



COVID-19 SKI AND SNOW SPORT GUIDELINE

Response to Request of the Ministry of Heritage, Sport, Tourism, & Culture Industries for presentation to the Public Health Measures Table and the Chief Medical Officer of Health of Ontario for allowance of Ski and Winter Snow Sports Sector, subsectors, and amenities to safely reopen during Stage 1 (Grey) restrictions under O. Reg. 82/20.

ABSTRACT

This document provides guidelines that focus on amenities related to Ski and Snow Sports offered by the members of the Ontario Snow Resorts Association.

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1.0 Overview

This response document has been developed by the Ontario Snow Resorts Association, its Executive Board of Directors, stakeholder committees and industry subject matter experts across North America and globally.

This document will provide an outline of a plan specific to the Ski and Winter Snow Sport Sector for the Public Health Measures Table and the Chief Medical Officer of Health to approve for Ontario.

It is important to have awareness that Ontario Snow Resort Association (OSRA) has provided support and guidance to its membership throughout the COVID-19 global pandemic and has developed guidance for its' membership, the public, and employees to reduce the spread of COVID-19 virus.

Ontario specific COVID-19 Ski and Snow Sport Resources:

- [Ski Well Be Well](#) – International Public Facing Best Practices developed by the National Ski Areas Association – US (NSAA), Canada West Ski Areas Association (CWSAA), OSRA, Association des stations de ski du Québec (ASSQ), Atlantic Ski Areas Association (ASRA), and the Canadian Ski Council (CSC)
- Recommended Best Practices for Snow Resort Summer Operations under COVID-19” - OSRA Risk Management Committee, and K. Collins-Cavers, June 6th, 2020
- “Recommended Best Practices for Snow Resort Winter Operations under COVID-19” - OSRA Risk Management Committee, and K. Collins-Cavers, July 15th Revised September 25th, 2020

The Ontario Snow Resorts have developed individual COVID-19 Reopening Plans using available guidance documents and the Ontario.ca COVID-19 portal. The Ontario Snow Resorts had submitted their COVID-19 reopening plans to their Local Public Health Units for review prior to season opening in the fall of 2020

1.1 Ski and Snow Sport Sector Summary Guidelines

The purpose of this document is to provide a Ski and Snow Sport Sector overview and identify COVID-19 operational measures to be presented to the MHSTCI, the Public Health Table, and the Chief Medical Health Officer of Ontario.

Based on the guidance template provide by MHSTCI this document includes the following:

- Proposed plan
- Managing Restriction
- Ski and Snow Sport Sector Definition
- COVID-19 Controls and Safety Measures
- Contact Tracing
- Evidence and Rational to Support the Sector Proposal
- Relevant Studies, Research, and References

2.0 OSRA Proposed Plan

The Ontario Snow Resorts Association is proposing a flexible COVID-19 Plan aligned with current regulations, allowing Snow Resorts to operate during all stages and zones (*including Stage 1 – Grey zone*) of restrictions during provincial COVID-19 public health rules and regulations.

2.1 Access Trails and Turn Lifts

Snow Resorts offer many types of outdoor Ski and Winter Sport Recreational activities for all Ontarians to enjoy and exercise, even in a state of lockdown/shutdown.

The OSRA membership is requesting the ability to operate more outdoor experiences by allowing full use of their trail systems and to operate lifts for Ontarians, providing access to ski and winter sport facilities.

All Ontario Snow Resorts have pivoted their operations by implementing the following restrictive measures:

1. Only allowing access to indoor buildings for use of the washroom
2. Provide only essential food services; only allowing take-out, curbside, or delivery
3. Limit access to rentals, repair, or retail; only allowing curbside pre-ordered pick-up
4. Limiting numbers of passholders or ticket holders on premises
5. Reduced capacities and participant numbers by monitoring and controlling an allowable time spent in physically distanced lift lines (*see Administrative Controls for further explanation*)
6. Continued practice and required use of COVID-19 safety controls (*including enforcement of [Alpine Responsibility Code](#), and [Ski Well Be Well](#)*)
7. Not marketing international, interprovincial and interregional travel

OSRA members will implement the strict operating measures listed above to prevent the spread of COVID-19 under the requirements of Ontario Regulations 82/20.

The proposal's key objective is for downhill skiing to be added to the list of recreational amenities that are permitted to open in O. Reg 82/20 and to allow Ontario Snow Resorts to operate similarly to their provincial business counterparts that provide outdoor recreational amenities.

3.0 Managing Restrictions

The Ontario Snow Resorts Association has developed methods to inform the public and employees about COVID-19 protocol requirements and the implementation of provincial restrictions when visiting a Snow Resort. These measures will reflect the standards of the Reopening Ontario (*A Flexible Response to COVID-19*) Act, 2020 and Ontario Regulations 263/20, 364/20, 363/20, and 82/20.



Proposed Ski Area Operating Plan During COVID-19 Restrictions

Note: Resorts will work co-operatively with their Health Units to fine tune these measures in each category as required



	Stage 3 O. Reg. 364/20	Stage 2 O. Reg. 263/20	Stage 1 O. Reg. 82/20	Stay at Home - Exercise only
Lift Operations	Masks are mandatory while lining up and riding lifts / 2 m physical distance in line-up areas / 1 empty seat between households	Masks are mandatory while lining up and riding lifts / 2 m physical distance in line-up areas / 1 empty seat between households	Masks are mandatory while lining up and riding lifts / 2 m physical distance in line-up areas / 1 empty seat between households	
Lodges, Food and Beverage	Food and Beverage seating and service per regulation and health official approval / masks mandatory indoors	Food and Beverage seating and service per regulation and health official approval / masks mandatory indoors	Base lodges for washrooms only / Food by pre-ordered for outdoor consumption only / bars closed / masks mandatory indoors at all times	
Equipment Rental, Retail	Rentals / Retail per regulation / Masks mandatory	Rentals / Retail per regulation / Masks mandatory	Rentals by pre-booked curbside pick-up	
Snow School, Programs, Coaching	Instruction and coaching as allowed under current regulation / mask worn when 2m physical distance cannot be maintained	Instruction and coaching as allowed under current regulation / mask worn when 2m physical distance cannot be maintained	No snow school or programs	
Events and Competitions	Indoor/outdoor gathering limits as determined by the current regulation and public health	Indoor/outdoor gathering limits as determined by the current regulation and public health	No Special Events or Competitions	

**Snow Resorts Operational Plan will include informing the public about public health measures. In addition, resorts will work closely with local public health officials in response to loosening or tightening of regional COVID-19 controls and safety measures, to mirror public health orders, requirements, and recommendations.

Ski Areas have developed and implemented robust safe re-opening plans and measures that greatly reduce overall capacities.

*Note: Currently Ski Areas are allowed to operate in Stage 2 and 3 regulations.***

4.0 Ski and Snow Sport Sector Definition

4.1 Type of Business Models

In Ontario Snow Resorts are categorized into the following business model types listed below in table 1.1.

Table 1.1 Snow Resort Business Models

Organization Type	Organization (SME)	# Business Types	# Employees	Description of Amenities
Resort	Enterprise	5	900-5000+	Permanent or Strata Housing, Seasonal Accommodation, Hotels, Event and Conference services, Winter/Summer Recreation Services, other resort community related services and amenities.
Day Resort	Medium	16	200-800+	Event and Conference Services, one or many Winter/Summer Recreations Services. Family owned, Corporate, government parks and conservation authority operations, community-based service models.
Private Club	Medium	9	200-600+	Access members only. Private Event and Conference Services one or many Winter/Summer Recreation Services.
Ski Club & Volunteer Operation	Small	20	Under 99	Small business or volunteer operated business that offers winter/summer recreation services.

Many of these Ontario Snow Resorts are host sites for training and competitive venues, for summer and winter competitive programs, that are sanctioned for athletes and coaches that are members of Provincial and/or National Sport Organization(s) including Teams for Olympics or Extreme Sports

4.2 Basic Definition Snow Resort

Snow Resorts in Ontario have common characteristics amongst all SME types of organization business models. Below are common characteristics, amenities, and services.

4.2.1 Outdoor Characteristics

- Hectares of property with trails and/or terrain features that are groomed or ungroomed and covered of natural or machine-made snow.
- Above Surface Ropeways (Open Air Chair Lifts), Surface Lifts (J-Bar, T-Bar, Platter), Recreational Conveyor Surface Lifts, and Rope Tows including those for secondary carriers (Tube Tows). These elevating devices are operated under the Canadian Standards Association (CSA) Z-98 Code and regulated by the Technical Standards and Safety Authority (TSSA) Act in Ontario. This machinery is installed to move people around the Snow Resort property similar to conveyors at airports.

4.2.2 Outdoor Amenities & Services

- Snow Patrol - First Aid and First Responders available to public and employees throughout the property. The First Aid and First Responders have access to Triage Buildings for the public and

employees requiring general first aid, hospital transfers, and in some cases access to other medical professionals. Personnel are both paid and volunteer and meet annual certification requirements.

- Snow School - Access to certified instructors, coaches, and guides that assist in learning, training, and the development of participants in ski and snow sport activities.

4.2.3 Indoor Characteristic

- Day lodges - Large buildings open to the public for use of washrooms, resting/warming up, food and beverage services, locker areas, administration offices, and equipment storage.

4.2.4 Indoor Services

- Guest and Information Services Areas - This is a location where public and employees access information about the Snow Resort, purchase lift tickets or passes, and book lessons or other recreational services.
- Retail, Rental, or Repair Shop(s) – Stores that offers recreational equipment purchase, repairs, or rentals and in some cases sells essential food, sundry items, or other local products and services to the public.
- Employee Areas - Office spaces, Work shops, Breakroom, Lunchrooms

4.3 Snow Resort Service Models

Ontario Snow Resorts will have different services models relative to the types of adventure, recreational, or competitive activities offered to the public. Snow Resorts may offer winter or summer activities and service delivery models can be specific or varied. Below are examples of winter and summer activities offered at Ontario Snow Resorts:

4.3.1 Winter Activities

Alpine (Downhill) Skiing, Snowboarding, Nordic (Cross Country) Skiing, Tubing, Tobogganing, Snowshoeing, Fat Biking, Snowmobiling, Skating (outdoor rink, trail, track), Winter Hiking or Climbing, Lugging, Sleigh Rides, Dog Sledding, and Winter Activity based Child Minding Services or Camps

4.3.2 Summer Activities

Hiking, Climbing, Tennis, Cross Country Running, Mountain Biking, Tree Top Trekking, Nature and Eco Conservation Education, Orienteering, Obstacle Courses, Golf Courses, Mini Golf, Trail Rides, Mountain Coasters, Boating, Sailing, Swimming, Splash Pads, Water Features or Ramps, Wakeboarding, Wakeboarding Cable Parks and Zip Lines, and Summer Activity based Child Minding Services or Camps.

5.0 COVID-19 Controls and Safety Measures

Snow Resort business models will vary, so will COVID-19 Control and Safety Measures depending on the stage and zone the Snow Resort is in. Snow Resorts may apply various controls and safety measure at different times throughout the pandemic that reduce the spread of the COVID-19 virus and align with the Reopening Ontario (A Flexible Response to COVID-19) Act, 2020 and Ontario Regulations 263/20, 364/20, 363/20, or 82/20. Ontario Snow Resorts have existing safety management systems with safety control measure that align with the Occupational Health and Safety Act R.S.O 1990 c. 0.1 and applicable Regulations and Technical Standards and Safety Act 2000, s.o. 2000 c.12.

5.1 Elimination Controls

Examples of elimination controls will include and are not limited to the following:

- Members of the public or employees will not be allowed on the property or premises if they cannot pass the health screening and comply with contact tracing requirements.
- Any member of the public or employees that demonstrate any COVID-19 symptoms will be asked to leave or be removed from the property or premises.
- Any member of the public or employees unable to follow public health guidelines for COVID-19 and the Alpine Responsibility Code will be asked to leave or be removed from the property or premises.
- Introduce barriers to limit access to indoor spaces to prevent interaction or contact between public and employees.
- Close Food & Beverage Services- only allowing pre-ordered curbside pick-up or delivery.
- Close Rental, Retail, and Equipment Repair Services-only allowing pre-ordered curbside pick-up or delivery.
- Eliminate the use of indoor spaces and have staff and employee use their vehicles or designated non-public area as lockers and booting areas.
- Close Snow School both instruction and coaching services. As restrictions relax, re-introduce cohorts in Snow School instruction, coaching, and touring services as per current applicable regulations.
- Where possible, allow workers in certain administrative roles to work from home or reduce time spent in the workplace.
- When and where possible, move administrative aspects of the business online for example, sales, training, and meetings.
- Reassign or layoff employees when there are closures due to Government restrictions.
- Prepare to implement temporary shutdown measures to prevent risk or damage to supplies, allow for maintenance of equipment and property during closures due to regulatory restrictions.
- Block off or remove indoor public lockers in day lodges and common spaces.

**When applying multiple elimination controls, Snow Resorts may consider complete shut-down, limited capacity, or offer only access to trails and lift services for winter and summer recreational activities. Current regulation compliance and consultation with local health units and authorities will remain a priority. **

5.2 Engineering Controls

Examples of Engineering Controls will include and are not limited to the following:

- When and where possible, create more space for physical distancing through building design, renovation, and/or construction of permanent or temporary structures.
- Where possible, use temporary storage structures to create more space within buildings for physical distancing to 2m.
- When and where possible introduce computer systems to reduce time spent in indoor spaces and to reduce interactions between public and staff (for example enhancement of online communication, booking of reservations, check ins/outs, online purchasing etc.)
- Install restrictive capacity controls such as barricade, restrict parking areas, limits pass/ticket holders, and reservation caps.
- Install clear barriers to separate employee from the public in the following areas: administrative services, customer/guest service, information services, kiosks, bars tops, kitchen lines, and point of sale areas (cash registers).
- Install clear barriers or designate areas to separate employees and their workstations.
- Increase monitoring and maintenance of HVAC systems based on technical and manufacturer's requirements and where possible, increase outdoor air mixture.
- Where deemed necessary remove any seating or workstations from areas adjacent to air exchange vents in day lodges.
- Introduce maze barriers/fencing to manage capacity and prevent over-crowding.
- Where and when possible, install hand washing or sanitization stations specifically in and around high frequency touch areas.
- Enhance, maintain, or replace cleaning equipment to align with cleaning and disinfecting requirements recommended for eliminating and preventing the spread of the COVID-19 virus.
- Purchase and use cleaning chemicals that will clean, disinfect, and/or decontaminate surfaces where the COVID-19 virus may exist or spread. This is inclusive of maintenance and management of rental equipment.
- Rental equipment will be clean and disinfected as frequently as necessary to maintain a sanitary condition, as outlined in O. Reg 82/20, s.10 (1) b.

5.3 Administrative Controls

Examples of administrative controls will include and are not limited to the following:

- Post safety plans on website, social media, or employee portals electronically and print off and post plan in designated areas at the Snow Resorts' Information Centres.
- Provide instruction and training to public and employees on all COVID-19 safety plans, recommendations, requirements, and controls.
- Provide additional instruction and training to employees on safety hazards and controls that align with the Occupational Health and Safety Act and Ontario Health and Safety Association (Workplace Safety and Prevention Services WSPS)
- Provide instruction and training on managing reported incidents of COVID-19 in the workplace by members of public or employees.
- Provide instruction and training on the COVID-19 virus and variants, hazards, and safety measures and controls. This includes providing updates to both public and employees.
- Provide specific information and training on the following controls: wearing mask (covering nose, mouth, chin), physical distancing 2 metres or when applicable 3 metres, hand washing and sanitizing, and cleaning of personal items or equipment.
- Provide Information, training, and signage to understand current indoor and outdoor capacity limits. Highlight awareness when services are only available to Households or individuals.
- Operation of lifts are controlled by professional well-trained employees. Staff will control and monitor prescribed time limits in lift cues (*i.e., 10-minute maximum line-up*) to control capacity.
- Chairlift cue (*line-up*) capacity management controls will be used in conjunction with other capacity controls such as closing parking lot access to the public when capacity at lifts is reached.
- Provide additional professionally trained staff continuously monitoring guest behaviour and compliance for proper PPE use and physical Distancing.
- Provide signage with pictograms posted on access points and throughout the building identifying public safety measures, including wearing a mask, physical distancing, and hand washing.
- Provide information and signage on the requirements of using a health screening survey with guide for positive or negative results. Specifically, when the public or employee guidance is to access local health care.
- Snow Patrol - First Aid and First Responders will adopt COVID-19 procedures to respond to emergencies on the property. This will be inclusive of incident management of symptomatic members of the public and/or employee and will be in compliance with and meet reporting requirements required by Local Public Health Unit Inspector, Ministry of Labour Inspector, and the Workplace Safety and Insurance Board (WSIB).
- Employees who engage with members of the public may check for valid health screening and resorts can engage in passive and active health screening activities that may be done electronically or through spot checks.
- Employees who engage members of the public may check accuracy of health screening data either electronically or manually.
- Promote the use of the [Canada Covid-19 App](#).

5.4 Personal Protective Equipment

Examples of personal protective equipment will include and are not limited to the following:

- Winter recreational activities generally require the following PPE for cold weather: helmets, toques, goggles (eye protection), face covering, winter outerwear including gloves and footwear.
- Public and employees are required to wear face masks that cover nose, chin, and mouth while indoors, in lift lines, and on chairlifts. The only time that a face covering is not required is while eating, drinking, or performing a physical activity while physically distanced from other people.
- Face shields and masks may be required in combination for certain jobs where employees may be in contact with public and cannot maintain physical distance of 2 or 3 metres.
- Disposable masks will be made available to the public and employees when they are forgotten, missing, lost, or soiled.
- When necessary, provide secondary uniforms in the event they become contaminated or soiled (specifically for First Aid and First Responders).
- Recommend that all members of the public should wash, clean, and disinfect all personal and protective equipment.

5.5 Skiing and Winter Sports at Night

Snow Resorts with expansive lighting systems provide additional opportunities for fresh air and exercise.

- Access at night for skiing and winter sports, allows more opportunities for locals and employees to participate in winter sport activities after work.
- The majority of night season passholders and ticket holders are local residences.
- Greater access to employment and youth opportunities exists at Snow Resorts with night winter sport activities. Many Snow Resorts are located in rural areas across Ontario where there are less opportunity for employment and/or access to jobs.
- Snow Resorts offering winter sports at night under a lighting system is safety control to provide more opportunity for exercise and spread-out demand.

6.0 Contact Tracing

Examples of contact tracing will include and are not limited to the following:

- Contact tracing will be recorded either electronically or manually
- Require First Name, Last Name, Phone Number and/if required address or email or date/time for each person that attends the resort.
- Reservation records will be required at access points to various amenities to provide enhance contact tracing records.
- Contact tracing information will be stored for 30 days.
- Contact tracing information will only be shared when required by a local public health unit inspector when requested. This is inclusive of applicable incident reports and health screening survey reports.
- Snow resorts will liaise with their local public health unit relating to contract tracing measures.

7.0 Evidence and Rational to Support the Sector Proposal

Table 1.2 Provincial Characteristics, Snow Resorts, and Active COVID-19 Cases

Province	Population Density 2016 Census Data	Urban Center Distance to Ski Area	Ski Area Assoc.	Number Snow Resorts (incl. Nordic)	Annual Skier Visits (000's) 2019	Active Skiers and Snowboarders (Est.)	Open/Closed as of January 18 th 2021	Active Cases per 100,000 as of Jan 22, 2021
Ontario Toronto	13,448,494 5,928,040	27.6Km Earl Bales Park, North York 141km Mount St. Louis 159km Blue Mountain	OSRA	58	3174	612,129	Closed	173
Quebec Montreal	8,164,361 4,009,000	15km Saint Bruno, QC	ASSQ	76	5974	881,509	Open	209
B.C	4,648,055	27.5km Cypress	CWSAA	45	5350	368,102	Open	116
Alberta	4,067,175	13.8km Canada Olympic Park	CWSAA	34	2041	367,648	Open	228
Manitoba	1,278,365	19.7km Spring Hill Winter Park	CWSAA	8	196	Included in Alberta	Open	238
Saskatchewan	1,098,352	75km Mission Ridge Winter Park	CWSAA	8	Included in Sask.	Included in Alberta	Open	272
Nova Scotia	925,598	71km Martock	ASRA	6	343	59,733	Open	2
New Brunswick	747,101	87 KM Poley Mountain Resort	ASRA	5	Included in Nova Scotia	Included in Nova Scotia	Open	43
Newfoundland and Labrador	519,716	678km Marble Mountain	ASRA	6	Included in Nova Scotia	Included in Nova Scotia	Open	2
Prince Edward Island	142,907	26.1km Ski Park at Brookvale	ASRA	1	Included in Nova Scotia	Included in Nova Scotia	Open	4
Northwest Territories	41,786	2.8km Yellowknife Ski Club Chalet	CWSAA	1	Included in BC	Included in BC	Open	16
Nunavut	35,944	431km Auyuittuq National Park	CWSAA	1	Included in BC	Included in BC	Open	3
Yukon	35,874	14.9km Sima	CWSAA	4	Included in BC	Included in BC	Open	0

In the table 1.2, Snow Resorts in Ontario and Quebec have similar statistical data. However, the only difference is Quebec can operate in lockdown and Ontario cannot. To date, the Canadian Ski Industry has not reported a single public COVID-19 transmission at their skiing facilities.

Ontario Snow Resorts successfully welcomed over 700,00+ visitors to their summer operations in 2020 without any Covid-19 transmission cases reported.

7.1 Ontario and Quebec Snow Resorts

The highlighted characteristics of Ontario and Quebec in the above Table 1.2 are identified below:

- Ontario and Quebec have a similar distribution of snow resorts across the regions of the Provinces making snow resorts accessible to the public
- Ontario and Quebec urban city centres have similar population density (2016 census)
- Ontario and Quebec have the highest number of snow resorts compared to the rest of Canada
- Ontario and Quebec have similar COVID-19 statistics and active cases
- Ontario has lower skier numbers due to business models that are not necessarily designed as international travel destinations

7.2 Global Comparisons

Global Comparisons are challenging as population density, snow resorts, and COVID-19 cases are different. There are many examples of countries around the globe that have been able to open snow resorts during the COVID-19 pandemic. This winter, the USA is allowing operations of snow resort across all states during COVID-19. In Europe, the Catalonia Province in Spain, Northern Italy, Austria, and Switzerland are operating snow resorts with similar controls in place. This past summer resorts in New Zealand and other places in the Southern hemisphere were operational as well. The Ontario Snow Resorts Association has been working with industry associations all around the world to research and develop COVID-19 best practices to be able to operate safely and responsibly this winter.

8.0 Conclusion

The Ontario Snow Resorts Association and its members have demonstrated significant research, planning, and collaboration which has led to their ability to safely operate and provide much needed outdoor recreational activities and exercise during the COVID-19 pandemic. All other provinces in Canada, including those with similar or even higher COVID-19 cases counts as a percentage of population, have allowed continued operation of their ski resorts and there seems to be no reason that Ontario should be any different. This document identifies all the necessary controls that have been put in place by Ontario Snow Resorts that should allow them to operate this winter in all regulatory stages.

9.0 Relevant Research, Studies and References

Canada

- <https://covid-19.ontario.ca>
- OSRA-WSPS COVID-19 Ski & Snow Board Sector Specific Guidelines, available end of January 2021
- Canada West Ski Areas Association, Recommendations Best Practices for Summer Operations, May 2020
- Canada West Ski Areas Association, Recommendations Best Practices for Winter Operations, September 2020
- Atlantic Snow Resort Associations, Recommendations Best Practices for Summer Operations, K. Collins-Cavers May 2020
- Atlantic Snow Resorts Association, Recommendations Best Practices for Winter Operations, K. Collins-Cavers June 2020
- Recommended Best Practices for Snow Resort Summer Operations under COVID-19” - OSRA Risk Management Committee, and K. Collins-Cavers, June 6th, 2020
- Recommended Best Practices for Snow Resort Winter Operations under COVID-19” - OSRA Risk Management Committee, and K. Collins-Cavers, July 15th, 2020
- Basic COVID-19 measures, Association de Station de Ski Quebec, Maneige Quebec, September 2020
- The Canadian Ski Council (CSC)
- Ski Resorts Survey 2020 National final report-Canadian Ski Council – May 2020
- Plus
- Skier Visits by Province 2008 to 2020-Canadian Ski Council – Updated June 2020
- Plus
- Canadian Ski Council 2019-20 Demographic Overview- Canadian Ski Council – October 2020
- Ski Well Be Well
- Alpine Responsibility Code
- The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries

USA

- Winter Pandemic Play Book A to Z, National Ski Areas Association, June 2020, updated Jan 7th, 2021
- CAL-OSHA COVID-19 Industry Guidance, Campgrounds, RV, Parks, Ski Operation & Other Outdoor Recreations, December 2020
- CDC Activities and Initiatives Supporting COVID-19 Response and the President’s Plan for Opening America Up Again.
- List N Disinfectants for Coronavirus (COVID-19) United States, Environmental Protection Agency
- AHLA- America Hotel and Lodging Association Enhanced Industry Wide Hotel Cleaning Standard in Response to COVID-19
- COVID-19 Response Guidance on COVID-19 Re-Opening Guidance and Consideration for Global Attractions Industry, May 2020
- Gallagher Insurance 5 steps Return to Work Guide
- Australia Institute of Sport Framework for rebooting sport in a COVID-19 Environment, May 2020
- NSP Response to COVID-19 Pandemic, National Ski Patrol
- Wynn Las Vegas Health and Safety Sanitation Program, Georgetown and Johns Hopkins University, Version 2
- Six Flags Plan your visit, safety protocols.
- Squaw Valley- COVID-19 Best Work Practices

Other Global Regions

Spain

- *ya tenemos los protocolos COVID de las estaciones de esquí, Esquiade, Dec 2020*

Austria

<https://www.austria.info/en/service-and-facts/coronavirus-information>

Australia

- *Australia Institute of Sport Framework for rebooting sport in a COVID-19 Environment, May 2020*

New Zealand

<https://skitheworld.com/wp-content/uploads/2020/06/NewZealandOperatingProtocols.pdf>