

# Scenario Planning Worksheet

<p><b>What is the question or focus on the scenario planning exercise?</b>          What will re-opening of the Sportsplex look like once the Government releases some of the current restrictions?</p>															
<p><b>What is happening around us, outside of our organization?</b>          Business and communities closed. Physical distancing is a key component of all re-opening strategies. Huge government spending to support communities. Lots of fear. Layoffs. CERB ... some part time staff make more money on it than working. Unemployment ... reduced discretionary income. Slow return to 'normal' in stages. Numbers of people allowed to be together will be reduced for period of time and likely to ease in stages. Large events not until 2021. New cleaning protocols. Need to be able to trace customers as they come and go.</p>															
<p><b>What do we know and what don't we know?</b>          Don't know timelines but do generally know steps. How long will stages last - 28 days? Will we be allowed to open in early stages with very limited services and options or will we have to wait until later stages as defined by government? Locker rooms and bathrooms will be hardest spots to address ... may have to open without them. Minority not respecting restrictions. Children can't social distance in groups. We have not trained lifeguards in 2019 ... will be significant shortage of staff when we reopen. Will be significant austerity expected to address debt created during this time. Some employees fearing to come back to work. Some will not want to come back until CERB is finished. Some customers will be fearful of returning. To what extent don't know. Consumer and employee trust in safety will be critical factor to success. We want to go slow vs pulling back services several times if we can avoid it. First aid protocols? What is a space ... whole facility, one room? How close constitutes a group?</p>															
<p><b>What could the future look like?</b></p> <table border="1"> <thead> <tr> <th>Scenario A:</th> <th>Scenario B:</th> <th>Scenario C:</th> <th>Scenario D:</th> </tr> </thead> <tbody> <tr> <td>Recreation deemed high risk, low priority and facility not reopened until mid-fall 2019.</td> <td>Facility opening in summer under physical distancing and reduced #s allowed in spaces.</td> <td>Facility allowed to open with drastic budget cuts.</td> <td></td> </tr> <tr> <td><b>Considerations &amp; Implications:</b> Physical distancing requirements and #s impact reduced. Layoff full time staff. Wave of returning customers. Will need start up \$</td> <td><b>Considerations &amp; Implications:</b> 6ft apart in facility. Need to control #s in spaces. Facility opening in pieces. Will need start up \$ and ongoing support. Cleaning and tracing requirements. Minimal customer contacts. Increased public frustration. No locker rooms and minimal bathrooms.</td> <td><b>Considerations &amp; Implications:</b> Non cost recovery programming cut unless other funding. Marginalized citizens deeply impacted. Community programs based only on remnant space. Reduced staffing and less personal customer exp. Small rec centres closed and need to pick up services</td> <td><b>Considerations &amp; Implications:</b></td> </tr> </tbody> </table>				Scenario A:	Scenario B:	Scenario C:	Scenario D:	Recreation deemed high risk, low priority and facility not reopened until mid-fall 2019.	Facility opening in summer under physical distancing and reduced #s allowed in spaces.	Facility allowed to open with drastic budget cuts.		<b>Considerations &amp; Implications:</b> Physical distancing requirements and #s impact reduced. Layoff full time staff. Wave of returning customers. Will need start up \$	<b>Considerations &amp; Implications:</b> 6ft apart in facility. Need to control #s in spaces. Facility opening in pieces. Will need start up \$ and ongoing support. Cleaning and tracing requirements. Minimal customer contacts. Increased public frustration. No locker rooms and minimal bathrooms.	<b>Considerations &amp; Implications:</b> Non cost recovery programming cut unless other funding. Marginalized citizens deeply impacted. Community programs based only on remnant space. Reduced staffing and less personal customer exp. Small rec centres closed and need to pick up services	<b>Considerations &amp; Implications:</b>
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**How can we respond:**

Develop the following plans: 6ft apart programming and services ... likely most challenging problem. Consider methods to control access in and out of spaces to enforce numbers with restriction of no more than 20 people in a space, no more than 50 and no more than 100. Develop outline of how we would address 25% and 50% budget reductions. Approach HRM about funding supports. Consider staffing plans. Consider new pricing structure. Online program and service delivery.

**Build the narrative .... the summary ... the story:**

As Covid-19 restrictions are released there will be a high level of demand for drop in recreation services. The facility will reopen in the summer under restrictions including physical distancing, recommended mask wearing, and with reduced numbers of people allowed in spaces. All major facilities will open together with similar activities. HRM will provide limited financial support due to severe budget pressures. Community programming will be minimal with perhaps only the free track in the beginning. Initial programming will include fitness classes in the arena and/or gymnasium with 100sq ft spaces/customer, single player pickle ball, lane swimming, space rental, possibility fitness circuit training, and low participant number programming. The facility will require several weeks to prepare for reopening depending on services offered. No one will want to purchase or re-activate their membership under the current restrictions and services will be based on a pay as you go entrance. To avoid disappointment at the door and to reduce personal contact all services will be available for pre-purchase on line only. Extensive training will be required for housekeeping staff and with no additional resources available for increased cleaning requirements, hours may be reduced ... possibly with later opening, earlier closing or even break(s) during the day. There will be lots of customer questions so robust communication strategy needed.

**Action Plan:**

- Order signage, floor decals and shields for welcome desk.
- Look at stantions for the lobby and other corridors to ensure physical distancing
- Canvas staffs' interest in returning to work.
- Gather opening plans for other jurisdictions to help in detailed planning. Share our plans freely to others.
- Develop 'schedules for spaces', input them into Legend for online purchasing. Include using the track, physical fitness classes, pickleball, divided gym for family rentals, fitness centre and lane swim only or full facility rentals in the pool.
- Program planning for all areas of the facility ... small numbers, growing in stages.
- Can cleaning become part of program? 5mins clean with instructor, do class, 5 mins clean afterwards. 45 or 50 minute hours.
- Develop a plan to rapidly train swimming instructors and lifeguards as soon as physical distancing requirements are lifted to allow this.
- Schedule budget meeting with HRM to discuss finances and the supports required to open the facility.
- Prepare communications strategy to provide information to customers.
- Re-program POS systems for new day pass pricing.
- Purchase electrostatic sprayers for disinfecting purposes.
- Weekly monitoring of assumptions to look for changes and deviations.
- Learn new first aid protocols ... being released in late May.
- Schedule staff training requirements ... all staff with WHMIS + no protocols/policies