

Dear CWSAA Member,

Attached to this letter is the draft Summer Operations Best Practices document dated June 29, 2020. This version has some minor changes from the previous version dated May 15, 2020, no material changes were made. This document was developed in conjunction with Ontario, Quebec and Atlantic ski area operator associations, and in discussion with NSAA.

The best practices provide guidance only and does not supersede any official Authority. Ski areas must follow provincial health authority and regulator guidance and regulation.

The summer best practices draft is best envisioned as a living document. For some ski areas, its specificity will be helpful in developing summer operating plans. Other ski areas may be guided by unique best practices that address the complex nature of their operations, and/or other business imperatives. CWSAA members have not been asked to “sign on” to this document or guarantee its implementation. Instead, it is presented as a resource to support ski areas in creating their own summer operating plans.

The document is purposefully marked as draft. Given the current rapidly changing environment, it is expected that these best practices will evolve to meet updated provincial health authority advice and guidance.

The *draft* summer best practices document is not intended as a public-facing document. An additional consumer-facing summary abstract of the operational procedures is being drafted and will be available to members upon request from CWSAA.

Thanks to the summer operations working group, CWSAA risk committee, CWSAA Board of Directors, and Ecosign Mountain Planners for their expertise and work on this document.

CWSAA is hopeful that the summer best practices document will assist ski areas with their own operational plans.

Please contact the CWSAA office with any questions. Further updates will be made as they become available.

Thank you

Christopher Nicolson

RECOMMENDED BEST PRACTICES FOR SKI AREA SUMMER OPERATIONS UNDER COVID-19

BC/AB ALTERNATE CONTENT

**DRAFT – FOR INTERNAL INDUSTRY USE ONLY.
NOT FOR DISTRIBUTION.**

JUNE 29, 2020



This report was prepared by: Ecosign Mountain Resort Planners with content and input from multiple industry-wide working groups of ski area professionals.

Thank you to Inter-Mtn Enterprises for the sign images included in this document.

This document is intended as a resource for ski area managers. It is a compilation of information from ski area personnel and other industry professionals and associations.

This document is not intended to dictate requirements and should not be interpreted as a standard. It contains informational resources and examples that may be updated, revised or withdrawn at any time. It is provided without warranty of any kind.

Operations will vary from area to area. Deviation from the information presented may be dictated by the circumstances of each unique situation and by the policies, procedures and protocols of each individual ski area. Laws, regulations and policies may also vary in different jurisdictions. The guidance contained within this document is not meant to exempt ski areas from their existing occupational health and safety (OHS) or industry requirements.

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1. OVERVIEW

This document has been prepared on behalf of the four Canadian associations representing the alpine ski and snowboard industry in Canada. The four associations are:

- Atlantic Snow Resorts Association (ASRA)
- Association des Stations des Skis du Québec (ASSQ)
- Ontario Snow Resorts Association (OSRA)
- Canada West Ski Areas Association (CWSAA)

A primary area of focus for each of these associations is safety and risk management. This guide is intended as a national set of best practices for the operation of ski areas and ski resorts during the COVID-19 pandemic. A Steering Committee from the Associations was established and Ecosign Mountain Resort Planners, an internationally renowned consulting firm specializing in ski resort planning was retained to assist with the work. Ecosign is widely regarded as one of the world's leading mountain resort planners, with projects on five continents. Their knowledge in assessing the capacity balance of the various components of ski area operations has guided development of the best practices based on the directions of public health authorities, government, and Occupational Health & Safety regulators. The resulting guide has drawn input from a wide cross-section of the ski area operators across Canada. This document represents the first phase of the work, concentrating on summer operations.

As the rate of transmission of the COVID-19 virus slows across Canada, the federal and provincial governments are working with industry sectors to safely resume operation and protect workers, public, and communities. The protocols must address how the current series of Public Health Office (PHO) orders and recommendations will be followed, including:

- Prohibition of large gatherings.
- Physical distancing of at least 2 metres.
- Frequent hand hygiene.
- Cleaning and disinfection.
- Self-isolation for employees who have symptoms of COVID-19 as required by Public Health Authority.
- Self-quarantine for a minimum of 14 days for people who have traveled outside of Canada.

1.1 Purpose

This document provides practical advice and guidelines to ensure safe operations as ski areas seek to reopen their operations after the COVID-19 pandemic.

1.2 Public Health Directives

The Government of Canada and the provincial and territorial governments have declared a State of Emergency regarding the potential danger to public health caused by the COVID-19 novel coronavirus. The federal, provincial and territorial governments have continued to issue Public Health Orders and Public Health Directives as well as guidance for the general public, businesses and employees over the last two months, and it is expected that they will continue to provide similar guidance for the foreseeable future. Businesses able and wishing to operate during the pandemic must ensure they are compliant with the requirements of their provincial public health agencies. In some provinces (such as BC), employers are required to complete and post a COVID safety plan.

The operational best practices put forth in this document fall underneath the guidance provided by official authorities and regulators.

Alberta Content

In Alberta, overall direction is provided by the Chief Medical Officer and Ministry of Health through Alberta Health Services. This information is communicated in the links below:

- Alberta Health Services: www.alberta.ca/coronavirus-info-for-albertans.aspx

Specific COVID-19 guidance for businesses is available through Alberta Biz connect:

www.alberta.ca/biz-connect.aspx

Within this site, there are several resources for re-opening the economy including:

Workplace Guidance for Business Owners template:

www.alberta.ca/assets/documents/covid-19-workplace-guidance-for-business-owners.pdf

Guidance for specific sectors:

Gondolas, Trams and chairlifts

www.alberta.ca/assets/documents/covid-19-relaunch-guidance-gondolas-trams-chairlifts.pdf

Hotels

www.albertahealthservices.ca/assets/info/ppih/if-ppih-covid-19-environmental-guidance-for-hotels-kbk.pdf

Restaurants

www.alberta.ca/assets/documents/covid-19-relaunch-guidance-restaurants.pdf

Outdoor Recreation

www.alberta.ca/assets/documents/covid-19-relaunch-guidance-outdoor-recreation.pdf

Retail

www.alberta.ca/assets/documents/covid-19-relaunch-guidance-retail.pdf

Childrens' Day Camps

www.alberta.ca/assets/documents/covid-19-relaunch-guidance-day-camps.pdf

Alternate copy for BC version:

In British Columbia, overall direction is provided by the Provincial Health Officer, BC Centre for Disease Control and Ministry of Health through HealthLink BC:

HealthLink BC: www.healthlinkbc.ca

BC Centre for Disease Control: www.bccdc.ca/health-info/diseases-conditions/covid-19

The Ministry of Health and BC Centre for Disease Control have also developed specific guidance for businesses at the following links:

www.bccdc.ca/health-info/diseases-conditions/covid-19/employers-businesses

Hotels:

www2.gov.bc.ca/assets/gov/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer/covid-19/covid-19-pho-guidance-hotel-sector.pdf

End of Specific Alberta or BC Content

The ski sector defers on some topics to other industry association best practices. In addition to the recreational ski area operation, many ski resort operators also provide other tourism related businesses such as food and beverage and public accommodation. To the extent that

these sectors have developed their own guidelines for operations during COVID-19, where applicable, the ski sector defers to the best practices of that specific sector to foster consistency. Notably, this includes the accommodation and food and beverage sector.

Restaurants Canada:

www.restaurantscanada.org/wp-content/uploads/2020/05/RC_COVID19_Reopening_BestPractices.pdf

Hotel Association of Canada:

www.hac-covid.com

1.3 Worker Safety Directives

Each Province has a provincial agency, or agencies, dedicated to promoting safe and healthy workplaces. They partner with workers and employers to prevent work-related injury, disease, and disability. These agencies help businesses meet their obligations to provide a safe workplace for their employees. Within the following link there are a number of great resources, as resources are being added regularly and changing frequently, to get the most up to date information, please check with **WorkSafe BC / Alberta OH&S** directly.

Alberta: www.alberta.ca/temporary-workplace-rule-changes.aspx

B.C.: www.worksafebc.com/en/about-us/covid-19-updates

The ski sector best practices incorporate and follow these regulations. See Appendix for links to other provincial work safety provincial agencies.

Employers in Canada have obligations to ensure the health, safety and welfare of workers and other persons in the vicinity of a workplace. With respect to COVID-19, that responsibility includes protecting workers by following the orders issued by the office of the provincial health officer, guidance provided by the Public Health Agency of Canada and the latest news released from the government. In addition to provincial authorities, national guidelines may be found at: www.ccohs.ca/products/publications/covid19/

2. WORKPLACE PREVENTION PROTOCOLS

During the COVID-19 outbreak, Canadian ski operators will follow all mandates/orders from their respective Provincial Health Offices (PHO), regional health authorities, Health Canada along with directives from other authorities such as the provincial workplace safety agencies.

As more is learned about COVID-19, it is understood that best practices will evolve to ensure worker safety. Joint Health & Safety committees will be an invaluable source of input directly from workers that will amend and advance protocols.

To comply with current federal, provincial and regional recommendations, and existing protocols related to influenza/respiratory hygiene and pandemic planning, each organization will implement the following while remaining adaptable as the situation continues to evolve.

(The reference to the term “Team Members” refers to the employees and volunteer workers of the ski area operator and to contractors/subcontractors working within the ski area operator’s property or Controlled Recreational Area.)

2.1 Employers’ Responsibilities

Every workplace is unique. Businesses must regularly assess all the hazards within their operations, taking appropriate steps to eliminate or control the associated risk. Businesses must also ensure they are taking all the appropriate action to protect themselves and others against the risk of exposure to COVID-19.

Such controls will include adhering to current public health orders, if applicable, public health advice, as well as implementing best practices to keep their employees and guests safe.

Refer also to section 3.2 related to Ski Areas Operational Audits.

2.1.1 Exposure Control

Employers are to implement a plan that reduces the risk of exposure to COVID-19. This includes a provision for written policies and procedures, communicating precautions to Team Members, and training supervisors and Team Members to follow the precautions.

Employers are to undertake regular inspections of the workplace, remedy unsafe or harmful conditions without delay, and update the workplace COVID safety plans as needed. With respect to potential COVID-19 exposures:

- Employers should ensure that physical distancing is maintained wherever possible;
- Review work procedures to ensure appropriate distancing;
- Identify potential means of transmission on surfaces and minimize worker contact with those surfaces;
- Assess and address new risks from resuming operations;
- Employers must stay informed of all public health orders, directions, and requirements, and take appropriate action in their workplace to prevent transmission of the virus.

2.1.2 Workplace Health Guidelines

The organization's updated team illness policy will be communicated to all Team Members before returning to work.

Workplace illness policies should address the following:

- Not to come to work if sick or feeling ill;
- Expectations from Team Members when they report to work (e.g. washing hands, wearing PPE, undergoing wellness assessment);
- What Team Members should do if they feel sick (e.g. reporting procedures);
- Sick leave entitlement.

Employers should ensure that Team Members do not come to work if they are displaying symptoms of COVID-19. This includes Team Members who fall into the below categories:

- Anyone with COVID-19-like symptoms. Use the Government of Canada or your province's self-assessment tool to determine next steps: ca.thrive.health/covid19/en
- Team Members who have travelled internationally.
- Team Members who live in the same household as a confirmed or clinical COVID-19 case who are self-isolating.

If a Team Member reports having COVID-19-like symptoms while at work:

- Remove them from the worksite immediately and send them home.
- Instruct Team Member to consult Public Health for direction and duration regarding self-isolation and/or testing.
- Clean and disinfect their work station and any areas or tools that they were using as part of their job.
- Follow any directions from public health with regard to detailed cleaning and disinfecting, temporary closure and contact tracing.

Employers should ensure that these policies are communicated to their managers, supervisors, and workers.

2.1.3 Mental health, violence, bullying and harassment

A public health emergency, like the COVID-19 pandemic, can cause heightened stress, anxiety, fear and a lack of control. It can challenge individuals in different ways, impacting the workplace and home life, as they try to cope. People may not cope or behave as they typically would and this could lead to the manifestation of mental health concerns, escalating violence and bullying and harassment.

Mental health and wellbeing should be openly discussed in the workplace and information on potential resources that may be of help to Team Members should be made available. Some measures that employers can implement include the following:

1. Have a plan. Let employees know that you are thinking and looking ahead, that you will stay well-informed and that you can answer the questions they already have.
2. Communicate, share and be open. Worry and fear grow in the absence of up-to-date information. Let your employees know that they can expect regular updates from you. Communicate even if the situation remains unchanged.
3. Empathize. Share that you know it's stressful. Recognize that it's okay to be anxious. Remind your employees of any resources (e.g. Employee Assistance Programs, Government and community resources) that are available for those who are experiencing stress.
4. Reassure—as best you can. You can refer to reports indicating that most people who become infected with the virus will recover.
5. Understand. Recognize when stress has become unmanageable for individual employees. Stress can lead to anxiety and even panic. Encourage employees to practice self-care activities on-the-job and reassure them that it's ok to take steps to manage stress, such as relaxation exercises, listening to relaxing music or taking regular breaks.
6. Recognize this is not quite business as usual. Know that work will likely be impacted, work will slow down, and necessary travel may be cancelled. Reassure staff that expectations will shift accordingly, and that's ok. We will get through this!

Taking Care of Your Mental Health (COVID-19) (Public Health Agency of Canada) – Tips and resources for taking care of your mental health during the COVID-19 outbreak:

www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/mental-health.html

2.2 Team Member Responsibilities

Team Members **without** symptoms of COVID-19 are to adhere to the following protocols:

1. Stay home if you are ill or feeling ill.
2. Wash your hands with soap and water (for at least 20 seconds) before and frequently during your shift, and after your shift has ended
3. Avoid being in an enclosed space with others, wherever possible.
4. Practice physical distancing.
5. Inform your manager immediately if you feel any symptoms of COVID-19.
6. Avoid touching your eyes, nose, or mouth with your hands or when wearing gloves.
7. Cover your mouth and nose with a tissue when you cough or sneeze, then throw the tissue in the trash and wash your hands, or sneeze/cough into your elbow.
8. If soap and water are not readily available, use an alcohol-based hand sanitizer.
9. Clean and disinfect frequently touched objects and workstation surfaces.
10. If it is unsafe to work, talk to a supervisor, joint health and safety committee or worker representative, and/or union, if present.
11. Stay informed. Information is changing frequently.

2.2.1 Worker's Rights

Team Members should know and understand their workplace health and safety responsibilities — and those of others. Team Members have three key rights:

- the right to know about hazards in the workplace;
- the right to participate in health and safety activities in the workplace;
- and the right to refuse unsafe work.

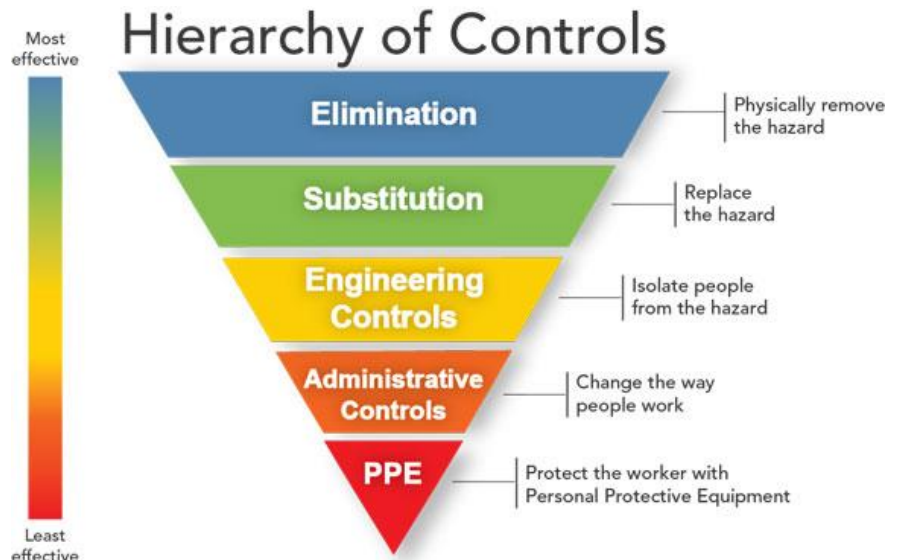
Workers in Canada have the right to refuse work if they believe it presents an undue hazard. An undue hazard is an “unwarranted, inappropriate, excessive, or disproportionate” risk, above and beyond the potential exposure a general member of the public would face through regular, day-to-day activity. In these circumstances, the Team Members should follow some specific steps within their workplace to resolve the issue. The Team Member would begin by reporting the undue hazard to their employer for investigation and the employers would then need to consider the refusal on a case-by-case basis, depending on the situation. If the matter is not resolved, the Team Member and the supervisor or employer must contact their provincial work safety agency and a prevention officer will then investigate and take steps to find a workable solution for all involved.

Managers and Supervisors should have training on how to manage work refusal claims related to COVID-19.

2.3 Hierarchy of Controls

When hazards related to COVID-19 cannot be completely eliminated, the following hierarchy of controls should be followed:

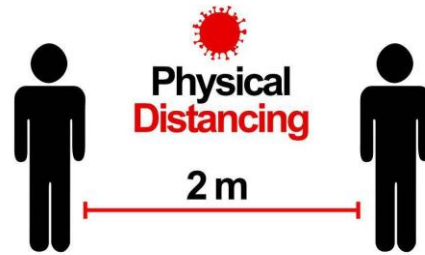
- **First Choice: Elimination or Substitution:** Considered eliminating or postponing work tasks that may create a risk of exposure to COVID-19.
- **Second Choice: Engineering Controls:** These control the hazard at the source. Examples include placing barriers or partitions between staff, removing seats from lunch rooms and dining areas, rearranging lockers, restricting general access to the business and increasing ventilation.
- **Third choice: Administrative Controls:** These controls change the way Team Members, volunteers and patrons interact. Examples include policies for physical distancing, limiting hours of operations, working from home, respiratory etiquette, and providing adequate facilities, supplies and reminders for hand hygiene.
- **Fourth choice: Personal Protective Equipment:** PPE is used when physical distancing or physical barriers cannot be maintained by administrative and engineering controls. PPE controls the hazard at the worker, volunteer and client level. Examples of PPE include gloves, eye protection, gown, face protections, masks.



When a hazard cannot be eliminated or controlled by a single control method, the business owner must utilize a combination of controls to provide an acceptable level of safety.

2.3.1 Physical Distancing

Described by the Public Health Agency of Canada, physical distancing means limiting close contact with others and taking steps to limit the number of people you come in close contact with. When not possible, other controls need to be implemented (*see Hierarchy of Controls*).



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

Practice physical distancing, wherever possible, as follows:

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

2.3.2 Sanitation & Hygiene

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

Hand sanitizer should be readily available and recommended to be placed in a variety of locations such as entrances to facilities, payment areas, line ups, washrooms, etc.

Follow hand washing as set out by Health Canada: www.canada.ca/en/public-health/services/publications/diseases-conditions/reduce-spread-covid-19-wash-your-hands.html

If soap and water are not available, alcohol-based hand rubs (ABHR) or hand sanitizer can be used to clean your hands if they are not visibly soiled. If they are visibly soiled, use a wipe and then ABHR to effectively clean them.

Proper handwashing should be completed for the following reasons but are not limited to:

- Entering or leaving a public building, food and beverage facility, maintenance facility, or any other structure at the ski area.
- Taking Personal Protective Equipment (PPE) on or off.
- Before and after breaks.

2.3.3 Personal Protective Equipment

Personal Protective Equipment (PPE) is specialized clothing or equipment worn by an employee for protection against infectious materials. Examples of PPE include gloves, mask, and eye protection. These should not replace other risk control and infection control measures. However, sufficient stock of PPE should be kept to ensure its provision to protect employees from exposure to infectious agents in the workplace.

Appropriate PPE is to be identified based on hazard assessments and provincial regulation.

More information on PPE can be found at:

www.ccohs.ca/oshanswers/prevention/ppe/designin.html

2.3.4 Cleaning and Disinfecting

Employers should work with their local and health departments to ensure appropriate local protocols and guidelines, such as updated/additional guidance for cleaning and disinfection, are followed, such as:

- Implement cleaning protocols for common areas and surfaces — e.g., washrooms, light switches, and door handles. Identify the frequency of which these items must be cleaned (number of times per day) as well as the timing (before and after shift, after lunch, after use).
- Provide Team Members who are cleaning adequate training and materials.
- Remove unnecessary tools and equipment to simplify the cleaning process.

Find more information from your provincial health authority or Government of Canada:

www.canada.ca/en/public-health/services/publications/diseases-conditions/cleaning-disinfecting-public-spaces.html

3. PROTOCOLS FOR LIFT ASSISTED SIGHTSEEING, HIKING AND MOUNTAIN BIKING SUMMER OPERATIONS UNDER COVID-19 RESTRICTIONS

3.1 Introduction

Ski areas and mountain resorts (ski area operators) provide the opportunity for safe outdoor recreation and exercise for the public. The operation of these areas are often critical to the economy of their local communities. The purpose of this document is to assist each resort/ski area in adapting their business to safely operate within the restrictions imposed by the Federal Government and Provincial Health Organizations to limit, to the extent the ski area operator can, the transmission of the virus that causes the COVID-19 illness.

The preparation of these guidelines is based on the following assumptions:

- Federal, Provincial and Municipal Government restrictions allow for attendance by the public at ski areas/mountain resorts for outdoor recreation.
- Requirements to avoid person to person transmission of the COVID-19 virus by practicing physical distancing of 2 metres between non-household members remain in effect.
- A physical barrier or PPE is required in situations where physical distancing cannot be achieved.
- Sanitation measures to reduce or eliminate the potential of surface to hand transmission are required.
- Visitors to a ski area consist of many separate household groups and individuals, and do not constitute a large gathering. Ski Area Operators will implement measures to require that these groups remain physically distanced from one another and from the employees while they are visiting the ski area.

The ski areas in Canada offer a wide range of summer activities and programs. The protocols outlined here will concentrate on the core facilities provided by the ski area/mountain sightseeing operators responsible for the lift systems that provide access for sightseeing, hiking and mountain biking. However, the process outlined for assessing the carrying capacities and identifying procedures that require adaptations would apply to any activity offered. Food and beverage facilities and public accommodation (if offered) would also comply with the

restrictions currently being established for the restaurant, liquor and hotel industries, respectively.

3.2 Operational Audit

Each ski area will prepare an audit of the facilities/activities that are part of normal summer operations to assess which have the potential to be adapted to operate under the COVID-19 restrictions. Activities that normally involve significant person to person contact will be the most difficult to adapt and the necessary adaptations may render them impractical to operate. Each ski area wishing to provide summer operations will complete these evaluations and review them with their risk management team.

The necessary physical distancing and sanitation measures will likely reduce the “carrying capacity” of many operations/activities. Each area will assess their operations to determine how many people they can safely accommodate at one time.

An audit may consider the following:

- Visualize the process of a guest entering the ski area and proceeding to the various activity areas. Assess the existing bottleneck areas. Determine if the bottleneck can be eliminated or reduced by changing the way the operation is delivered.
- Evaluate areas where limited capacity caused by the implementing the COVID-19 reduction strategies may impact the capacity of the overall site.
- Determine which commonly touched objects that are not absolutely necessary can be removed. For those surfaces that cannot be removed and must be touched, develop a cleaning protocol to reduce the potential of surface to hand transmission. Consider making hand sanitizing available and disinfect surfaces frequently for those areas where touch cannot be avoided.
- Consider if new COVID related protocols create new or unanticipated hazards.

3.3 Guest Communications

Create a comprehensive communication strategy that is consistent across all platforms to explain the measures the Ski Area is taking to safely welcome visitors and take care of their employees during the COVID-19 pandemic.

Marketing should direct guests to current information for their ski area (such as the ski area operator’s website) to receive the most up-to-date information prior to visiting.

Clearly indicate what facilities/programs will be available and those that will not.

Describe the measures the Ski Area Operator has implemented to protect against the transmission of COVID-19 at the ski area.

Outline that guests meeting the conditions, such as the following, are welcome to visit the ski area:

- Have not traveled outside the country in the previous 14 days.
- Have not been in contact in the previous 14 days with anyone who has returned from abroad.
- Do not have any symptoms of COVID-19. For current list of symptoms see: www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/symptoms.html#s
- Do not live in a household with someone who has COVID-19 or symptoms of COVID-19 or who is self-isolating because they may have been exposed to COVID-19.
- Agree to practice physical distancing while at the ski area and not congregate with any individuals outside their household group or those they came with.

The operator reserves the right to deny access to any guest they believe is not complying with the conditions listed above, or who exhibits any visible COVID-19 symptoms.

Advise guests if there are any guest screening that they may encounter at the resort.

Advise whether guests must provide and wear their own masks, face coverings or gloves to use any of the facilities at the ski area.

Advise on the availability of Food and Beverage services and if guests should come prepared with their own food and water.

3.3.1 Partner Communication

Most ski areas work with partner organizations such as sport organizations (e.g. clubs) and event organizers. Communication with partners is important to ensure consistent messaging. Hosting of events may be different than past seasons and special consideration needs to be given to travel, group size and whether there are spectators. Much of this will be guided by Public Health policy regarding events and gatherings.

3.4 Ticketing and Payments

Ski Area Operators with on-line ticketing can encourage guests to pre-purchase tickets on-line to reduce on-site activity at ticket windows.

Ticket sales may be limited to control the number of visitors. Ski Area Operators should consider how best to communicate to guests what that capacity is, and that walk up ticket sales may be limited or not available on any given day.

Certain activities may be suited to “time of access” tickets and reduce the surface area required for line ups and assist with the needs for physical distancing.

A Ski Area Operator offering on-site ticket sales may provide physical separation between staff and guests, as well as between the guests. The typical exterior ticket window found at many ski areas does provide this.

3.4.1 Payments (relates to all departments including tickets, food/beverage, retail, and rental):

Promote the use of cashless & touchless payment. Customers may be asked to pay with debit or credit cards only. Staff will be encouraged to ask customers to handle their payment card to reduce touchpoints.

Consider reprogramming point of sale machines to allow for larger ‘tap’ purchase amounts.

Debit/Credit card terminals should be sanitized after each use.



3.5 Signage

Signage outlining measures for COVID-19 protocols and operations should be placed at the following locations:

- Parking Lots
- Transit and Taxi Drop-Offs
- Outside Ticket Windows
- Outside and Inside Guest Services
- Outside and within Rental/Retail (if open)
- Washrooms
- Lift Terminals
- Activity Areas
- Trail Entrances
- Restaurants and other Food & Beverage facilities (if open)

Ski areas should consider a signage audit to review where to place COVID-19 related signs in relation to other risk and operational signage.

3.6 Parking

A large proportion of summer guests will arrive by car. The parking lot is often the first point of contact with the guest unless they have pre-booked an activity. Signs reminding guests of physical distancing protocol should be prominent in the parking areas. Examples:



3.7 Transportation

It is anticipated that most summer guests will arrive at the ski area in their own vehicle or via public or group transportation.

To the extent that shuttle bus transportation is required to bring guests to one of the activities provided by the Ski Area Operator, additional measures should be considered.

The capacity of the vehicle may be reduced to provide physical distancing for other than household groups and cohorts. Considerations include:

- Utilizing only every second row, with the occupied row alternating on each side of the centre aisle. If there is insufficient room for physical distancing, passengers may be required to wear face coverings.
- Passengers may not be permitted to sit in the row immediately behind the driver or in the passenger seat. Alternatively, a plexi-glass shield or barrier may be erected behind the driver.

Additionally, load and unload from the rear door - for vehicles without rear doors, the driver will be the last to board and the first to disembark. Disinfecting the vehicle between trips should be carried out.

3.8 Line-ups

Evaluate how the operation can be modified to reduce the requirement for line-ups.

Line ups should be set up to provide physical distancing (2 metre spacing in all directions) between individuals or between individual household and cohorts. This may require more surface area at each line up location. In cases where minimum spacing is not possible, alternatives such face coverings may be necessary for all users.

FOR EXAMPLE: The typical serpentine snake queue layout will require a 2 metre gap between the opposing directions. Layouts with adjacent parallel lines must include a 2 metre gap between the lines.

Operational plans should include summer operation pedestrian flow plans and line-up configurations, recognizing that each location is unique.

Use signage, stanchions, maze gates and/or ropes to delineate the line boundaries. Appropriate spacing can be indicated with signage, decals on the ground or pylons spaced along the line.

When necessary, team members may be tasked to ensure guests are moving properly through the line-ups, and to ensure groups are maintaining adequate separation when in line and preparing to load the lifts.

Example line up signage:



3.9 Summer Lift Operations (Both Upload and Download)

Lift line-ups for upload and download will be structured safely as described above. Where physical distancing cannot be met, other controls such as face coverings may be used as an alternative for all users. The physical distancing requirements may increase the loading/unloading time interval. The speed at which the lifts operate can be adjusted by the lift operator as required to provide this time.

Frequent disinfecting of carriers will be performed, with the intervals identified by the Resort's COVID Operating plan.

Hand sanitizer will be readily available and recommended to be posted in a variety of locations such as entrances to facilities, gondola stations, washrooms, etc.

Chairlifts: Users are recommended to sanitize their hands prior to riding the lift and upon disembarking.

Gondolas: Where possible, gondola carriers should be disinfected frequently. Guests will be recommended to sanitize their hands before loading and upon disembarking as well as wear face coverings while riding the lift if 2 metre positional distancing is not possible other than for household groups.

Aerial tramways (*Aerial lifts which uses one or two stationary ropes for support while a third moving rope provides propulsion back and forth and often have larger carriers.*) may require additional measures since it is impractical to load only one family at a time. The cabin capacity may be adjusted to provide space for physical distancing and passengers. If physical distancing is not possible, staff and passengers may be required to wear face coverings while queuing, boarding, riding and disembarking the tram. Guests will be recommended to use hand sanitizer prior to boarding.

Lift operators that may need to physically assist with loading/unloading may wear the appropriate PPE and have access to hand sanitizer.



3.9.1 Mountain Bike Loading/Unloading

Guests using the lift for mountain bike access will follow all the lift protocols above.

The loading/unloading of mountain bikes varies depending on the type of carrier used.

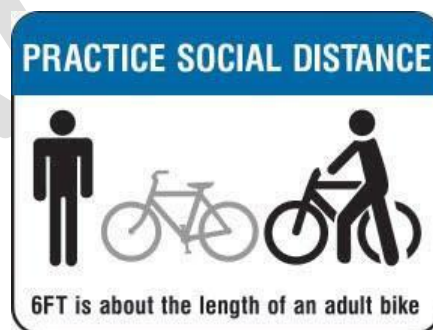
When bikes are loaded with the guest into a **gondola cabin**, the guests can load and unload their own bikes without the need for assistance from the lift operator.

Where bikes are loaded onto a **separate carrier tray**, or a **hook** on a chairlift, the common practice is for guests to load their own bike onto the carrier tray and then ride up in the next gondola cabin or chairlift carrier. The loading process does not require the rider to touch the carrier.



Typical bike carrier does not require touching the carrier to load the bike

At the top station, the bikes are typically unloaded from the carrier by staff and then handed off to the guest as they unload from the following gondola/chair. This procedure can either be modified to provide more distance between the staff and guests, or the staff will be provided with the appropriate PPE, depending on the physical constraints of the unload area.



3.10 Sightseeing Attractions

Each ski area will determine the “COVID capacity” of popular sightseeing attractions such as lookouts, viewing platforms, suspension bridges and photo-op viewpoints based on the standard 2 metre physical distancing requirement. Signage will be used to alert guests to the occupancy restrictions and delineate safe spacing where appropriate.

Frequent sanitizing of high touch surfaces will be carried out.

Sufficient space in the area surrounding the attraction to allow guests to practice physical distancing while waiting their turn will be provided. Signage will be used to delineate safe spacing at the attraction and advising guests to wait their turn.

Team Members may be utilized to manage safe distancing protocols when visitor volumes are high.

Attractions with insufficient space to provide the required physical distancing may be relocated or access to them may be prevented.

3.11 Trails (walking, hiking, mountain biking)

COVID-19 physical distancing and trail etiquette (safe passing, respecting your distance) signage will be located at trail heads, with additional signage along the trails where appropriate.

Where looped trails have insufficient width for physically distanced passing in opposing directions, where practical consider making them one directional.

Frequent sanitizing of commonly touched surfaces (handrails, guardrails, educational signage, picnic tables, garbage and recycling bins) will be carried out.



3.12 Buildings (Indoor spaces)

Whether or not any food and beverage facilities are open, it is anticipated that there may be the need to provide some indoor spaces. Occupancy capacities under physical distancing should be posted at the entrances.

Hand sanitizing stations may be provided at the entrance to buildings.

Indoor furnishings, if provided, should be rearranged to provide physical distancing between individuals or household groups. Signage should indicate that only household groups may sit together, if seating is provided. Surplus furniture should be stored in closed areas of the facility.

Directional signage should be provided where necessary.

Follow Public Health Canada or Provincial Health recommendations for cleaning and disinfecting public spaces during COVID-19.

<https://www.canada.ca/en/public-health/services/publications/diseases-conditions/cleaning-disinfecting-public-spaces.html>

Indoor touch surfaces (doors, knobs, faucets, payment card touch pads, tables, ATMs) shall be cleaned with a sanitizing solution frequently.

Where possible, entry doors should remain open.

3.13 Washrooms

Every washroom will be equipped with signage to advise guests of appropriate physical distancing, proper hand washing and waste disposal techniques and maintained as needed throughout the day.

Determine the occupancy load of each washroom based on maintaining the required physical distancing and post this on a sign outside the entrance. At times when visitor volumes make it challenging to manage washroom capacity safely, consider using staff to control access. If line-ups are required, they will be outside the washroom, not inside.

Frequent cleaning and disinfection of washrooms will be scheduled, depending on occupancy loads.

Outhouses or portable toilets must be equipped with hand sanitizer.

3.14 Retail

(only applies to Ski Area Operators offering this service)

Any Ski Area Operator offering retail operations will follow guidelines applicable to their jurisdiction:

Retail Council of Canada: www.retailcouncil.org

The layout of stores should be modified to allow physical distancing of 2 metres between individuals at all times. Directional signage will be provided, where required. Safe capacities for each facility will be established based on the revised layouts and posted on the entrance to the facility. Point of sale areas may be shielded, where appropriate.

Store surfaces touchpoints will be disinfected prior to opening, with common touchpoints disinfected frequently.

Staff may be stationed outside as needed to control access to the store. Safe line-up spacing will be provided.

A hand sanitizing station may be located at the store front.

Guests will be reminded to keep a physical distance of 2 metres from other guests and staff.

Guests will be asked to touch only what they are purchasing, as much as possible.

See section 3.4.1 regarding payment processes.



3.15 Rental Operations/Guest Use of Equipment

(only applies to Ski Area Operators offering this service)

Wherever possible, utilize outdoor spaces for rental/repair operations.

If indoor spaces are used, follow a similar protocol for rearranging the facility to provide space for physical distancing as outlined for retail in section 3.14 above.

Separate areas for pick up and drop off should be established.

Where available, encourage advance on-line booking. This practice will reduce the amount of time the guest needs to spend in the facility and minimize the need for line-ups. On-line information should provide sizing details of the equipment/gear so that reservations are as

accurate as possible. Staff can set pre-booked equipment aside where guests can retrieve it while maintaining physical distancing.

For those booking in store, provide ticket and rental waivers - individual clipboards should be utilized for rental forms and waivers or alternatively use electronic forms and waivers, where possible. Rental forms should be placed in an area which guests can still physically distance from one another.

Consider outside drop off areas, and in some cases outside pickup may be an option for pre-booked equipment.

All rental equipment will be sanitized between users; the sanitizing process will be determined based on the manufacturer's recommendations.

Bikes

Bikes should be cleaned and sanitized between users with special attention to all common touch points, such as stem, brakes, handlebars including grips, brake levers and shifters, cross-bar and saddle.

Gear

Equipment like safety harnesses, helmets and other protective wear must be washed/sanitized and allowed to fully dry between users. Drying times will restrict how often the equipment can be used. Where possible, guests will be encouraged to bring and use their own gear.

Staff assisting in the set-up or sanitation of rental equipment will be provided with the appropriate PPE.

3.15.1 Repairs

Where possible, it is recommended that guests call in advance to book repairs. Outside (open air) attendants and drop-off points could be considered if appropriate.

Guest bikes should follow the disinfectant protocols noted above for bikes, before and after service.

Repair staff to wear and utilize PPE in the same way they do for rentals.

3.16 Lessons/Guided Activities

(only applies to Ski Area Operators offering this service)

All participants must agree to the standard health conditions for visiting the ski area outlined in Section 3.3 Guest Communication.

Provide daily symptom screening for all staff. See section 2.1.2.

Create a policy for participants and staff that states anyone with symptoms of a cold, flu, and coughing or other COVID-19 symptoms cannot participate. For children's programs, ski areas may consider a parent declaration as they drop off their children.

If a child develops symptoms while at the program, the child should be isolated from the other children and the parent or guardian should be notified to come and pick up the child immediately.

3.16.1 Mountain Bike Guides and Instructors:

- Always maintain physical distancing in skill zones, when teaching on trail, lift loading etc. that is at least 2 metres (6 feet) space between individuals, at all times.
- Guides should carry hand sanitizer.
- Guides to carry PPE in the event they need to touch guests for first aid or other incidents.
- Each Guide and Instructor must have their own packs, gloves, helmet, goggles etc.; no shared uniforms.
- Guides and instructors should minimize exposed skin through padding and/or long sleeve garments.
- Full face helmets should be worn by instructors and students participating in lift assisted mountain biking.
- For **XC lessons**, guiding team members and guests must maintain proper physical distancing, and carry PPE in the event of an incident with students. It is recommended that XC guides should have facial coverings on hand when wearing XC helmets.

3.16.2 Children's Programming

Consider the suspension of children's programming for ages 6 and under to eliminate the risk. Alternatively, use smaller class size for ages 6 and under and ensure participants are competent to ride independently on their own. Follow provincial COVID-19 guidelines for child care.

Where applicable, utilize child care attendants to assist with bathroom and snack breaks.

3.16.3 Lesson and Guiding precautions

- Remind your participants to wash or sanitize their hands before starting the lesson, before and after riding the chair, after using the restroom, sneezing, and coughing, and before eating.
- Refrain from physical touching eg: don't shake hands, high five.
- Try to not touch another person's bike or equipment. In the event that you have to help set up or repair a bike, sanitize high touch areas after repair where possible. Then sanitize your hands before replacing your own gear.
- Make sure each rider performs a thorough bike check on their own equipment - following directions at a distance, from instructor/guide.
- When riding, keep a distance of a minimum of "10-15 sec" between each other. If keeping line of sight becomes challenging, use adequate terrain communication and guiding protocol.
- If passing another rider on a single track narrow trail, signal your intention, wait for the other rider to provide sufficient space (at least 2 metres) before passing. Slow down.

3.17 Mountain Safety / Patrol

First aid response at ski areas can vary between ski area operators and include local ambulance first responders, professional and volunteer patrollers. In each case, first responders are to be trained with COVID related protocols and be provided with appropriate PPE.

There are a number of organizations and standards that may apply depending on jurisdictions and business models.

The Canadian Centre for Occupational Health and Safety (CCOHS) provides Coronavirus (COVID-19) Tips for First Responders:

www.ccohs.ca/images/products/pandemiccovid19/pdf/first_responders.pdf

Ski Areas should consult their provincial Occupational First Aid Attendants (OFAA) guidance, such as the following from WorkSafeBC:

www.worksafebc.com/en/resources/health-safety/information-sheets/ofaa-protocols-covid-19-pandemic?lang=en

The following guidelines are meant to supplement these protocols in the ski area environment where the ski area's patrol is providing the first response.

3.17.1 Responding to Calls

- The following steps are taken to limit human to human contact when dealing with a patient:
 - If and when possible/appropriate, one Patroller per call.
 - All other staff on the call may remain 2 metres away from the patient, unless needed to assist
 - Additional patrollers will clear the scene as soon as possible.
 - Witnesses, friends, and family will be instructed to remain 2 metres from the patroller.
- Whenever possible, patrollers will verbalize patient assessments and treatment. All efforts will be made not to touch the patient.
- Responders will follow accepted protocols.

3.17.2 First aid care facility

- The first aid care facility which is used for secondary assessments will only be used if it is deemed critical.
- If a patient is treated in the first aid care facility, the patroller will sanitize all surfaces.
- All equipment used must be sanitized after each use.
- Absolutely no unnecessary food or drink allowed in any first aid care facilities.
- No unnecessary staff or guests permitted in the first aid care facility. When providing treatment friends, family and other staff will be asked to wait outside unless needed.

3.17.3 Medical Extractions

- If COVID-19 precautions are being taken, the patient will be taken off hill using the designated Emergency Transfer Vehicle, where practical. If using an ETV with a mobile transfer unit, the patient may ride alone in the back.
- If a gondola must be used, the cabin used for patient transport will be closed and marked so that it will not be available for public/staff use until after it has been thoroughly sanitized.
- All vehicles and equipment used during an extraction will undergo full disinfection.

3.18 Food and Beverage

Any operator wishing to provide Food and Beverage service **will follow all provincial regulations** and practices established for food and liquor services during COVID-19.

Where practical, some operators may wish to offer food and beverage seating only in outdoor areas to simplify the measures that are required.

The following guides are the food and beverage industry recommended practices ski areas will utilize:

- Restaurants Canada Reopening Best Practices: www.restaurantscanada.org/wp-content/uploads/2020/05/RC_COVID19_Reopening_BestPractices.pdf
- The Canadian Centre for Occupational Health and Safety has produced a tip sheet, “Coronavirus (COVID-19) Tips – Restaurants and Food Services”: www.ccohs.ca/images/products/pandemiccovid19/pdf/food_service.pdf

3.19 Public Accommodation

Many of the ski areas in Western Canada have accommodation at the resort or in nearby communities. The accommodation offerings may or may not be operated by the Ski Area Operator. In many of these communities, there is a wide range of tourist accommodation available from several different providers. Any accommodation provided by the Ski Area Operator will comply with the most up to date COVID-19 prevention strategies for the hotel sector mandated by provincial or federal authorities. The Ski Area Operator will encourage all its accommodation partners to do the same.

Please see provincial hotel associations, for specific measures and guidance related to accommodations. See Hotel Association of Canada for more details and links:

www.hac-covid.com/information-for-hotels

3.20 Staff Accommodation

Many ski areas provide on-site staff accommodation. In addition to the guidelines for public accommodation principles, where staff accommodation is provided in dormitory style accommodation rather than separate dwelling units, the following may be considered for staff accommodation.

The Canadian Centre for Occupational Health and Safety has also published “Coronavirus (COVID-19) Tips – Work Camps” which may provide some assistance:

www.ccohs.ca//images/products/pandemiccovid19/pdf/work_camps.pdf

Consider how to maintain physical distancing, decrease crowding and reduce interactions.

Maintaining small and consistent groupings of people will help prevent and control the potential transmission of COVID-19.

Employees living in staff accommodation must be able to practice physical distancing of at least 2 metres within their living environment.

Where possible, limit occupancy of dormitory style buildings to one person per bedroom and reasonably minimize the number of people sharing a bathroom.

If more than one person must share a bedroom, ensure the beds are arranged in such a fashion that the beds are at least 2 meters apart and head to toe where possible.

If meals are provided, stagger mealtimes where practical and minimize the people using shared kitchens at one time.

Ski Area Operator’s providing staff housing for employees that don’t reside in the community should strive to provide “self-isolation” units as an option for staff who might become exposed to the COVID-19 virus to safely isolate them from other staff in the unit or building if directed to do so by Public Health.

Cleaning protocols must be created and posted throughout all facilities.

Ensure daily cleaning and disinfection of all common areas and surfaces.

Cleaning products should be readily available, monitored daily and restocked daily as required.

High touch surfaces (counters, handles, switches) will be disinfected on a regular schedule.

END OF DOCUMENT

Appendices to follow

APPENDICES

Appendix 1: Public Health Links

Public Health Service of Canada	www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html
Alberta	https://open.alberta.ca/dataset?q=covid&sort=score+desc&pubtype=Orders+and+Directives&tags=COVID-19 https://www.alberta.ca/coronavirus-info-for-albertans.aspx
British Columbia	www2.gov.bc.ca/gov/content/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer/current-health-topics/covid-19-novel-coronavirus
Manitoba	www.gov.mb.ca/covid19/soe.html
New Brunswick	www2.gnb.ca/content/gnb/en/departments/ocmoh/cdc/content/respiratory_diseases/coronavirus/resources.html
Newfoundland and Labrador	www.gov.nl.ca/covid-19/alert-system/public-health-orders/
Northwest Territories	www.gov.nt.ca/covid-19/en/public-health-orders
Nova Scotia	novascotia.ca/coronavirus/alerts-notice/#provincial-state-emergency
Nunavut	gov.nu.ca/health/information/covid-19-novel-coronavirus
Ontario	covid-19.ontario.ca/

Prince Edward Island	www.princeedwardisland.ca/en/topic/covid-19
Quebec	www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/
Saskatchewan	www.saskatchewan.ca/government/health-care-administration-and-provider-resources/treatment-procedures-and-guidelines/emerging-public-health-issues/2019-novel-coronavirus/public-health-measures/public-health-orders#current-public-health-orders
Yukon	yukon.ca/en/health-and-wellness/covid-19-information/latest-updates-covid-19/current-covid-19-situation

Appendix 2: Worker Safety Directives & Resources

The provincial agencies are listed below:

Canadian Centre for Occupational Health & Safety	www.ccohs.ca/products/publications/covid19/
Worker's Compensation Board of Alberta	www.wcb.ab.ca/about-wcb/news-and-announcements/COVID-19.html
WorkSafeBC (Workers' Compensation Board of BC)	www.worksafebc.com/en/about-us/covid-19-updates
Workers Compensation Board of Manitoba	www.wcb.mb.ca/how-the-wcb-is-responding-to-covid-19
WorkSafe NB (New Brunswick)	www.worksafenb.ca/safety-topics/covid-19/covid-19-what-workers-and-employers-need-to-know/
WorkplaceNL (Newfoundland & Labrador)	www.workplacenl.ca
Workers' Compensation Board of the Northwest Territories and Nunavut	www.wscc.nt.ca/health-safety/covid-19
Workers' Compensation Board of Nova Scotia	www.wcb.ns.ca/covid19.aspx

Workplace Safety and Insurance Board (Ontario)	www.wsib.ca/en/novel-coronavirus-covid-19-update
Workers' Compensation Board of Prince Edward Island	www.wcb.pe.ca/COVID19
Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST Quebec)	www.cnesst.gouv.qc.ca
Saskatchewan Workers' Compensation Board	www.wcbsask.com/employers/covid-19-and-the-workplace/
Yukon Workers' Compensation, Health and Safety Board	wcb.yk.ca/COVID-19.aspx