

Toronto Dragons Return to Play Plan, 2021

Version Date: 2021-07-08

Public



Overview and How to Read This Document







This Return to Play Plan is a living document, which means it will continue to be updated and revised according to developments from Rugby Canada, Rugby Ontario, the City of Toronto, or Toronto Public Health.

The Return to Play Plan addresses issues of organization, preparation, planning, communications, and other aspects related to operating a sports program during a pandemic. Direction for activities is taken from the Government of Ontario, Toronto Public Health, and the City of Toronto.

Activities and contacts will be updated as circumstances require, dependent on advice and guidance from provincial and municipal governments as mandated by public health.

Toronto Dragons COVID Committee

Jon Sowerby	Club President COVID Lead	
Stu Bailey	Director, Minis Program	
Jordan Biermann	Director, Senior Men's Program	
Meiron Williams	Coach, Minis	

 Rugby Ontario Return To Play Plan					
PHASE					
1	Max Participants 10	Distance Req. 2M Always	NON-CONTACT ACTIVITIES	NO SHARED EQUIPMENT	60 MIN MAX.
2	Max Participants 100	Distance Req. 2M Always	NON-CONTACT ACTIVITIES	SHARED BALL ONLY.	60 MIN MAX.
3	Max Participants 100	Distance Req. 2M Brief Breaches	NON-CONTACT TRAINING & SMALL SIDED GAMES	SHARED BALL, FLAGS & S&C EQUIPMENT	75 MIN MAX.
4	Max Participants 100	Distance Req. 1M Timed Breaches	LOW-CONTACT TRAINING & SMALL SIDED GAMES	SHARED BALL, TACKLE BAGS.	90 MIN MAX.
5	Max Participants -	Distance Req. -	FULL CONTACT, MIN 2 WEEKS OF CONTACT TRAINING	NO RESTRICTION	-

Non-Contact Activity: training or games that always maintain physical distancing between all participants.

Non-Contact Rugby: training or games that involve brief, limited breaches of physical distancing between teammates and the opposition. This includes Flag.

Low-Contact Rugby: training or games that involve modified versions of tackling, rucks, mauls, scrums and/or line outs, to reduce the risk of transmission of COVID-19.

Disinfection of Equipment: Disinfect all equipment before & after use from Phase 1 to Phase 4.



Rugby Ontario

Return to Play Checklist



Appoint COVID-19 Safety Coordinator and share contact details with Rugby Ontario



President and COVID-19 Safety Coordinator must complete World Rugby COVID-19 Return to Play Awareness for Administrators



Complete application for Sanctioning including:

- Complete Risk Assessment

- Complete COVID-19 Safety Plan (including activities to be done)

- Updated Emergency Action Plan to include COVID-19



Submit application for sanctioning to Rugby Ontario



Set up registration via SportLomo



Ensure correct tracking is in place for all participants

For more information, visit www.rugbyontario.com/return-to-play

Vaccination rate
plus key health indicators ^[1]

Step 1

60%

Adults with one dose

Permit with restrictions

Outdoors first with limited, well-managed crowding and permitting restricted retail

- Larger outdoor gatherings for up to 10 people
- Outdoor dining for up to 4 people per table
- Essential retail capacity at 25%
- Non-essential retail at 15%
- Outdoor religious services, rites and ceremonies with capacity limited to permit physical distancing of 2 metres
- Outdoor sports, fitness and personal training up to 10 people
- Day camps
- Campsites and campgrounds
- Overnight camping at Ontario Parks
- Outdoor horse racing and motor speedways
- Outdoor pools and wading pools

+21 days before next stage →

Vaccination rate
plus key health indicators ^[1]

Step 2

70%

Adults with one dose

20% Fully vaccinated

Permit with restrictions

Open indoors with small numbers and face coverings and expand outdoors

- Larger outdoor gatherings for up to 25 people
- Small indoor gatherings for up to 5 people
- Outdoor dining for up to 6 people per table
- Essential retail at 50% capacity
- Non-essential retail capacity at 25%
- Personal care services where face coverings can be worn at all times
- Outdoor meeting and event spaces
- Outdoor amusement and water parks
- Outdoor boat tour operators
- Outdoor county fairs and rural exhibitions
- Outdoor sports leagues and events
- Outdoor cinemas, performing arts, live music events and attractions

+21 days before next stage →

Vaccination rate
plus key health indicators ^[1]

Step 3

70-80%

Adults with one dose

25% Fully vaccinated

Permit with restrictions

Expand indoors where face coverings can't always be worn

- Larger indoor and outdoor gatherings
- Indoor dining
- Essential and non-essential retail open with limited capacity
- Larger indoor religious services, rites, and ceremony gatherings
- Indoor meeting and event spaces
- Indoor sports and recreational facilities
- Indoor seated events
- Indoor attractions and cultural amenities
- Casino and bingo halls
- Other outdoor activities from Step 2 permitted to operate indoors

Rules of Engagement for All Members

The Toronto Dragons RFC expects all members, participants, coaches, officials, administrators, and volunteers to:

1. Comply with the health directions of government and public health authorities, as issued from time to time, including to practice government recommended proper hygiene before, during and after all rugby in-person activities.
2. Understand and act in accordance with the Club Safety Plan as amended from time to time.
3. Comply with any precautionary measures implemented by the club, including being asked to return home if reasonably considered to be showing symptoms of COVID-19.
4. Act with honesty and integrity regarding the state of their personal health and any potential symptoms.
5. Complete the registration process, acknowledging the updated participant agreement, waiver and any other required forms, prior to attending any in-person rugby activities.
6. Honestly complete the COVID attestation/registration form 1 to 3 hours prior to attending every in-person rugby activity.

Eglinton Flats: Facility Protocol

The City of Toronto operates Eglinton Flats, a city facility that hosts many sports and community organizations.

Access to and permitting of fields at Eglinton Flats is subject to City of Toronto approvals and readiness to open facilities for use. Eglinton Flats has several amenities, including washrooms, change rooms, and locker facilities.

- **Washrooms:** Access to washrooms is managed by the city of Toronto who are also responsible for cleaning and sanitization.
- **Showers:** Access to showers is managed by the city of Toronto. The Toronto Dragons RFC will only permit access to showers when public health guidelines determine it is acceptable and safe to do so. Until that communication no Toronto Dragons player will access or use the shower facilities at Eglinton Flats.
- **Lockers:** The Toronto Dragons share a locker in the Eglinton Flats building with the Toronto Nomads RFC, which contains equipment needed for the safe operation of rugby, including post pads and field markers. The locker also contains other equipment such as crash pads and balls. Access to the locker is restricted by role or designation, and no access nor use of these shared resources will occur until Toronto Public Health indicates that this is safe. Sanitization protocols will apply to any shared equipment.

Eglinton Flats: Site Map for Ingress, Egress, and Designated Practice Areas



Ingress and Egress

- Players, parents, coaches, and others accessing Eglinton Flats will be directed to enter through the parking lot and follow a pre-determined, marked path towards the field(s) of play. On route all members must check in with a designated COVID screener. All players, coaches, administrators, and others must report to the COVID screener at each event without exception. If members have not completed the attestation form they will be required to do so prior to accessing the field.
- Members must follow the defined route when exiting the field of play.

Sanitization

- Sanitization stations will be set up to ensure members have an opportunity to access and use hand sanitization products. Water and handwashing facilities do not exist at Eglinton Flats outside

First Aid

- A First Aid tent will be set up and attended by a First Aid lead at each event.
- The First Aid tent will have a secluded waiting area where any individual experiencing COVID-related symptoms can isolate until next steps in the EAP can be executed.

Training / Game Procedures: Athletes and Parents

- Confirm and submit attestation through SportLoMo
 - ATTESTATION MUST BE COMPLETED PRIOR TO ANY CLUB ACTIVITY; NON-COMPLETION EQUALS NON-PARTICIPATION.
- Arrive no later than 15 minutes prior to the beginning of the event.
- Follow guidance and signage to the appropriate access points and check in stations for the event.
- Parents must drop off children and exit the field; **parents are not permitted to remain on-site during practices.**
 - Exceptions may be granted in special circumstances, further to guidance by Toronto Public Health for access to and use of City-run sports facilities.
- All participants must have the following equipment for each event:
 - A bag that closes and contains all personal effects, e.g., shoes, towels, sunscreen, etc.
 - Water, enough for hot days and hand rinsing if possible
 - Additional clothing, e.g., raincoat if rain is expected, a hat if sun and heat are expected.
- Exit or retrieve children within 15 minutes of end of scheduled practice

ALL MEMBERS, INCLUDING PARENTS, SIBLINGS, AND OTHERS **MUST** ADHERE TO PHYSICAL DISTANCING AND COVID-RELATED GUIDANCE AS DIRECTED BY TORONTO PUBLIC HEALTH.

Training / Game Procedures: Coaches and EAP Personnel

- 1 week prior to event:
 - Upload planned activities public health-approved guidelines
- 1 – 3 hours prior to event:
 - Complete daily attestation form in SportLoMo

(Everyone who is attending the event MUST complete the form.)

- Arrive at the venue no more than 25 minutes prior to the event. Park in available parking spaces operated by City of Toronto Parks.

(If you arrive early, please wait in your car).

- Ensure EAP Rule of 3 is in place (Charge, Call, Control)
- Use reserve or alternate list if required
- Sanitize equipment
- Set up field
 - Lay/mark out personal pre/post event player areas.
 - Isolation area set up including PPE.
 - Make sure signage has been put up in visible areas.
- 10 minutes prior to start-time ensure players are prepared and moving through the arranged stations
- NOTE: NO PLAYER IS PERMITTED TO ACCESS THE FIELD OF PLAY WITHOUT CONFIRMING ATTESTATION
 - **PHYSICAL DISTANCE OF 2 METRES MUST BE MAINTAINED AT ALL TIMES**
- Run planned programming
- At conclusion of programming direct players through sanitizing station and ensure appropriate physical distance is maintained
- Clean ALL equipment:
 - sanitise balls, personal space markers, etc.
 - wipe down tent poles, tables, etc.
 - thoroughly clean any high contact areas.
- Complete cleaning log.
- Exit venue.

Collateral and Supporting Activities

Signage	
Name	Nuno Peixoto
Alternate	
2 nd Alternate	
Phone	

Email	
Responsibilities:	
<ul style="list-style-type: none"> • Manage sign inventory • Arrive early in order install signage prior to event • Retrieve and store signage at end of event 	

COVID Check-In	
Name	
Alternate	
2nd Alternate	
Phone	
Email	
Responsibilities:	
<ul style="list-style-type: none"> • Check Sportlomo for list of people club members who have filled out their attestation • Bring technology to continue checking Sportlomo for attestations • Make sure all club members who are attending in person activities do not enter the field unless they have completed their attestation 	


First Aid	
Name	
Alternate	
2nd Alternate	
Phone	
Email	
Responsibilities:	
<ul style="list-style-type: none"> • Bring first aid kit to all club activities • Provide first aid to any individual in need 	

Equipment	
Name	
Alternate	
2nd Alternate	
Phone	

Email

Responsibilities:


- Sanitize equipment in between every practice
- Bring bags of equipment including balls and cones
- Collect and sanitize equipment during and after practice




RETURN TO PLAY GUIDELINES FOR COACHES

PRIOR TO THE SESSION


VIDEO yourself describing or demonstrating the session on your camera. Send it to the players/parents and other coaches




COMMENTATE Find video examples online & add **voice-over** to explain your coaching points. Use match footage or examples from rugby content websites as a visual aid.



CHAT GROUPS & SOCIAL MEDIA Share your **written** session plan before players, parents & coaches arrive so that they know what to expect. Include activities, groups, important information etc.




EQUIPMENT
Players are only allowed to share a ball. No other equipment such as bags should be used. Ensure physical distancing of 2m at all times




TRAINING CONTENT
Visit the website to view our Phase 1 content on Kicking, Passing, Running & Physical Development

ATTESTATION
All participants must complete the online attestation, this includes coaches




DURING THE SESSION

CHECK IN WITH PLAYERS
The COVID pandemic may have been mentally tough for your players. Be sure to check in with them, some sample questions are below.



DESIGNATED FIRST AID
All training sessions must have an emergency first responder present at all times. If this is a coach they must wear a mask throughout



PHYSICAL ACTIVITY
Remember that your players may have had limited exposure to physical activity while confined to their homes



DO YOU HAVE ANY QUESTIONS FOR ME?

WHAT HAS BEEN POSITIVE?



HOW ARE YOU FEELING?

HOW CAN I SUPPORT YOU TODAY?

Communications

The Toronto Dragons website at <https://www.torontodragonsrugby.ca> will be the primary method for getting the message out to club members.

Social media accounts (Facebook, Twitter, Instagram, WhatsApp) will be used as secondary modes of communicating to members, and will only ever amplify or repeat the core message posted on the website.

Communications to members will be primarily through weekly updates. Posts will cover the following items:

- Current status according to Toronto Public Health
- Current status according to Rugby Ontario
- Planned activities for the week per age band
- Additional messages required or needed to convey important information

Reporting Incidents

Incidents of COVID-positivity for members who have attended practices will be conveyed directly to Toronto Public Health.

For reasons of privacy and confidentiality, Toronto Public Health will be the lead on deciding appropriate actions to be taken with respect to testing, tracing, and notifying individuals of COVID positivity and isolation requirements.

Emergency Action Plan: Senior Men's

Toronto Dragons RFC

101 Emmett Avenue , Toronto Ontario, M6M 2E6

<https://www.toronto.ca/data/parks/prd/facilities/complex/9/index.html>

Major Intersection: Jane St and Eglinton Ave W.: Club plays at south-east fields of the Flats

The following equipment must be present at home games and practices:

- Full First Aid medical kit
- Cell phone (charged) for Call Person
- Athletic therapist, Physiotherapist, trainer, or other certified first aid personnel

Emergency Action Plan Description

To be prepared in the event of a suspected transmission of COVID-19 or other communicable diseases/viruses within their organization, all Member Organizations must establish an Emergency Action Plan (EAP), which will be implemented in response to any real or perceived transmission of COVID-19 during sanctioned training / practices, activities, games (when permitted) and other events at their home field location and / or practice facility(ies). The EAP requires the appointment of three (3) individuals to specific roles, in addition to the Member Organization's "COVID Safety Coordinator", which they would assume in the event of a medical emergency involving COVID-19. The EAP should be rehearsed at various times throughout the season.

COVID Safety Coordinator:

Name: Jon Sowerby

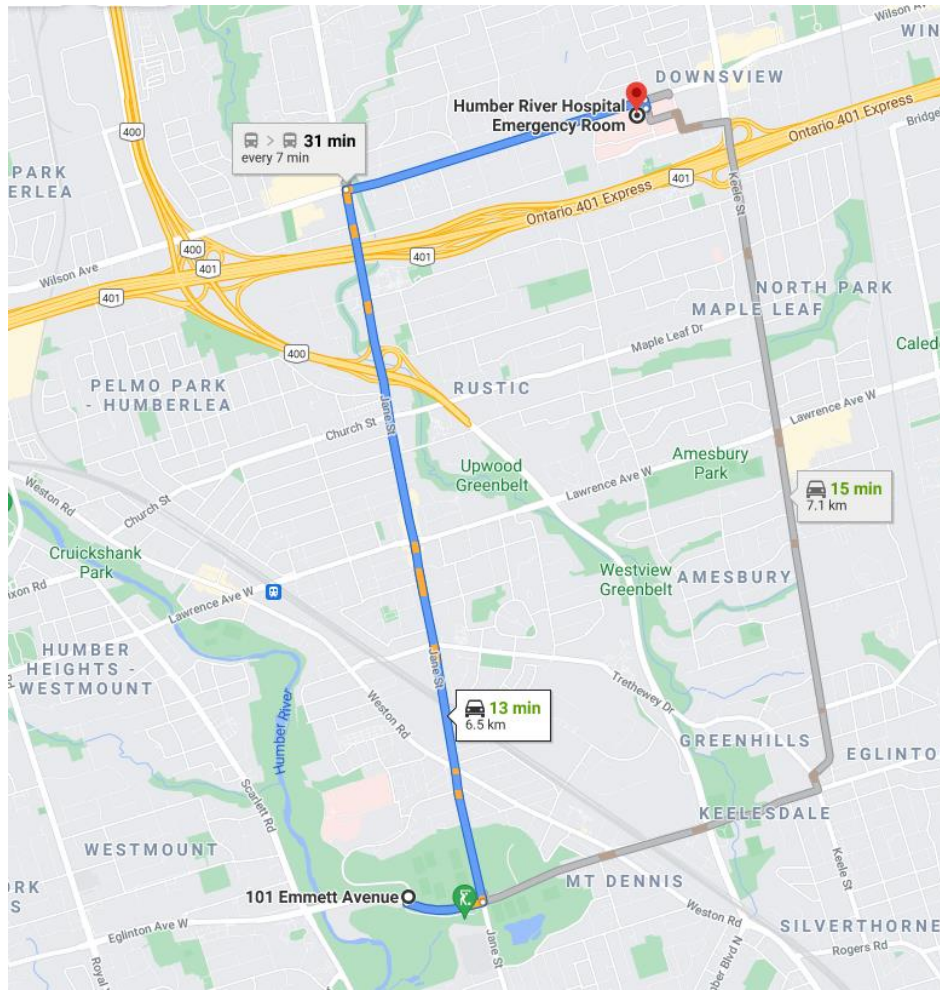
Phone:

Email: president@torontodragonsrugby.ca

President: Jon Sowerby

TORONTO PUBLIC HEALTH Phone: 416-338-7600 publichealth@toronto.ca	EMERGENCY SERVICES Phone 911 Nearest Hospital: HUMBER RIVER HOSPITAL 1235 Wilson Ave
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Map To Nearest Hospital:



Charge Person	
Name	Jordan Biermann
Phone	
Email	
Responsibilities:	
<ul style="list-style-type: none"> • The most qualified person available with training in emergency control, first aid or the Rugby Canada Safety Guidelines in accordance with the Return to Play protocols • Familiarizes themselves with the facilities emergency equipment, including hygiene and sanitation equipment • Takes control of an emergency situation involving a transmission or outbreak until a public health authority has been notified and assumes management • Assesses severity of suspected transmission of COVID-19, or injury situation 	

Call Person (Own Communication Equipment)	
Name	Riley O'Hearn-Smith

Phone	
Email	
Responsibilities:	
<ul style="list-style-type: none"> • Makes call for emergency assistance • Knows location of emergency telephones in every facility • Has a list of emergency telephone numbers • Knows the best direction to the facility • Knows the best route in and out of the facility for ambulance crew • Communicates with the Charge Person & Control Person, and informs COVID Safety Coordinator as required 	

Control Person	
Name	Josef del Castillo
Phone	
Email	
Responsibilities:	
<ul style="list-style-type: none"> • In an event involving suspected symptoms of COVID-19, establishes an isolation area to mitigate further transmission of the virus and orders all present contacts/participants to initiate the required protocols for sanitation and self-isolation (refer to the 'Return to Play' protocols for requirements) • Controls crowd and other players, coaches and volunteers and keeps them away from the Charge Person and Injured Player • Ensures proper room to work for the Charge Person and ambulance crew • Discusses EAP with the Facilities staff, officials and opponents • Ensures that the route for the ambulance crew is clear and available • Seeks highly trained medical personnel (i.e. MD, Nurse) if requested by the Charge Person 	

Emergency Action Plan: Juniors and Minis

Toronto Dragons RFC

101 Emmett Avenue , Toronto Ontario, M6M 2E6

<https://www.toronto.ca/data/parks/prd/facilities/complex/9/index.html>

Major Intersection: Jane St and Eglinton Ave W.: Club plays at south-east fields of the Flats

The following equipment must be present at home games and practices:

- Full First Aid medical kit
- Cell phone (charged) for Call Person
- Athletic therapist, Physiotherapist, trainer, or other certified first aid personnel

Emergency Action Plan Description

To be prepared in the event of a suspected transmission of COVID-19 or other communicable diseases/viruses within their organization, all Member Organizations must establish an Emergency Action Plan (EAP), which will be implemented in response to any real or perceived transmission of COVID-19 during sanctioned training / practices, activities, games (when permitted) and other events at their home field location and / or practice facility(ies). The EAP requires the appointment of three (3) individuals to specific roles, in addition to the Member Organization's "COVID Safety Coordinator", which they would assume in the event of a medical emergency involving COVID-19. The EAP should be rehearsed at various times throughout the season.

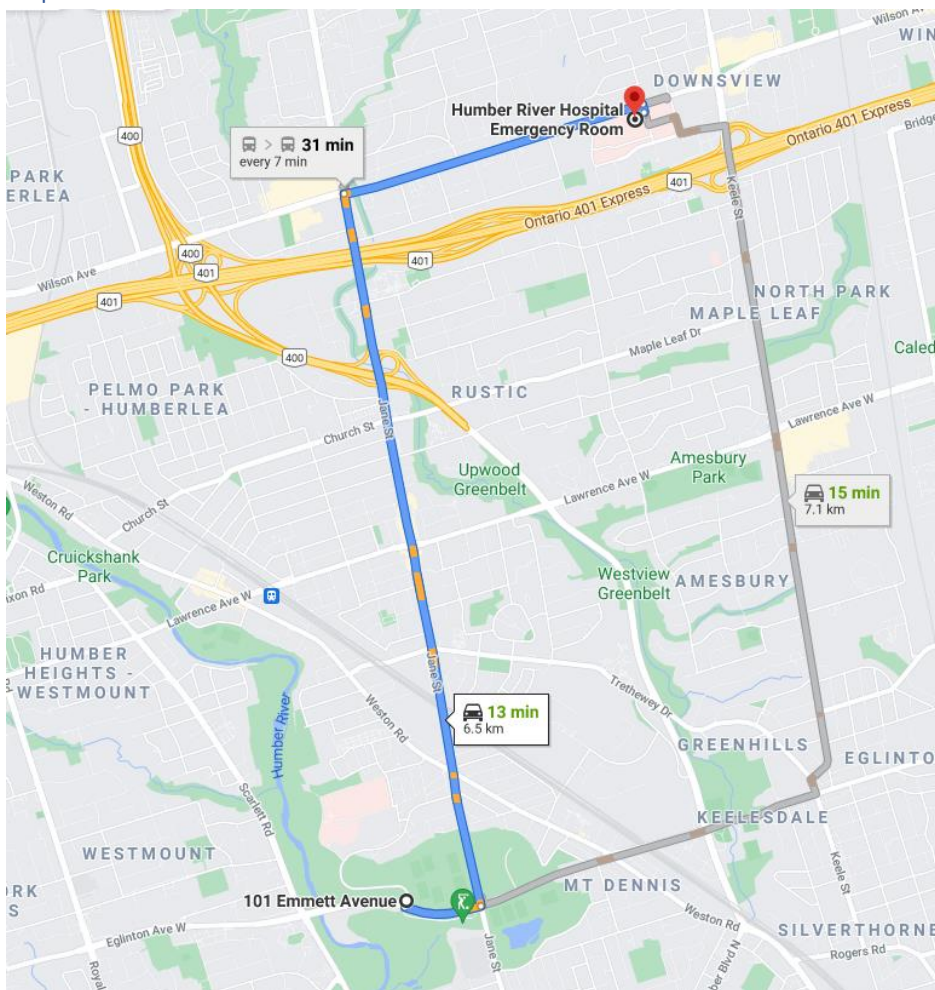
COVID Safety Coordinator:

Name: Jon Sowerby
Phone:
Email: president@torontodragonsrugby.ca

President: Jon Sowerby

TORONTO PUBLIC HEALTH Phone: 416-338-7600 publichealth@toronto.ca	EMERGENCY SERVICES Phone 911 Nearest Hospital: HUMBER RIVER HOSPITAL 1235 Wilson Ave
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Map To Nearest Hospital:



Charge Person	
Name	Andre Breau
Phone	
Email	
Responsibilities:	
<ul style="list-style-type: none"> • The most qualified person available with training in emergency control, first aid or the Rugby Canada Safety Guidelines in accordance with the Return to Play protocols • Familiarizes themselves with the facilities emergency equipment, including hygiene and sanitation equipment • Takes control of an emergency situation involving a transmission or outbreak until a public health authority has been notified and assumes management • Assesses severity of suspected transmission of COVID-19, or injury situation 	

Call Person (Own Communication Equipment)	
Name	Meirion Williams

Phone	
Email	
Responsibilities:	
<ul style="list-style-type: none"> • Makes call for emergency assistance • Knows location of emergency telephones in every facility • Has a list of emergency telephone numbers • Knows the best direction to the facility • Knows the best route in and out of the facility for ambulance crew • Communicates with the Charge Person & Control Person, and informs COVID Safety Coordinator as required 	

Control Person	
Name	Stuart Bailey
Phone	
Email	minis@torontodragonsrugby.ca
Responsibilities:	
<ul style="list-style-type: none"> • In an event involving suspected symptoms of COVID-19, establishes an isolation area to mitigate further transmission of the virus and orders all present contacts/participants to initiate the required protocols for sanitation and self-isolation (refer to the 'Return to Play' protocols for requirements) • Controls crowd and other players, coaches and volunteers and keeps them away from the Charge Person and Injured Player • Ensures proper room to work for the Charge Person and ambulance crew • Discusses EAP with the Facilities staff, officials and opponents • Ensures that the route for the ambulance crew is clear and available • Seeks highly trained medical personnel (i.e. MD, Nurse) if requested by the Charge Person 	

Toronto Dragons RFC Emergency Response Plan

PURPOSE OF PLAN

The purpose of this plan is to provide guidance to Clubs and Branch Unions in preparing for, responding to, and recovering from any COVID-related issues that may arise from rugby returning in various forms across Ontario. It is a framework to guide actions and is subject to modification depending on the nature of the issue and influencing circumstances.

In times of emergency, actions and words will face intense scrutiny. The intent of the ERP Plan is to set out a system – comprised of appropriate protocols, processes and tools – to ensure timely, cohesive and consistent response to any incident that could threaten the perception and reputation of Rugby Canada, the Rugby Ontario, Member Organizations or the game of rugby.

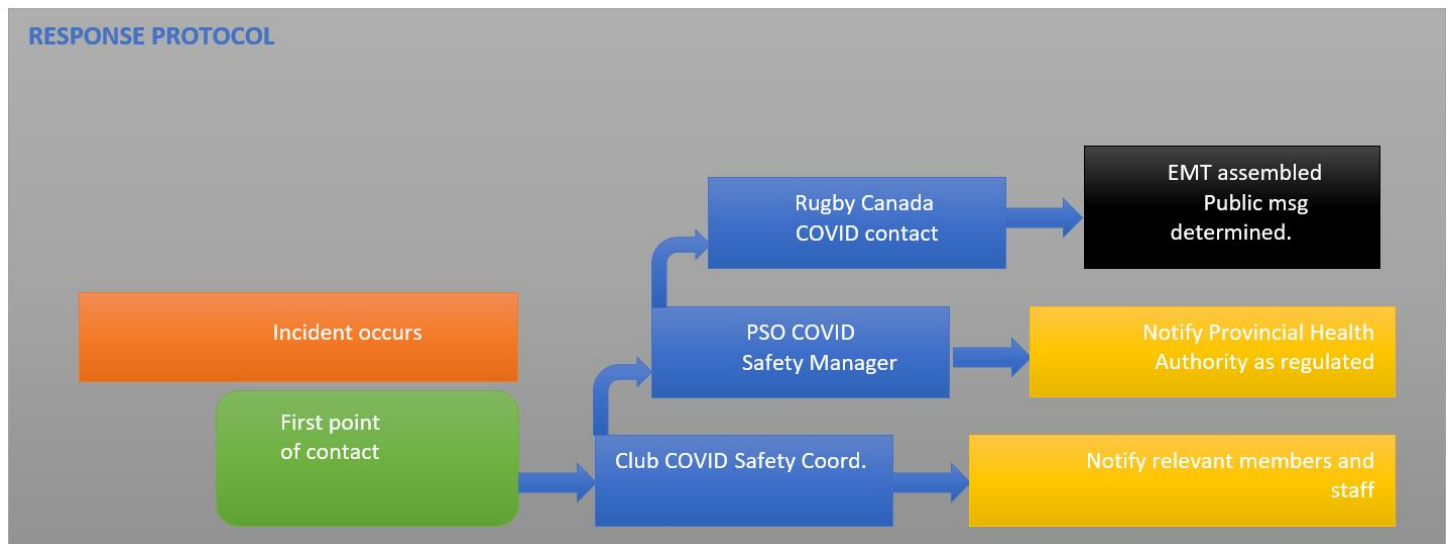
GUIDING PRINCIPLES

- Establish the facts as quickly as possible.
- Stay abreast of developments and new information.
- If necessary, correct misinformation.
- Keep the response plan simple, involve as few people as possible.
- Be aware of the tone and spirit with which all tactics and strategies are fulfilled.
- Exemplify leadership and teamwork, generosity, transparency, respect, support and integrity.
- It is crucial that everyone is aware they play a role whether as leader or follower of protocols, and no one should operate outside the system.

BASIC PRINCIPLES

- First and foremost, we must communicate truthfully and transparently at all times. Stakeholders will understand a mistake, accident or poor judgment. However, they will not forgive any attempt – real or perceived – to cover up specific actions.
- The internet and social media will require a focus on and commitment to timely and sustained communication – of good news and bad – in order to prevent rampant or widespread speculation and rumor from filling any knowledge voids during any incident/crisis.
- Equally significant is the impact of “perception” on the sport’s reputation, and the need to not only respond to the “reality” of the incident, but also to appropriately manage stakeholder perceptions of rugby around the incident.
- Because during a crisis all stakeholders are focusing on actions and words, we must ensure that communications emphasize appropriate concern, care and empathy that acknowledges the impact of the incident on others.
- Communications should always consider external factors including stakeholder partners, media reaction, government relations, and potential legal ramifications.

Response Protocol



RESPONSE PROCESS OBJECTIVES

- Gather and verify facts
- Inform and seek counsel and approvals from Emergency Management Team (EMT) when needed
- Inform all relevant stakeholders in a timely, credible and caring way
- Provide regular updates to all identified internal and external audiences

EMERGENCY MANAGEMENT TEAM (EMT)

- Paul Hunter – Rugby Canada COVID Safety contact
- Jamie Levchuk – Managing Director, Communications (Rugby Canada)
- Billy Longland – CMO (Rugby Canada)
- Allen Vansen – CEO (Rugby Canada)
- Ryan Jones & Joe Schissler – Rugby Ontario COVID Safety Managers
- Myles Spencer – CEO (Rugby Ontario)
- Jon Sowerby– (Toronto Dragons RFC) COVID Safety Coordinator

STAKEHOLDERS

- Rugby Club
- Branch Union
- Rugby Ontario
- Rugby Canada
- Provincial and local health authorities
- Government and municipal partners
- Media
- Corporate/other partners

EMERGENCY MANAGEMENT TEAM DUTIES

- Gather the group
- Assess the facts
- Assign responsibilities (internal and external actions/communications)
- Recovery process determined:
 - Prepare notification strategy (who needs to know; how/when do we communicate)
 - Prepare key messages, press release(s), statement(s), designate appropriate spokesperson

CATEGORIES

First determine – is it an issue, an incident or a crisis? Too often, organizations are too quick to deem a situation a crisis, which leads to panic and often, mismanagement. One of the first steps is to determine whether the category of the situation:

ISSUE LEVEL

- Positive COVID test of registered participant

Characterization: Generally does not have serious implications. Single individual impacted.

Media Involvement: Limited or None

Actions:

- First point of contact assesses facts; escalates to Club Safety Coordinator
 - Appropriate local actions and communications undertaken
- Rugby Ontario Safety Managers are advised of issue
- Situation logged and monitored

INCIDENT LEVEL

- COVID outbreak within Club or region

Characterization: Moderate to serious implications. Multiple individuals impacted.

Media Involvement: Limited but could escalate

Actions:

- Rugby Ontario Safety Managers are advised of escalation
- Rugby Canada COVID contact is notified – EMT is convened asap
 - Media stand by statement is crafted if necessary (i.e. we are assessing the facts and will advise on situation as soon as possible)
- EMT works through duties
- Provincial Health Authority is advised as required

CRISIS LEVEL

- Life-threatening sickness of member(s) (player, coach, volunteer, etc)
- Loss of life

Characterization: Life-threatening implications to one or more individuals.

Media Involvement: situation has been picked up and/or request for comment has been made

Actions:

- EMT re-convenes to assess additional facts
- EMT works through duties
- Spokesperson identified
 - Message development

SITUATION REPORT

For any of the categories above, a situation report should be prepared by the Club COVID safety coordinator to ensure facts are understood:

- Describe situation (who, what, where, how, and who has been contacted/involved)
- Additional individuals/groups affected (if any)
- Severity/impact at time of reporting
- Current local priorities/actions

INCIDENT/CRISIS SPOKESPERSON

Any questions from the media **must** be deferred to the EMT and Managing Director, Communications who will designate an appropriate spokesperson. The principal reason for nominating spokespeople is to make sure all questions are dealt with promptly, thoroughly and courteously. COVID safety nominees are *not* responsible for answering questions.

Remember that speculation is dangerous. Do not respond to media or public questions until the EMT is consulted. The first message can make the difference in managing a situation effectively.

Spokesperson guidelines:

- Communicate only information that is approved for release.
- Prepare key messages in advance, practice their delivery and use them as often as possible in an interview.
- Stay calm. A journalist is driven by the need to get the story. The best way to respond to a hostile journalist is by being calm, cool, and collected.
- Don't feel pressured to provide the journalist with an answer on the spot. Think about the answer. Remain composed. If the reporter wants the answer, s/he'll wait for it.
- Honesty is the best policy. Don't take chances in an interview. Do not speculate. Do not guess. If you don't know an answer to a reporter's question, say "I can't give you an answer right now, but I will check on that and get back to you." And do that.
- No comment is the worst comment. No comment can be interpreted as a sign of guilt or ignorance. Try saying "What I can tell you is . . ."
- Don't speak or answer questions on behalf of other organizations. Simply respond by saying "You will have to ask X that question."

RECOVERY

- Statement(s) developed, approved, posted to website/social media and issued to appropriate stakeholders
- Rugby Canada Communications team leads in the drafting of key messages/Q&A for review and approval by Emergency Management Team
- Social media monitoring and strategy
- Complete a full report built on the initial situation report
- For crisis: “dark site” online strategy potentially activated (if required) which replaces regular home page, and links to statement/press release

Competing Communication Priorities for public and/or media and the EMT

Public/Media:	EMT:
<ul style="list-style-type: none">• Want information first and fast	<ul style="list-style-type: none">• EMT must value accuracy above speed.
<ul style="list-style-type: none">• Media (and some public) thrive on the drama of a situation	<ul style="list-style-type: none">• EMT seeks to impose calm and order.
<ul style="list-style-type: none">• Look for simple answers	<ul style="list-style-type: none">• EMT deals with complexity.
<ul style="list-style-type: none">• May seek to assign blame	<ul style="list-style-type: none">• EMT seeks solutions.

Resources and References

- Government of Ontario COVID-19
- Rugby Ontario Return to Play Plan
- World Rugby Passport
- World Rugby Passport Player Welfare:
 - <https://passport.world.rugby/player-welfare/>
 - [COVID 19 – Return to Play Awareness for Coaches & Players](#)
 - To be completed by all Coaches and Players
 - [COVID 19 – Return to Play Awareness for Administrators](#)
 - To be completed by all Club Executives, Coaches, Trainers, and Volunteers

Field Map



Eglington Flats is located on the north west corner of Jane St. and Eglington Avenue West.

Access to fields of play is through the parking lot at 101 Emmett Avenue, which runs north from Eglington Ave W just west of Jane St.

Emmett Avenue is accessible on Eglington Ave W west of Jane St and east of Scarlett Road.