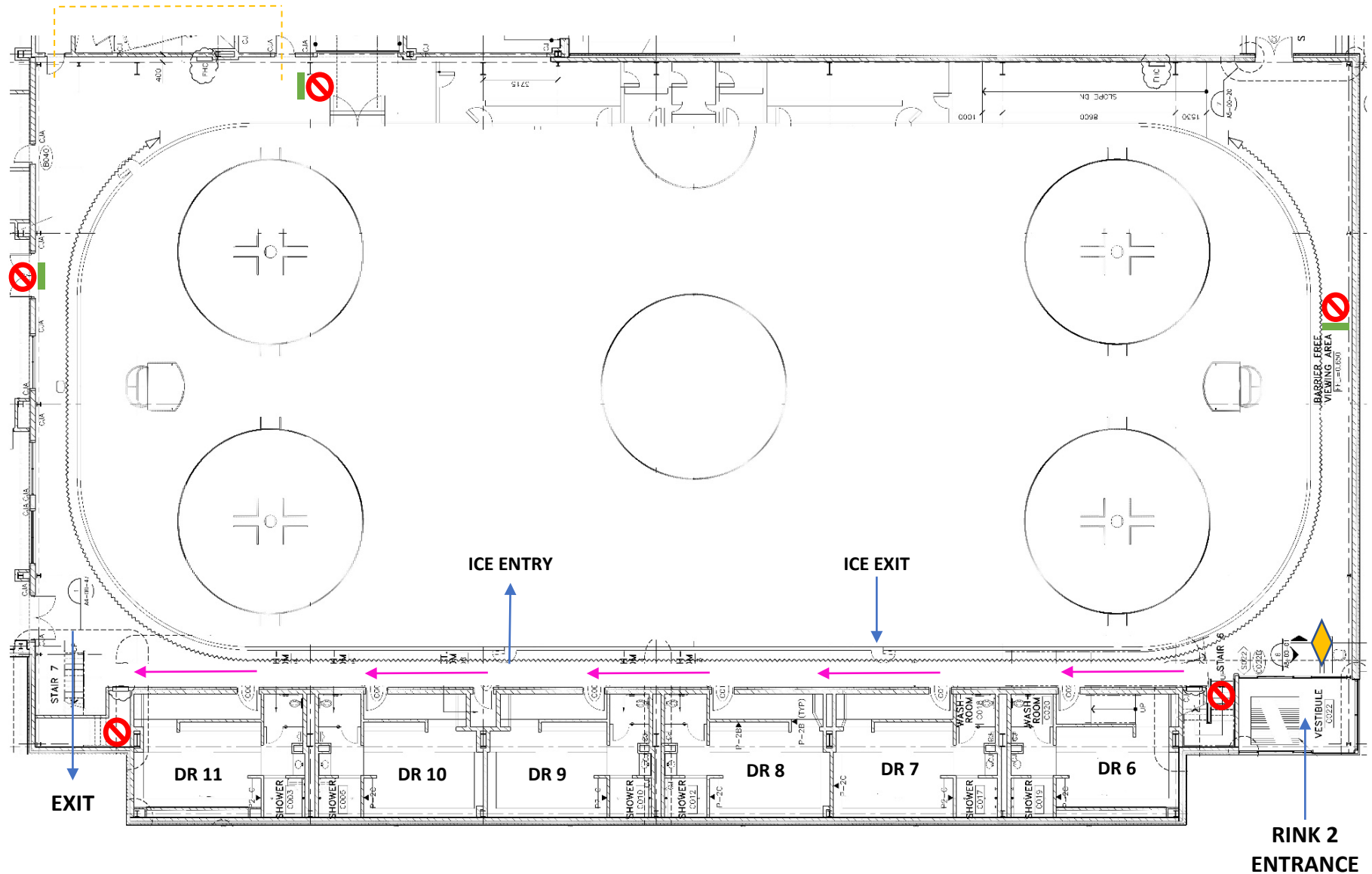
Rink 2	DCAHL
6:00pm	Manager/Supervisor unlocks door, greets players at Rink 2 designated entrance, informs of protocols, completes screening.
6:05pm	Manager/Supervisor directs group to DR 8/9 & 10/11, props doors open.
<u>6:15pm</u>	Manager/Supervisor locks Rink 2 doors, sanitizes entry/exit.
	Security directs group from DR 8/9 to Ice through south player door and unprops doors.
	Security directs group from DR 10/11 to Ice through north player door and unprops doors.
7:05pm	Players are buzzed off ice.
	Security directs players off-ice to DR 8/9 to Ice through south player door and unprops doors.
	Security directs players off-ice to DR 10/11 to Ice through north player door and unprops doors.
	1 Operator cleans Benches/sanitize nets (after moving nets to boards) while 1 floods.
7:15pm	Security directs players out Rink 2 emergency exit.
	Operations cleans Dressing Rooms 8, 9, 10, and 11.
8:15pm	DRs are complete; sanitizes on-ice doors and hall where applicable.
8:30pm	Manager/Supervisor unlocks door, greets players at Rink 2 designated entrance, informs of protocols, completes screening.
8:35pm	Manager/Supervisor directs group to DR 8/9 & 10/11, props doors open.
<u>8:45pm</u>	Manager/Supervisor locks Rink 2 doors, sanitizes entry/exit.
	Security directs group from DR 8/9 to Ice through south player door and unprops doors.
	Security directs group from DR 10/11 to Ice through north player door and unprops doors.
9:35pm	Players are buzzed off ice.
	Security directs players off-ice to DR 8/9 to Ice through south player door and unprops doors.
	Security directs players off-ice to DR 10/11 to Ice through north player door and unprops doors.
	1 Operator cleans Benches/sanitize nets (after moving nets to boards) while 1 floods.
9:45pm	Security directs players out Rink 2 emergency exit.
	Operations cleans DR 8, 9, 10, 11.
10:45pm	DRs are complete; sanitizes on-ice doors and hall where applicable.
<u>11:15pm</u>	REPEAT

# BUILDING FLOW MAPS

## PHASE TWO (B) – RINK 2

### LEGEND

-  No Access
-  Stanchions / Bike Rack
-  Direction of Travel
-  Entry / Exit Direction
-  Convenor / Security Desk
-  Referee Path



# ICE SALES & PROGRAMMING

## PHASE THREE

Phase Three will include all on-ice programming to resume back to normal.

### ITEMS TO BE CONSIDERED

- Part-time staff still wearing PPE.
- Continue current sanitization procedures for dressing rooms, benches, time keeper/penalty boxes etc. after each use a regular protocol.
- Non-contact check-ins/waivers & electronic game sheets as standard protocol.

TRIBUTE COMMUNITIES CENTRE  
**FOOD AND BEVERAGE**

---

*Together*  
**AGAIN!**





# FOOD AND BEVERAGE

## STAFFING AND RECOMMENDATIONS

The Food and Beverage Department has utilized threshold numbers for establishing various options depending on the restrictions for that time of opening. As we expect the number of guests permitted to grow gradually throughout the reopening period, they can implement their course of action based on the options outlined in the following pages for:

- Quick Service and Concessions
- Prospects Bar & Grill and Suites
- Catering

With the varying staffing options provided, we have also included new procedures and recommendations based on the current climate.

TRIBUTE COMMUNITIES CENTRE  
**FOOD AND BEVERAGE  
CONCESSIONS**

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Tribute  
communities  
Centre



# FOOD AND BEVERAGE

## QUICK SERVICE / CONCESSIONS

### CAPACITY

Option 1 – 25% Capacity

- 1,500 – 2,000 General Attendance

Option 2 – 50% Capacity

- 2,001 – 4,000 General Attendance

Option 3 – 75% Capacity

- 4,001 – 6,000+ General Attendance

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### QUICK SERVICE STANDS & POINT-OF-SALE STATIONS

Option 1 – Three QS Stands

- Two POS Systems

Option 2 – Five QS Stands

- Four POS Systems

Option 3 – Six QS Stands

- Six POS Systems

### CONCESSION STANDS PROCEDURES AND RECOMMENDATIONS

- When possible, POS stands and cashiers will be spaced two metres apart.
- No cash transactions.
- All employees will wear gloves and masks.
- F&B Employee Questionnaire and policy.
- F&B Employee Training mandatory course.
- Plexiglass shields should be installed at POS locations to prevent contaminant.
- All concession stand counters will be clear of coffee additives, drinkware, condiment packs, pre-packaged cutlery, individually wrapped straws, etc.
- Queue lines will be stanchioned and marked with physical distancing floor markers.
- Signage regarding physical distancing and congregating should be made and visible as well as communicated by team members.
- Designated staff to wipe and sanitize counters every 10 minutes per location.
- As many products as possible could be served in a closed container or wrapped.
- Bottled and canned beverages only might be an option if needed.
- Removing condiment stations from the concourse and public areas and only have condiment packets available.
- Stands will be sanitized before every event and after every event.
- Covers for all POS Systems and spray to wipe it.
- Covers for all Debt/Credit machines.
- Consider an online ordering system for Quick Service and In-Seat. Use of Express lines for pick up - 75 Beverage / 25 Food Split for lines. Food would be ordered in advance.
- Added towels, soap dispensers, sanitizers per location.

# FOOD AND BEVERAGE

## QUICK SERVICE / CONCESSIONS - CONTINUED

### CAPACITY

#### Option 1 – 25% Capacity

- 1,500 – 2,000 General Attendance

#### Option 2 – 50% Capacity

- 2,001 – 4,000 General Attendance

#### Option 3 – 75% Capacity

- 4,001 – 6,000+ General Attendance

---

### QUICK SERVICE STANDS & POINT-OF-SALE STATIONS

#### Option 1 – Three QS Stands

- Two POS Systems

#### Option 2 – Five QS Stands

- Four POS Systems

#### Option 3 – Six QS Stands

- Six POS Systems

### CONCESSION STANDS PROCEDURES AND RECOMMENDATIONS

- Establish separations (distancing or physical barriers made of non-porous materials like plexiglass) between workspaces in kitchens.
- Limit the number of staff in a food preparation area at any one time. Use similar calculations for maximum number of guests for how many workers can be in the kitchen.
- Consider if possible creating cohorts of workers who work together and who do not interact with other cohorts. This will assist in reducing transmission throughout the workplace in the event that a staff member becomes ill.
- Establish directional arrows on the floor in kitchen settings to control flow of traffic and reduce interaction between cooking and clearing areas.
- When applicable, clearly mark exit and entrance doors from kitchen to service area to avoid interaction between food being served and dishes being cleared.
- Establish a system to eliminate or minimize sharing of communal equipment and small tools (implements). Any shared equipment such as small appliances, mixers, etc. should be cleaned between use and workers should wash their hands.
- Ingredients and containers that are often shared should be included in your cleaning protocol.
- High touch equipment (freezer doors, oven handles, knobs) should be included in your cleaning protocol.
- Develop and establish additional handwashing procedures for all kitchen staff. This includes before and after leaving the kitchen and using equipment.

# FOOD AND BEVERAGE

## CONCESSION STAND SETUP EXAMPLE



### KEY NOTES

- One entry point and one exit point at opposite ends of the stand.
- Entry point will have floor decals encouraging guests to physical distance two metres apart
- Condiment stand will not be utilized
- Every other POS will be utilized
- Cashless transactions will be strongly encouraged; Nanoseptic coverings on credit/debit terminals including POS
- Consider installing sneeze guards across counter's width or at POS
- Counter will be cleared of all prepackaged items, cutlery, straws, etc.

TRIBUTE COMMUNITIES CENTRE  
**FOOD AND BEVERAGE**  
**PROSPECTS BAR & GRILL & SUITES**

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*Together*  
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# FOOD AND BEVERAGE

## PROSPECTS BAR & GRILL AND SUITES – FRONT OF HOUSE

### CAPACITY

#### Option 1 – 25% Capacity

- 50 Guests General Attendance

#### Option 2 – 50% Capacity

- 100 Guests General Attendance

#### Option 3 – 75% Capacity

- 150+ Guests General Attendance

### SERVICE & MENU PROCEDURES AND RECOMMENDATIONS

- All team members will be required to wear PPE (Gloves and Face Masks).
- Greeter and Seater System.
  - Greeter will greet the guest
  - Seater will seat the guest, clean & sanitize the table before guest sits
  - Reduced and single use menus
- Cleaning and disinfecting protocol (utensils, tables, chairs, menus, etc.) – visual measures.
- Menu streamlined online ordering from the table/Suite.
- When possible, POS stands should be spaced two metres apart.
- No cash transactions.
- All employees will wear gloves and masks.
- F&B Employee Questionnaire and policy.
- F&B Employee Training mandatory course.
- Plexiglass shields should be installed at bar locations to prevent contaminant.
- Signage regarding physical distancing and congregating should be made and visible as well as communicated by team members.
- Designated staff to wipe and sanitize counters every 10 minutes per location.
- As many products as possible could be served in a closed container or wrapped.
- Bottled and canned beverages only might be an option if needed.
- Only have condiment packets available.
- Tables and Bars will be sanitized before every event and after every event.
- Covers for all POS Systems and spray to wipe it.
- Covers for all Debt/Credit machines.
- Added towels, soap dispensers, sanitizers per location.
- Remove one chair per table and use that space as a designated place for the server to come to the table, similar to the open side on a booth. This ensures that workers don't have to squeeze in between customers.

# FOOD AND BEVERAGE

## PROSPECTS BAR & GRILL AND SUITES - KITCHEN

### CAPACITY

#### Option 1 – 25% Capacity

- Four employees / two managers

#### Option 2 – 50% Capacity

- Seven employees / two managers

#### Option 3 – 75% Capacity

- Ten or more employees / two managers

### KITCHEN RECOMMENDATIONS

- All team members in PPE (Gloves and Face Masks).
- Cleaning and disinfecting protocol (Equipment, work stations, knives and other serving/cooking utensils).
- No cash transactions.
- All employees will wear gloves and masks.
- F&B Employee Questionnaire and policy.
- F&B Employee Training mandatory course.
- Signage regarding physical distancing and congregating should be made and visible as well as communicated by team members.
- Designated staff to wipe and sanitize counters every 10 minutes per location.
- As many products as possible could be served in a closed container or wrapped.
- Added towels, soap dispensers, sanitizers per location.
- Establish separations (distancing or physical barriers made of non-porous materials like plexiglass) between workspaces in kitchens.
- Limit the number of staff in a food preparation area at any one time. Use similar calculations for maximum number of guests for how many workers can be in the kitchen.
- Consider creating cohorts of workers who work together and who do not interact with other cohorts. This will assist in reducing transmission throughout the workplace in the event that a staff member becomes ill.
- Establish directional arrows on the floor in kitchen settings to control flow of traffic and reduce interaction between cooking and clearing areas.
- When applicable, clearly mark exit and entrance doors from kitchen to service area to avoid interaction between food being served and dishes being cleared.
- Establish a system to eliminate or minimize sharing of communal equipment and small tools (implements). Any shared equipment such as small appliances, mixers, etc. should be cleaned between use and workers should wash their hands.
- Ingredients and containers that are often shared should be included in your cleaning protocol.
- High touch equipment (freezer doors, oven handles, knobs) should be included in your cleaning protocol.
- Develop and establish additional handwashing procedures for all kitchen staff. This includes before and after leaving the kitchen and using equipment.



TRIBUTE COMMUNITIES CENTRE  
**FOOD AND BEVERAGE  
CATERING**

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*Together*  
**AGAIN!**



# FOOD AND BEVERAGE

## CATERING – FRONT OF HOUSE AND BACK OF HOUSE

### CAPACITY

Option 1 – 25% Capacity

- 10 – 25 Guests

Option 2 – 50% Capacity

- 26 – 40 Guests

Option 3 – 75% Capacity

- 41+ Guests

Option 4 – Catering capacity will change based on needs.

### RECOMMENDATIONS

- All team members to wear PPE (Gloves and Face Masks).
- Cleaning and disinfecting protocol.
- F&B Employee Questionnaire and policy.
- F&B Employee Training mandatory course.
- Signage regarding physical distancing and congregating should be made and visible as well as communicated by team members.
- Designated staff to wipe and sanitize counters every 10 minutes per location.
- As many meals as possible could be served in a closed container or wrapped in lunch/dinner box
- Added sanitizers per location.
- Establish separations in dining area.
- Limit the number of guests per dining.
- Establish directional arrows on the floor to control flow of traffic and reduce interaction between guests and staff.



## **FOOD AND BEVERAGE**

FRONT OF HOUSE AND BACK OF HOUSE

**ALL AREAS WILL BE AUDITED REGULARLY  
FOR FOLLOWING PROPER GUIDELINES AND POLICIES.**

TRIBUTE COMMUNITIES CENTRE  
**OPERATIONS & HOUSEKEEPING**

---

*Together*  
**AGAIN!**



# OPERATIONS & HOUSEKEEPING

## PRE-OPENING

Prior to reopening the venue, there are a few key tasks that must be performed.

The following identifies what the Operations and Housekeeping Departments need to complete to ensure we are ready to re-open in a safe manner.

### SUPPLIERS

Contact the suppliers/contractors below who were put on hold during the pandemic and get their services back into rotation. Also inform all suppliers/contractor about entry protocols as well as pre-screening prior to entering the venue.

- GFL Recycling
- GFL Garbage
- Dura-Cut
- Cam-Carb

### PRE-OPEN

Prior to opening the building to staff and patrons, Operations and Housekeeping staff will fully disinfect the entire building. The pre-opening disinfecting will mock a post-event cleaning; however, it will be performed with less staff over the course of five days with groups of five housekeeping staff daily. As areas are cleaned and disinfected, they will be locked down and no entry into the spaces will be permitted. Signage will also be posted in these areas.

All items within storage spaces will also be disinfected prior to being put away, as all event related items are currently out on the ice pads while we clean up storage rooms.

# OPERATIONS & HOUSEKEEPING

## MECHANICAL

The following outlines new procedures to operate the HVAC system, depending on which Phase we are in.

### PHASE ONE

- The HVAC schedule will be changed for all common areas, office spaces and tenant spaces to reflect a typical work day. Operating schedules will be changed on all common areas, office and tenant spaces to start up at 7:00am and operate continually in Occupied Mode until 7:00pm.
- During times when the HVAC system is operating in Unoccupied Mode, HVAC units will shut down but will continue to operate based on temperature set-point and will modulate on/off throughout the night versus continually running.
- Fresh Air Intake dampers on all HVAC units will be opened to 10% from 5% on any unit that can be adjusted.
- All HVAC units within office and tenant space to have MERV-13 filters installed days prior to the start of phase one.
- All remaining HVAC units will continue to operate in Unoccupied Mode maintaining space temperatures.
- The four Main Bowl Air Handling Units will operate based on set-point in Unoccupied Mode.

### PHASE TWO

- All common areas, office and tenants spaces will remain the same as noted above in Phase One.
- Adjustments to operating schedules for the following units will change, based on ice programming: dressing rooms, referee rooms, and main air handling units for both rinks.
- All units noted in the above sentence will continually operate starting one hour prior to on-ice programming and will shut down two hours following on-ice programming.
  - Fresh air intake dampers will be opened to 10% from 5% on these units.

### PHASE THREE

- On an event day, all units will be changed to operate in Occupied Mode for the duration of the day.
- Main air handling units will operate on Occupied Mode starting one hour prior to load-in and will remain on throughout the day.
- All fresh air intakes will be opened to 10%. However, the main air handling units will modulate themselves accordingly as they open and close 0% to 100% depending on internal environment (temperature, CO2 levels, etc.).
- During Phase Three, all units noted in Phases One and Two will also be in effect.

# OPERATIONS & HOUSEKEEPING

## PHASE ONE

Phase One will cover cleaning and disinfecting of all common areas, restrooms in use, general building maintenance and entry/exit procedures. All tasking will be performed daily by the Housekeeping Supervisor and/or Operations staff.

Areas of responsibility for on-shift staff are as follows:

- Disinfect all common areas covered in the Daily Cleaning and Disinfecting Checklist. Cleaning and disinfecting of all common areas are to be performed every three hours minimum or as per request by management
  - Please reference the *Daily Cleaning & Disinfecting Checklist* document
- Spectra Administration restrooms, Gate 1 concourse (Oshawa Generals) restrooms, Gate 1 Suites (Kitchen Staff) restrooms and Event Level restrooms
- All building wide garbage taken out at the end of each day
- Spectra staff room cleaned and disinfected twice daily
- Laundry as needed
- General maintenance

### DISINFECTING / CLEANING

- Common areas and office spaces will be disinfected daily Monday to Friday by the Housekeeping Supervisor.
- Operations staff will take over the disinfecting duties of all common areas and office spaces on Saturdays and Sundays; as well as Monday-Friday evenings once these spaces have been cleared for the day.

**DAILY CLEANING & DISINFECTING CHECKLIST**



# OPERATIONS & HOUSEKEEPING

## PHASE ONE - CONTINUED

### GENERAL OPERATIONS INFORMATION

- Outside garbage and parking lot to be cleaned by Housekeeping Supervisor Monday-Friday, Operations staff on Saturdays and Sundays as well as evenings.
- All sinks/toilets/urinals to be flushed every Monday and Thursday by Housekeeping Supervisor.
- Nitrile gloves are mandatory when cleaning or disinfecting areas as well as during the use of equipment.
- Develop and establish additional handwashing procedures for all staff. This includes 'before and after' use of equipment.
- Staff must minimize the sharing of communal equipment and small tools.
- All shared equipment such as vacuums, hand tools, Operations' cell, etc. must be disinfected before and after each use.
- Staff are encouraged to wash their hands on a regular basis.
- Operations staff are to use Referee Room #2 as their restroom. All visitors, contractors or delivery drivers are to use Referee Room #1 if they require a restroom.
- All areas of the building including storage rooms are to be under lock-down at all times, unless in use.
- Suites level to be blocked off by bike rack from Elevator 2 around (clockwise) to the South side of the Gate 1 stairs.

### OPERATIONS OFFICE

- Operations Office to be disinfected between shifts. Daily shift report emails to be sent out 30 minutes prior to the end of a shift. During the last 30 minutes, outgoing staff to disinfect the entire office space including computers/monitors, microwave handle, fridge and phone wiped down with a disinfecting wipe. Office to be disinfected again at the end of the night during the last 30 minutes.
- No more than four staff in the Operations office at any one time.



# OPERATIONS & HOUSEKEEPING

## PHASE ONE – CONTINUED

### TENANT AND STAFF ARRIVAL / BACK OF HOUSE DOOR

- During Phase One, Operations will prop open the loading bay door Monday-Friday to allow contactless entry for all full-time staff and tenants as they proceed through screening with security. This door will be propped open from 8:40am -9:10am and again from 4:45pm - 5:15pm.
- Loading bay door to be disinfected at the following times: 8:00am, 8:40am, 9:30am, 12:00pm, 4:00pm, 4:45pm, 5:30pm and 6:30pm.

### ADMINISTRATION OFFICE

- Complete disinfection of the following areas at the end of the night: Spectra Admin Office, Events Office, Ticket Office, Operations Offices, Ice Sales & Programming Office, all restrooms and any rooms that were noted as being used (NOTE: Food & Beverage Department to disinfect their areas).
- Once staff arrive for shift, a mask will be provided and must be used when working in close proximity to a colleague(s).
- All office users must clean and disinfect their electronics nightly. Garbage bags will be provided to all.
- Office users are to clear desk tops at the end of the day. Do not leave paper documents exposed as the sprayer will destroy them.
- All office spaces to be sprayed with electrostatic disinfecting sprayer nightly.
- All office users to have sanitizing wipes available at their desk space. Attic stock to be given to Administrative Assistant so stock is readily available.

# OPERATIONS & HOUSEKEEPING

## PHASE TWO (A)

Phase Two (A) may include added Housekeeping and/or Operations staff to assist with the additional tasking required due to on-ice instructional user groups, intimate events and commercial shoots. All items/tasking noted below is in addition to all items noted in Phase One and will only be implemented on a case-by-case basis depending on work load/requirements.

### ADDED TASKING AND GENERAL NOTES

- Cleaning and disinfecting of designated restroom on Rink 1 and Rink 2 between each user group's rental.
- Cleaning and disinfecting of all players benches and penalty boxes between groups.
- All touchpoints (as included on daily checklist) will be wiped using a proper disinfecting agent on an hourly basis.
- All hockey nets to be wiped with a sanitizing wipe after each rental. All user groups to place nets following the floods.
- Set up and tear down of all event related items such as tables and chairs, etc. All items will be disinfected prior to being stored away.

**NOTE:** See Phase Two (A) Ice Sales & Programming slides and Phase Two (A) Events Department slides for additional information regarding building flow, maps, entry protocol, and Security & Supervisors tasking.

# OPERATIONS & HOUSEKEEPING

## PHASE TWO (B)

Phase Two (B) will include added Housekeeping and/or Operations staff to assist with the additional tasking required due to added work load of hosting our recreational hockey league, on-ice user groups and more. All items/tasking noted below is in addition to all items noted in Phase One & Phase Two (A) and will be implemented on a case-by-case basis depending on workload/requirements. Recreational hockey will always have additional staff to assist with requirements.

- Operations to ensure dressing room benches are clearly marked out with social distancing in mind to ensure a safe dressing area.
- All player benches to be clearly marked out with social distancing in mind to ensure a safe playing area.
- Signage regarding physical distancing and congregating will be made visible in all dressing rooms as well as communicated by staff.
- All nets will be wiped down with a sanitization wipe following each game/rental. On ice players/user groups to place nets following floods.
- Operations to disinfect all rooms between uses. For recreational hockey, teams will receive two dressing rooms each due to social distancing regulations. This ultimately doubles the dressing room usage which in turn causes twice the workload and the need for additional staffing.
- All doors that can be propped open with a kick down will be propped to reduce the number of touch points. Once all programming has come to an end, doors will be closed and locked down.

**NOTE:** See Phase Two (A) Ice Sales & Programming slides and Guest Experience slides for additional information regarding building flow, maps, entry protocol, and security and supervisor tasking.

# OPERATIONS & HOUSEKEEPING

## PHASE THREE

Phase Three adds in numerous procedures in addition to Phases One through to Phase Two (B).

Phase Three also increases staffing numbers to ensure a clean and safe environment for all staff and patrons. It will include bathroom attendants, lobby and gate attendants and an Event Level cleaner. Procedures noted in this Phase can be altered/adjusted at any time depending on the specific events, number of patrons, event requirements and tasking.

### EVENT CLEANING

**NOTE:** During an event all Housekeeping and Operations staff must attend a one hour re-orientation/training session prior to the start of their shift. Housekeeping staff to perform a two hour cleaning of the building prior to doors being called. All staff will sign-off on training.

### RESTROOM ATTENDANTS

- Event level will have an additional housekeeping staff member to take care of disinfecting the event level restrooms, Rink 2 restrooms, all touchpoints to be cleaned regularly and may assist with dressing room cleaning and disinfecting.
- Concourse level will have two housekeeping staff per washroom (up to eight staff) who will be in charge of limiting the number of patrons allowed to enter the restrooms at any given time. They will be responsible to clean and disinfect their respective washrooms throughout the event and perform a final cleaning/disinfecting at the end of the night/shift.
- Suites level will see four housekeeping staff per side (East/West) who will have the same duties as the housekeeping staff noted above on the concourse level.
- Restroom attendants will ensure all touchpoints are wiped every 15 minutes within their respective areas.
- Staff will block-off washrooms in a rotating manner during downtimes of an event so a full cleaning/disinfecting can take place. No more than 45-60 minutes can lapse without a full cleaning/disinfecting taking place.
- Restroom attendants will monitor and control the volume of patrons in a washroom at any given time.

**NOTE:** All Restroom Attendants will be responsible for the area immediately in front of their post and can be responsible for emptying the garbage and cleaning spills in their immediate areas.

# OPERATIONS & HOUSEKEEPING

## PHASE THREE – CONTINUED

### LOBBY / GATES / ROAMERS

- Two to four staff, one at each gate who are responsible for disinfecting gates and touchpoints during ingress as well as egress. They will also be responsible to roam the concourse to empty garbage and clean spills while taking all radio call-ins.

### GENERAL NOTES ON EVENT CLEANING

- Electrostatic sprayers will be used as part of the new during-event cleaning procedures.
- During a large event, there can be six to 14 housekeeping staff working to ensure the building is clean and disinfected throughout an event and to monitor/clean all touch-points, washrooms, presence, etc. The number of staff will be dependent on the stipe count of the event.
- Increasing staff numbers will ensure the safety of all staff and guests.

# OPERATIONS & HOUSEKEEPING

## PHASE THREE – CONTINUED

### POST-EVENT CLEANING

Our standard post-event cleaning procedures will change and we will deploy staff to a specific floor area or section of the building to limit exposure with other staff. Electrostatic sprayers will be used as part of the new post-event cleaning procedures:

#### EVENT LEVEL

- Staffroom, Leisure Room, all restrooms, assist with dressing rooms (concerts only), clean North Hall
  - Two staff will be responsible to clean and disinfect the areas listed above.

Two staff to clean and disinfect the Event Level.

#### SUITES LEVEL

- In-Suites / Vacuum
  - One staff member; restrooms to be cleaned by attendants; staff operating the Electrostatic sprayer will double check the restrooms
- Medallions
  - One staff member
- Electrostatic Sprayer
  - One staff member

Three staff to clean and disinfect the Suites Level.

# OPERATIONS & HOUSEKEEPING

## PHASE THREE – CONTINUED

### CONCOURSE LEVEL & BOWL

- Concourse and Restrooms:
  - Two staff; clean concourse standing rails, sweep concourse floor, clean all concourse restrooms, once completed electrostatic spray the following areas; concession stands, restaurant and all concourse restrooms
- Lobby
  - One staff member, standard lobby cleaning, once completed they will assist with electrostatic spraying
- Bowl
  - 10 staff; same tasking/procedures for cleaning the bowl
- Garbage
  - Two staff; tasking does not change. Garbage removal from the entire venue

15 staff to clean and disinfect the concourse level and lower bowl.

### CONVERSIONS

#### Setup

- Prior to setting up for an event, conversion staff will disinfect all event related items (bike rack, stage deck/legs and stairs, barricades, chairs, stanchions, etc.) with the electrostatic sprayer.

#### Tear Down

- Once an event has finished and it is time to tear down all event related items, conversion staff will again disinfect all event related items with the electrostatic sprayer.
- The electrostatic sprayer will be used on all event items prior to putting items away in storage.

# OPERATIONS & HOUSEKEEPING

## ELECTROSTATIC SPRAYERS

### ELECTROSTATIC SPRAYERS

- As cleaning tasks are completed, the Housekeeping Supervisor will instruct staff to start disinfecting areas of the building with the electrostatic sprayer. Once an area has been disinfected with the sprayer, it will be locked down so no foot traffic can pass through the disinfected areas.
- At approximately hour two of Post-Event Cleaning, the Housekeeping Supervisor will obtain the Food & Beverage Department's two electrostatic sprayers and prepare them for deployment.
- Certain areas of the building will be electrostatically sprayed and locked down.
- By the end of the shift, the entire venue will have been disinfected with the electrostatic sprayers.
- Operations will be responsible for disinfecting Rink 2, as per Dressing Room Procedures noted on the next page.
- Housekeeping and Operations staff will be fully trained on the use of the electrostatic sprayers.
- All staff who are trained to use the electrostatic sprayers will also sign-off on being trained by signing an Electrostatic Sprayer Training Acknowledgement form, which is also signed off by the Operations Manager or Housekeeping Supervisor.

**NOTE:** Total minimum number of staff required for Post Event Cleaning is **20**.

The total number of staff required as well as cleaning times will vary depending on the size of an event and event requirements. On an event day, Operations Staff will be responsible for Rink 2 cleaning and disinfecting as well as securing the building.



# OPERATIONS & HOUSEKEEPING

## DRESSING ROOM CLEANING

Outlined below are cleaning and disinfecting procedures Operations and Housekeeping staff will perform in the dressing rooms following use, as well as at the end of the night. Tasking below will only be performed if/when a dressing room has been used by patrons. Dressing rooms will be locked after being disinfected to ensure they stay clean and sanitized.

### DRESSING ROOMS

- Staff are to clean the toilet and sink area
- Clean shower areas
- Sweep floor
- Mop up any standing water from the floor
- Once the above has been completed, the dressing room will be sprayed with the electrostatic sprayer and locked down for next use
- At the end of the night, staff are to make notes regarding any deficiencies within each room prior to locking rooms down and include the list of items in their end of night report email

**NOTE:** Additional information regarding Dressing Rooms can be found in the Ice Sales & Programming slides.

# TRIBUTE COMMUNITIES CENTRE LET US KNOW YOUR THOUGHTS

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**This Reopening Plan was created with staff and guest safety as the number one priority.**  
As mentioned earlier in this document, areas of this document may be revised as the state of this pandemic changes. If you have any feedback, questions, suggestions or concerns, please contact:

**WILLIAM BALFOUR**

Assistant General Manager / Director of Marketing

Spectra Venue Management

Tribute Communities Centre

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*Together*  
**AGAIN!**



TRIBUTE COMMUNITIES CENTRE

**APPENDIX A**

**COVID-19 FACE COVERINGS IN THE WORKPLACE**

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*Together*  
**AGAIN!**



# APPENDIX A

## COVID-19 FACE COVERINGS IN THE WORKPLACE

COVID-19 can be spread by infected individuals who have not yet, or who may never, develop symptoms of the illness. Provincial Public Health is recommending the wearing of masks as a way to reduce the risk of spreading COVID-19 in areas where physical distancing (two meters distance between individuals) may be challenging or not possible. A mask can be a medical or respirator style mask. Masks are not a substitute for physical distancing and hand hygiene, which are proven ways of preventing the spread of COVID-19. Individuals who are experiencing symptoms of COVID-19 are not to attend the workplace. Individuals who are unable to wear a mask due to medical or physical issues must advise their supervisor so proper arrangements can be made.

### WHY WEAR A MASK

- Wearing a mask when physical distancing is not possible helps prevent the spread of COVID-19. The spread of the virus can occur from infected individuals who have no symptoms and are unaware that they may be infected.
- A mask is intended to protect others from a person's infectious droplets.
- A mask may prevent infected droplets from landing in your mouth or nose.

### WHEN TO WEAR A MASK

- It is Spectra's requirement to wear a mask during periods/situations where physical distancing of two meters is not possible. This may include situations such as in vehicles, elevators, stairwells, periods of required work encounters of less than two meters, etc. In these specific circumstances, Spectra will provide a mask for employee use. Remember it is up to each employee to follow the physical distancing rules.

### HOW TO SAFELY WEAR A MASK

- Masks must not impede their ability to work (such as by obstructing their vision) or interfere with any required job-related safety equipment.
- The mask must be clean and in good condition.
- Before putting on a mask, clean your hands with soap and water or alcohol-based hand sanitizer for at least 20 seconds.
- Make sure the mask fits snugly (no gaps between mask and face) to cover the nose and mouth, i.e., from below the eyes to around the chin.
- Secure the mask with ties or ear loops so that it is comfortable and does not hinder breathing and vision.
- Avoid touching the front of the mask while wearing it – if you do, clean your hands immediately.
- Wear the mask as long as it is comfortable, and remove it when it becomes soiled, damp, damaged or difficult to breathe through.
- Do not share your mask with others.
- Some surgical style masks are single use only.

## APPENDIX A

### COVID-19 FACE COVERINGS IN THE WORKPLACE - CONTINUED

#### HOW TO REMOVE A MASK

- Clean your hands with soap and water or alcohol-based hand sanitizer for at least 20 seconds before you touch your mask.
- Remove the mask carefully by grasping the straps and not touching the front of the mask.
- If the mask is to be used again, ensure that it is stored in its bag made of breathable material, such as paper.
- If you dispose of a single use face covering, place it in a waste container lined with a plastic bag.
- Immediately after removing the mask, clean your hands with soap and water or alcohol-based hand sanitizer for at least 20 seconds.

## Wear a face covering when physical distancing is a challenge

**Do:**

- 1. Wear a non-medical face covering like a cloth mask
- 2. Wash your hands before putting it on and immediately after taking it off
- 3. Make sure it fits well and covers your nose and mouth
- 4. Change the face covering when it gets slightly wet or dirty
- 5. Wash your cloth mask in hot water with detergent after each use
- 6. Dispose of single-use face coverings into a lined garbage bin and wash your hands

TRIBUTE COMMUNITIES CENTRE  
**APPENDIX B**  
**COVID-19 GLOVES IN THE WORKPLACE**

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*Together*  
**AGAIN!**



## APPENDIX B

### COVID-19 GLOVES IN THE WORKPLACE - CONTINUED

Disposable gloves are meant to add an additional layer of protection during select tasks while in the workplace.

**To protect yourself, use the following steps when putting on gloves:**

- Ensure gloves are of the correct size to ensure a proper fit.
- Ensure there are no tears in the glove to provide maximum protection.
- Avoid touching of face while wearing gloves.

**To protect yourself, use the following steps to take off gloves:**

- Grab the outside of the glove at the wrist being careful not to touch bare skin.
- Peel the glove away from your body turning it inside out.
- Hold the glove you just removed in your gloved hand.
- Peel off the second glove by placing your fingers inside the glove at the top of your wrist.
- Turn the second glove inside out while pulling it away from your body, leaving the first glove inside the second.
- Dispose of the glove safely in a waste receptacle. Never reuse gloves.
- Contamination while removing gloves is common therefore, employees will use hand sanitizer after washing hands thoroughly for 30 seconds with warm water and soap, drying on disposable paper towel.

## APPENDIX B

# COVID-19 GLOVES IN THE WORKPLACE - CONTINUED

### HOW TO REMOVE GLOVES

To protect yourself, use the following steps to take off gloves:



Grasp the outside of one glove at the wrist.  
Do not touch your bare skin.



Peel the glove away from your body,  
pulling it inside out.



Hold the glove you just removed in  
your gloved hand.



Peel off the second glove by putting your fingers  
inside the glove at the top of your wrist.



## APPENDIX B

### COVID-19 GLOVES IN THE WORKPLACE - CONTINUED



5  
Turn the second glove inside out while pulling it away from your body, leaving the first glove inside the second.



6  
Dispose of the gloves safely. Do not reuse the gloves.



7

# APPENDIX B

## COVID-19 GLOVES IN THE WORKPLACE

### STORAGE AND CARE OF DISPOSABLE GLOVES

- Disposable glove dispensers must be used to prevent cross contamination from person to person.
- Employees must wash and sanitize their hands prior to selecting clean gloves from the dispenser to prevent cross contamination.
  - Employees must wash and sanitize their hands in between glove changing times to prevent cross contamination from food products, money, boxes, and other materials.
- Gloves may not be set down randomly around workstations.
- For applicable kitchen work where required, a safe cut glove will be worn over a disposable glove.
- All procedures for disposable glove measures will be followed while using safe cut gloves.

# TRIBUTE COMMUNITIES CENTRE

## REOPENING PLAN ACKNOWLEDGEMENT FORM

This Master Reopening Plan has been prepared to help ensure your safety and the safety of your coworkers and our guests by outlining practices and protocols to minimize the risk of transmission of the COVID-19 virus in the workplace. It is important to read this entire Reopening Plan. Spectra's practices and protocols may be updated based on revised guidance from public health officials as well as federal, provincial and municipal orders.

By signing below, you acknowledge that you have received, read and understand the Reopening Plan that Spectra has implemented, and will comply with all required practices and protocols while in the workplace.

Any questions regarding the Reopening Plan can be discussed with your Manager.

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Team Member Name (Please Print)

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Team Member Signature

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Date