



The Show Must Go On

Reopening the Vancouver Symphony Orchestra
in the COVID-19 Era

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Government of British Columbia

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VSO

HEAR IT. FEEL IT.

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EXECUTIVE SUMMARY

The Grammy Award-winning Vancouver Symphony Orchestra (VSO) is pleased to present this reopening plan, based on both guidelines from BC's COVID-19 Go-Forward Management Strategy and WorkSafeBC, as well as emerging research from Orchestra and Event Management communities.

The plan lays out a process for the VSO to safely operate and ensure that live music does not disappear in the COVID-19 era. We believe that with careful planning and precautions we can embark on the VSO's 102nd season in a new and innovative way that uses a mix of livestreaming and limited live audiences to connect with and excite our whole community through exceptional musical experiences.

The members of the VSO are eager to perform together and for the public. Our audience is eager to return to concerts. At the same time, we are cognizant of the need for extreme caution and to abide by social distancing, health and hygiene best practices. Our goal in reopening is to find the right balance of activity and control measures to create safe live music experiences.

The VSO's reopening has five areas of focus:

1. Administration – reopening the VSO's office at reduced capacity to give access to onsite servers and box office tools. This is a critical activity to help us catch-up with a backlog of cancelled ticket orders, donations, concert planning, and administrative tasks.
 - Reduce normal on-site personnel by 60%
 - Allow only high-priority staff into the office space
 - Continue running a virtual box office by phone and email
 - Continue high frequency cleaning schedule
 - Continue education and enforcement of social distancing practices
 - Continue education and enforcement of strict hygiene practices
2. The Orchestra – bringing musicians together again to perform in reduced group formats for livestreaming and limited audiences.
 - Establish spacing protocols and maximum number of musicians that can safely be on a stage
 - Establish a venue management protocol for people to safely enter and exit a performance venue
 - Create a recording and livestreaming protocol

- Examine a socially distanced seating model to allow a limited audience into a venue for a socially distanced performance
3. The Audience – we present a socially distanced seating and venue management model to allow a 20% capacity audience into the Orpheum Theatre. This model needs to be vetted by the appropriate authorities and is for discussion purposes at this time.
 - Close the majority of seats in the Orpheum Theatre to allow socially distanced seating groups to be spread throughout the venue with a minimum of 5 feet between seated groups. Groups can only consist of family units
 - Create entrance and exit protocols that allow people to safely access their seats without any social contact
 - Create an enhanced cleaning schedule that ensures touchpoints are regularly wiped down
 4. VSO Education –continue to develop virtual content that supports a sustainable business model, assessing in September the possibilities of expanding the current education offerings to include VSO Connects (school visits) and Elementary School Concerts. These offerings provide a valuable service to BC schools, teachers, and families.
 - Continue to serve current education audiences and engaging a much wider BC audience with virtual content.
 - Assess and follow directives to ensure safety for staff, musicians, students and teachers, limiting facilitated instrument experimentation for children until it is safe to do so, and establishing a set of guidelines for safe school visits.
 - When it is determined to be safe to return to in-person concerts and activities, we will create a set of safety guidelines for school audiences.
 5. VSO School of Music (VSOSoM) – the VSOSoM has had significant success in adapting to the online world and has launched a series of online private and group classes to support parents and students with their music education goals over the last two months. Over the next three months the VSOSoM will start to welcome some teachers and students back into the building with the following restrictions:
 - Limit total capacity to 40 people or 10% of normal
 - Allow teachers to use studios for virtual teaching

- Increase cleaning protocols
- Allow limited small ensembles in socially distanced configurations in large classroom settings

If this plan is approved, our goal is to present livestreams and reduced capacity concerts starting in September 2020. This mix of activity will allow us to keep the lights on in our 102nd season, keep our musicians together, engage our community, and prepare for a return to full operations when the time is right. There will be a significant cost and the VSO is currently modelling a \$1M+ deficit on a dramatically reduced expense budget.

Should we not be able to enact this plan, the VSO will be in an extremely challenging situation with a complete lack of ticket revenue and extremely limited activity for our musicians. Such a situation will require extraordinary support for the organization to survive intact through the COVID-19 era.

CONTEXT AND KEY LEARNINGS

Since suspending normal operations on March 13th and closing our offices on March 17th the VSO has learned many valuable lessons.

- We launched our first-ever livestream on March 15th from the Orpheum theatre reaching over 120,000 viewers
- Our administrative team has quickly adapted to remote work
- We have managed to keep our staff and musicians continuously employed, despite a loss of over 30% of our normal revenue
- Our musicians have quickly developed innovative video projects and virtual learning tools
- We have had over 250,000 views of our digital content and earned international accolades for the quality and thoughtfulness of our work

At the same time, we are daily gaining a deeper appreciation for the power of live music.

- Our musicians, isolated and working at home, struggle to perform at their normal level
- The lack of instant response to the smallest gesture or phrase is palpable
- Our box office team is in a valiant battle to remotely process thousands of ticket orders for cancelled concerts
- We receive daily messages from our public inquiring about when concerts will recommence

The cancellation of this spring's concerts has created a loss of over 30% of monthly revenue. However, by quickly adjusting our operations, reducing expenses, enacting a wage cut for all employees, and accessing the federal wage support program, we have managed to maintain operations without ticket revenue.

This situation is not sustainable in the long term. Our musicians yearn for the opportunity to perform and our audiences want to hear their orchestra. As we monitor the current environment, the approaches to opening taken by other businesses, and the research and experiments of our peers, we think there is a path forward that allows us to present scaled-down concerts to a limited audience, earn some ticket revenue, keep our finances in order, and continue to be an important asset for our community.

If this path does not work the Vancouver Symphony will be in an extremely challenging situation come September and will require significant support to keep its core musicians and staff employed. Failure to keep our musicians employed will have long-term impacts on the organization including the loss of key members likely to head to other cities where they can perform.

REOPENING PRINCIPLES

This plan uses guiding principles from the BC COVID-19 Go-Forward Management Strategy, the Go-Forward Strategy Checklist, WorkSafeBC's COVID-19 resources, and specialized resources from the Orchestral and Event Management fields.

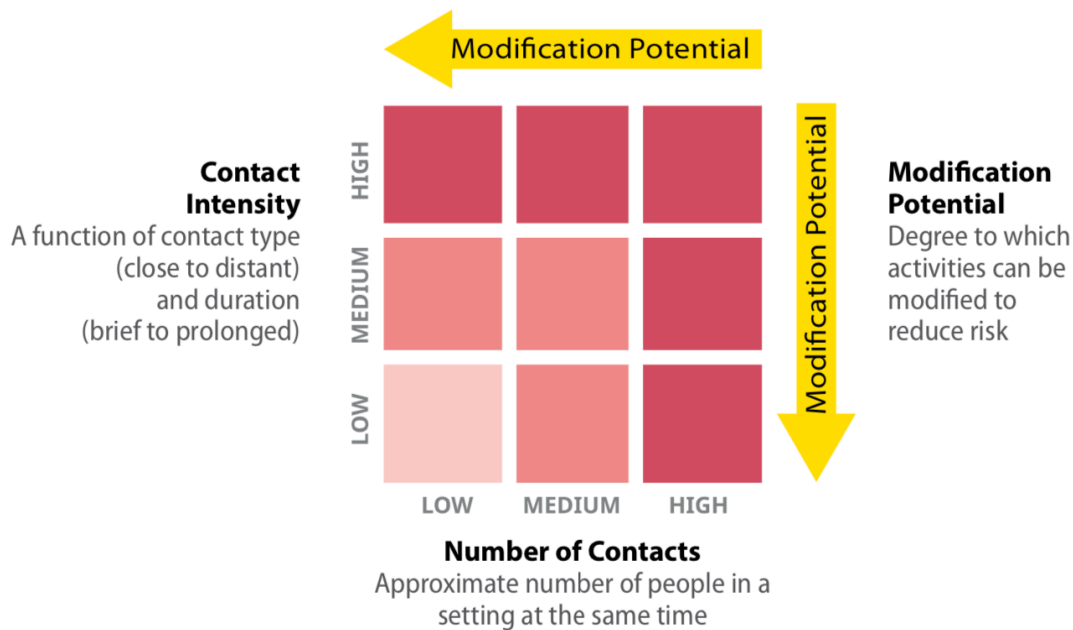
The Go-Forward Management strategy includes the "Reducing Transmission" framework, two core measures to implement safe practices in organizations and public institutions.

It states that assessing the risk of transmission from social interaction in organizational settings and public institutions is a function of two variables (rated as low, medium, and high) supported by a range of actions we can take to further reduce the risk of transmission:

1. What is the contact intensity in your setting – the type of contact (close/distant) and duration of contact (brief/prolonged)?
2. What is the number of contacts in your setting – the number of people present in the setting at the same time

By completing these ratings, we can position our organizational setting on the following risk matrix.

Figure 1 - COVID-19 Risk Mitigation Model



In normal operations the VSO, by bringing many people together for concerts, is in a high-risk category. Our goal therefore is to dramatically reduce the number of contacts and contact intensity involved in VSO operations to bring our risk level to medium-low.

Key actions to achieve this reduction include:

- Enact physical distancing measures – measures to reduce the density of people
- Review engineering controls – physical barriers or increased ventilation
- Enact administrative controls – clear rules and guidelines
- Invest in personal protective equipment – e.g. use of non-medical masks
- Create clear workplace policies that ensure people with cold or flu symptoms do not come to work
- Implement sick day policies that allow people to be off or work safely from home when they are ill or have symptoms of a cold or flu
- Provide work from home options, when possible, to reduce contact intensity. When it is not an option, consider measures such as staggered shifts and virtual meetings as much as possible
- Implement strategies that reduce the number and intensity of contacts – socially distanced seating options, online ticket purchases, live-streamed performances, and reduced performance duration

- Clean “high-touch” areas in workplaces and retail outlets frequently and provide hand sanitizer at entrances
- Focus on higher-risk employees including those 60+ and those with underlying medical conditions – from more flexible hours, to work from home options and workspace accommodation.

ADMINISTRATION

The VSO has an administrative staff of 42 people, that work on the 5th floor of the Capitol Residence building that abuts the Orpheum Theatre in downtown Vancouver.

The VSO closed its offices on March 17th due to COVID-19 and sent staff home to work remotely. One to two staff members continue to work in the office to ensure computers are operating (for remote access) and mail is collected.

The office is 7,000 cubic feet with a normal density of approximately 140 cubic feet per person. The floorplan is a combination of 16 offices plus three open concept workspaces. In the reopening plan we will reduce this density by at least 60% to 350 cubic feet per person.

Our team divides into two groups – a high-priority group whose work is much more efficient when on site and a low-priority group who can quite easily work from home.

High-Priority administrative tasks best carried out on premises:

- Donation processing
 - The VSO has received thousands of donations in the past two months
 - Donations are processed in our CRM. Due to the nature of our CRM system, this work is cumbersome through remote computer connections and is best carried out on premises with access to printers
- Financial functions
 - Cheque cashing and issuing; Payroll management; Financial modelling
 - Our accounting software is run from an onsite server and works optimally on premises
- Box office services
 - The VSO has cancelled 3 months of concerts and is in the midst of processing \$3M worth of ticket orders.

- This work is also reliant on our CRM and most efficient when carried out on premises with access to our customer service phone lines, printers and dedicated CRM machines

Low-priority administrative tasks that can continue remotely:

- Artistic planning
 - Much of this work is via email and phone and can continue remotely
- Marketing and communications
 - Much of this work is via email or web apps and can continue remotely
- Team meetings
 - We have effectively adopted Zoom and Microsoft Teams and can continue to carry out team meetings remotely
- Education
 - Some of this work can be accomplished remotely. Onsite requirements will be balanced with social distancing protocol amongst entire VSO staffing model.
- General Administration
 - Much of this work is via conference call and email and can continue remotely

Office Reopening Plan

- Reduce staff in the office by a minimum of 60% (maximum 20 people on site)
 - Prioritize staff in the office whose tasks require access to office facilities including box office services, donation processing, financial processing, and computer infrastructure management
 - Ask all other staff to work from home
 - Create a rotation for staff that need semi-regular access to the office space to support social distancing and reduce the number of people in the office at any given time
- Close the office to the general public
 - Continue the suspension of in person box office services. Continue phone and electronic box office services
 - Continue remote meetings for all non-essential staff and contacts
- Manage on premises traffic flow

- Create marked pathways to reduce
- Entrance/exits will be designated one-way with entry through the VSO School of Music elevator and exit through the “Tower” elevator (see Appendix 1: Internal Staff COVID-19 Office Protocol Briefing)
- Require increased hygiene and cleaning
 - Educate and enforce regular handwashing protocols
 - Ensure access to hand sanitizer throughout office and disinfectant
 - Maintain increased cleaning and disinfecting schedule
- Close kitchen space
 - Sink will only be available for handwashing
 - Staff will not congregate for eating in communal area
- Daily cleaning of washrooms

For full details of the VSO’s internal office reopening plan see Appendix 1: Internal Staff Covid-19 Office Protocol Briefing.

THE ORCHESTRA

The VSO employs 73 full-time musicians. VSO Concerts are normally presented in various venues across the BC Lower Mainland including the Orpheum and ANNEX in downtown Vancouver, the Chan Centre at UBC, the Bell Centre in Surrey, Centennial Theatre in North Vancouver, and Pyatt Hall at the VSO School of Music. In addition, the VSO gives annual outdoor concerts at Vancouver’s Sunset Beach, Van Dusen Gardens, and Deer Lake Park in Burnaby.

The VSO performs in small ensemble (3 - 12 musicians), chamber orchestra (13 – 24 musicians) and large symphonic (50+ players) formations, for diverse audiences ranging from families and school children to seniors. The VSO also produces audio and video recordings and live-streams performances from its concert venues.

The VSO employs a full-time production/stage manager to oversee all technical matters concerning the orchestra’s on-stage and backstage needs. This individual works with staff at our venues and engages casual stage crew from IATSE, typically four technicians, for the production of our concerts. The individual also maintains Level 2 First Aid training.

The VSO is working with two models of performance in the COVID-19 era.

1. Virtual performances where concerts are recorded and livestreamed to the public
2. Socially distanced performances where a limited number of people are allowed to sit in a well-spaced seating configuration that avoids social contact

Both of these models require a safe procedure for the VSO to gather some musicians together to perform.

Developed in consultation with the musicians' Health & Safety Committee, IATSE, Vancouver Civic Theatres, and based on the most recent research and applicable best practices in North America and Europe, the following represents the VSO's proposed guidelines for performing during the COVID-19 Pandemic (see Chapter 1 Appendix 2: Orchestral Performance Guidelines Reference Studies).

- Musical programming and size of orchestra will be scaled to ensure strict social/physical distancing, health and safety of performers, patrons, crew and staff.
 - Orpheum has a congested backstage area
 - We will change the concert format to reduce requirements for musicians to enter congested spaces
 - Concerts will be reduced in length and will not include intermissions. This will remove time that musicians typically mingle and socialize
 - Maximum of 27 musicians can be on stage at any given time. This allows for a 2 to 3 meter spacing while working
 - We are exploring the possibility of extending the stage to create more space for musicians
- Rehearsals will be scheduled to limit the amount of time and number of musicians required at the venue
- Daily self-control of COVID-19 symptoms including fever, coughing, sneezing, sore throat, difficulty breathing, head and sinus aches, stomach pains, feeling of weakness, loss of sense of taste or smell. When one or more of these symptoms is present, the musician must remain at home and immediately contact a doctor to arrange for a COVID-19 test. This standard will apply also to members of stage crew and staff
- Musicians who are considered in high risk categories, or who live together with or in close proximity to vulnerable and/or immunocompromised individuals, may be excused from services

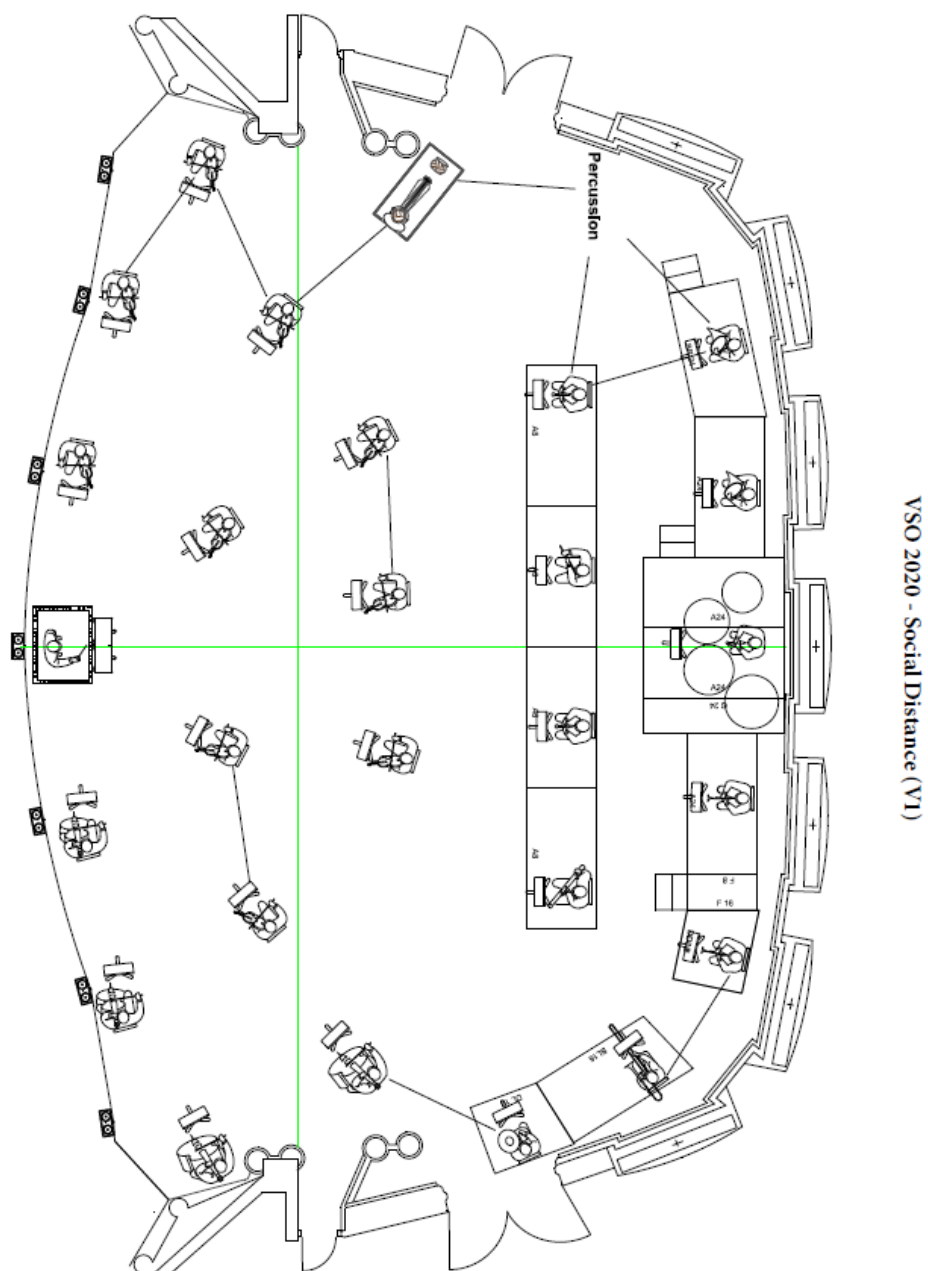
- If symptoms develop while at work, musicians must go home immediately and self-isolate for a minimum of 10 days from onset of symptoms and until symptoms completely resolve. Musicians who live in the same household as a confirmed or clinical COVID-19 case must stay home until household is well. Musicians who have been exposed to anyone confirmed to have COVID-19, or to anyone with possible symptoms of COVID-19 should call HealthLink BC at 8-1-1 for an assessment and to determine any necessary next steps
- Respect for vigilant hand and coughing etiquette (no handshakes, coughing into elbow), as well as frequent handwashing and disinfecting of personal areas is expected throughout the workplace
- A social/physical distancing standard of 2 metres should be maintained between musicians, crew, and staff at all times
- In enclosed spaces outside the concert hall, and in all backstage areas, face masks should be worn, as well as disposable sanitary gloves, where appropriate. These will be required by stage crew and staff at all times. Musicians will not be required to wear masks or gloves while on stage
- Hourly, thorough cleaning of all working areas, control rooms, dressing rooms, restrooms, as well as disinfecting wipe-down of music stands, trays, stand lights, microphones and other stage equipment as required, following each rehearsal and performance
- Consistent, thorough ventilation of on-stage and backstage areas on at all times
- International guest artists will be required to adhere to all travel restrictions and guidelines including two-week quarantine following arrival in Canada, displaying no concerning symptoms, prior to appearing for work

Recommendations for stage set-up per instrument group:

- Strings: 2m between chairs; single seating (no shared music stands)
- Winds: 3m between chairs; fluid and instrument cleaning with fresh, disposable towels, placed in sealable bags and deposited in specially marked receptacles.
- Brass: 3m between chairs; additional plexiglass shielding between each player; spit valve, fluid and instrument cleaning with fresh, disposable towels, placed in sealable bags and deposited in specially marked receptacles.

- Percussion: 2m between chairs; avoidance of sharing instruments or equipment amongst players.
- Harp and Keyboards: 2m between chairs
- Conductor: 3m from first stands of instruments; microphone amplification for verbal remarks in rehearsal
- Singers (solo or choir): 3m distancing

Fig. 1 – Maximum stage configuration at Orpheum with recommended distancing (27 musicians)



Rehearsal & Recording protocols:

- Musicians arrive through stage door and proceed directly to the stage (no access to dressing rooms); instrument cases to be left in designated areas in the auditorium
- Musician access to stage only through stage left doors and steps between stage and auditorium
- Stage Crew, Conductor, Stage Manager access to stage only through stage right doors
- Vigilant maintaining of social distancing and hygiene guidelines during breaks
- All musicians to vacate stage along with instruments and personal effects during breaks and stage changes

Live Performance protocols:

- Musicians arrive to concert hall in concert dress (no changing at the venue). Coats and instrument cases are to be left in dressing rooms
- Maximum 5 musicians per dressing room (minimum 4 square metres per person)
- Musicians enter and exit stage single file through stage right doors

Additional Protocols:

- Musicians will be provided a detailed Agreement for New Behaviour in advance of first rehearsal
- Clear signage backstage will indicate health, safety and hygiene guidelines
- Multiple backstage hand washing and sanitization stations
- No common use of backstage Green Room until further notice
- Musicians provide and handle own personal water bottles, no eating on the premises
- Production equipment and cargo should be sanitized when loaded at the warehouse and unloaded at the venue
- Stage crew should always wear face coverings and gloves when those do not interfere with essential work functions
- Workers unloading deliveries should change their gloves and wash their hands between each delivery

- Music scores and parts will be sent to musicians electronically. Printed copies will be available on the musicians' stands for each rehearsal and performance. These parts should not be removed from the building

A Note on Venues:

We are currently exploring multiple venues as spaces for recording and livestreaming socially distanced ensembles. The Orpheum Theatre, our home-base, is currently closed but does have a five HD camera video system that is ideal for livestreaming high-quality performances. The Chan Centre at UBC, which could be opened at any time for a recording project, offers an open environment that lends itself to social distancing but does not have a livestreaming camera setup on site.

SOCIALLY DISTANCED AUDIENCES

The VSO proposes a model of socially distanced performances that allows a limited live-audience experience in conjunction with virtual performances. This proposal is for discussion purposes and needs to be vetted by the appropriate public health authorities. However, we think that the calm and stationary nature of the classical music listening experience lends itself to considering how a limited and well-spaced audience might be able to participate.

Our proposal is to reduce the capacity of the Orpheum Theatre by 80% to open 500 socially distanced seats in a 2,650-seat space. Due to the multiple aisles and entrance points, 250 pairs of people can be seated throughout the theatre without requirement to cross another pair within a row while also maintaining a minimum of 5 feet between pairs (see Appendix 3: Socially Distanced Seating Plans).

The following guidelines are being developed in conjunction with Vancouver Civic Theatres staff for events at the Orpheum Theatre.

Pre-Concert Considerations

- Ticket purchase prior to concerts:
 - Online and phone ticket purchasing is fully functional
 - Encourage all patrons to purchase digital pdf tickets that can be scanned from phones
 - Explore opening the fully enclosed Orpheum Box Office as walk-up window for day-to-day sales
 - Two staff can work in that space while still observing social distancing measures

- Opt-in email sent 24-hours prior to concert of ticketholders to confirm that they are not experiencing any symptoms of illness and a warning to high-risk communities to take appropriate precautions should they choose to attend concerts
- Offer free refunds and/or exchanges to any ticketholders who should experience flu-like symptoms and need to cancel attendance
- FOH (Front of House - everything that happens in the audience and lobby spaces of a concert hall)
 - Outdoor box office windows prior to concert
 - Have people line up for entrance to the venue in stanchioned and spaced lines along Smithe and Seymour streets
 - Note: line-ups for entrance typically occur at sold-out concerts. By reducing to maximum 20% of normal capacity there is limited expectation of line-ups prior to concerts
 - Explore self-scanners for entrance to venue to reduce social contact
 - Enforce loitering ban in lobby areas and ask audience to proceed directly to seats
 - Mark travel paths to and from each section of the theatre
 - Create an elevator line-up protocol and add a staff monitor

The Concert Experience

- Shortened performance with no intermission to reduce movement and opportunities for social contact
 - Offer a pre-order concession option that is pick-up only
 - Take drink in single-use container directly to seat
 - Require audience members to take own garbage out
- Socially distanced seating based on:
 - Tickets typically purchased in small groups of one, two or three seats
 - Limit ticket groups to nuclear family members
 - Minimum 5 feet between each ticket group (two empty seats and one empty row between groups)
 - Only two groups per aisle/row, avoiding need to cross seated people

- This spacing creates 700 potential seats in 2,600 seat venue (27% of normal capacity)
 - Limit to 500 seats to keep under 20% of normal capacity
 - Managed exit after concert starting from back of seating areas and moving to front, to limit path crossing
- Disinfecting wipe down between performances
 - Railings
 - Armrests
- Stagger seating so that one set of seats used in performance A and second set used in performance B
- COVID-19 signage at entrance warning anyone experiencing symptoms of illness not to enter the concert hall
- COVID-19 signage throughout venue advising public to respect social distancing
- Health check
 - Seek public health office advice on whether to use temperature screening of public prior to entering the building
- COVID-19 app integration
 - Should some type of app situation come online be ready to adopt it as part of entry protocol
 - Need green to attend
- PPE for all staff interacting with the public
- Staff training on best practices for personal protection and dealing with the public in COVID-19 era
- Input from public health office to advise on other red flag areas and how to address

If the VSO could produce a series of four, short-duration limited-seating concerts in a week there is an opportunity for us to maintain some ticket revenue throughout the 2020-21 season. We estimate generating between 10% and 20% of normal ticket revenue. This will be one important piece of the puzzle to maintaining operations next season.

VSO EDUCATION

The VSO Education Department's mission is to transform lives through music education. We believe that music is vital and essential to a well-rounded education and enriching life. As part of our commitment to bring the incredible world of symphonic music to 60,000 BC residents of all ages, we have a variety of exciting and engaging education and community programs that are offered in schools, at the Orpheum, and now, virtually as well.

We are a staff of three FTE's who have traditionally worked in close collaboration with one another. When COVID-19 came upon us, we rapidly modified the way in which we work with one another and identified new ways of developing Education content. This has resulted in the [VSO Virtual Learning Hub](#). Our musicians and staff have worked collaboratively to keep music and music education as present as possible in the lives of children and families as we navigate these challenging times together.

Our objectives as a team is to build a reopening draft plan based on 4 phases (of course, fully dependant on the orders of the Public Health Office) over the course of the next 12 months or longer. This draft plan outlines a potential framework to reopen the parts of VSO Education that will be able to operate while adhering to the orders of the Provincial Health Officer (PHO) and how we adapt our services and workplace to adhere to the orders of the PHO.

Phase 1: Continue working remotely and creating new virtual content

- Develop a plan for modified, in-person school visits beginning in the Fall and modified in-person rehearsal/performance attendance by students, teachers, families
- Mid-August- review current provincial health orders, status of schools re-opening, and status of VSO returning to any type of live performance. This will inform our way forward with in-person and/or virtual learning.

Phase 2: Work part-time at the office, with all 3 of us present on the same days if absolutely required and if the overall VSO office count remains within social distancing protocol.

- As required, schedule in-office days to correspond with orchestra in-person activities and school visits
- Elementary School Concerts will be virtual this year, but smaller groups may be welcomed on-site for other Education programs if it is

deemed safe. During this time, we will work to create enriching in-person musical experiences as much as possible while continuing to develop our virtual resources, which we hope will become a permanent part of our educational offerings.

Phase 3: Aim to return to the office full-time during this period.

- Aim to increase number of safe, in-person school visits
- Utilize spaces at the VSO School of Music for safe teaching and musician engagement
- Develop plans for the 2021-2022 season depending on public health recommendations

Phase 4: Prepare for return to full capacity of in-school visits for September

- Prepare for in-person Elementary School Concerts, perhaps with smaller audiences
- Re-evaluate the need for virtual learning locally, and how it can be used long-term to reach audiences beyond our immediate geographic area

Office Procedures

The VSO Education staff will continue to work remotely until our in-school visits resume and the orchestra returns to in-person rehearsals and performances. If one of us is required in the building, we will follow the VSS new safety protocol and procedures. We will work closely with our colleagues in other departments to be in the building only when absolutely necessary.

VSS will provide hand sanitizer, cleaning products for desks, masks (especially if we are going out to schools in the fall). If we are expected to sit at different desks to maintain social distancing, we should ensure that we are not sharing keyboards or phones and will wipe down all surface areas on a regular basis.

Once the Education department returns to the office part-time, we will aim for the three of us to be present on the same days to maximize our work together. We will work with other departments to develop a schedule that works as well as possible to meet everyone's needs.

We are going to be very cautious with staff and musicians returning to schools for in-person visits. September will be the key time for us to evaluate what we are able to do and how. We will need to carefully follow distancing recommendations for musicians in schools just as we would for performances. (i.e. 6 feet is not enough when playing wind/brass instruments). For next school year, we will not offer any

activities that involve facilitated instrument experimentation for children (i.e. instrument petting zoos). We will establish a set of guidelines for safe school visits for our musicians and staff to follow.

As we've started to do already, we will need to continue to develop our virtual content. This will include VSO Connects (school visits) and Elementary School Concerts especially. We need to ensure that we are able to develop a sustainable business model by delivering virtual content while continuing to provide the valuable service to BC schools, teachers, and families. We will be working not only to serve our current audiences, but to engage a much wider BC audience who we never would have been able to reach if it wasn't for our new virtual content. We will carefully follow orders of the Provincial Health Officer (PHO) to determine when it is safe for our young audiences to return to in-person concerts and activities. Finally, we will establish a set of safety guidelines that all schools will receive for our school programs and school audiences will receive for our in-person performances and activities with the VSO, whenever that time arrives.

VSO SCHOOL OF MUSIC

Background:

Envisioned by Bramwell Tovey (Music Director Emeritus of the VSO), Arthur H. Willms (Honorary Life Vice President) and Jeff Alexander (former VSO President and CEO) in 2003, the VSO School of Music ("VSOSoM") was created to provide a modern educational institution next to the Orpheum Theatre, where students of all ethnic and socioeconomic backgrounds could enjoy lifelong learning and the majority of instructors would be members of the Vancouver Symphony Orchestra. Made possible through the City of Vancouver's Cultural Amenity Bonus Program, the residents of British Columbia have now been provided with a community music school serving students of all ages, from babies to seniors, catering to all abilities and aspirations, from beginners to aspiring professionals.

COVID-19 Impact:

Now on the brink of entering its 10th Anniversary Year, the VSOSoM serves around 2,000 students and families annually, from around the Lower Mainland and beyond. Providing lessons, group classes and ensembles in early years, Classical, Jazz and world music, a team of over 100 freelance faculty teach students ranging from one month to 87 years old. The VSOSoM regularly provides 40-50 performances and masterclasses annually, the vast majority of which are free for the public to attend. The VSOSoM actively seeks to remove economic barriers to

education through building funding for scholarships and bursaries. Since opening, 244 bursaries and scholarships totaling almost \$200K have been awarded.

Context:

On March 17th, the VSOSoM closed the doors of our building and immediately began delivering group classes and private lessons online. Since this date, the whole of the admin staff team has been working from home, with two members of the team working from the building semi-regularly (adhering to social distancing), to ensure the building needs continued to be met and/or where that arrangement made a big impact to their ability to do their job. Our private lessons and classes have been delivered online since that point, and we have seen good success in our teachers' abilities to adjust their methods and curriculum to be successful through an online platform. There are some areas where remote instruction is either not possible, or where quality is drastically affected, including ensemble coaching and rehearsals, as simultaneous playing is not possible online, as well as high level students in private lessons, where nuance of tone and expression is not able to be heard through online lessons. Another area of our business which was forced to halt immediately is rentals, which form a significant portion of our regular income and use of the building.

Given that the VSOSoM has thus far seen a good response to our online offering, we plan to continue with this for the foreseeable future. Addressing the parts of our business which are not possible online, we have developed the following plans, in line with the province of British Columbia's guidelines, issued on May 6, 2020.

PHASE 2 RESTART PLANS

- Immediate installation of a plexiglass barrier at the front desk (1st floor) where staff members would be in regular direct contact with people
- Building will not be open to the public, but use of the studios and practice rooms available by prior arrangement for teachers and musicians
- Staffing the building with at least one member of our core staff from 10am-4pm, Monday to Friday to enable reduced "opening" hours of the building to teachers and VSO musicians
- Staff will be present in the building only as needed on a rotation to ensure proper social distancing, with no more than 4 staff people on-site at one time
- All staff will wear masks when in the building. Anyone using the facility will be encouraged to wear masks when moving around the building.

- Staff will use gloves when touching shared items for students or clients such as microphones, music stands, and chairs.
- Patrons will be instructed not to enter the building if they have any cold or flu symptoms (signage on front door and communication to stakeholders)
- Staff who do not feel comfortable coming into the building can continue to work entirely from home, especially where public transit is their only mode of transportation to the building and contact numbers will be posted at front desk
- Use of common areas, including kitchen and meeting room will be limited to one person at a time, no shared cups or plates will be used, and all surfaces will be disinfected by the user.
- Capacity of the building will be limited to 40 people to ensure proper social distancing is possible in the hallways
- No use of elevator, unless arranged in advance to ensure proper social distancing (elevator to be locked, but able to be unlocked remotely if needed due to mobility problems)
- Pyatt Hall will be available to rent for recordings and/or live streams only, with social distancing policies disseminated to clients and a maximum of 10 people in the hall at any time. The hall will remain in flat floor configuration to allow for as much distance between occupants as possible
- Hand sanitizer stations on each floor will be signposted clearly and hand sanitizer will be topped up each day
- Cleaners to be brought back on a limited basis, in accordance with the demand on the use of the building
- High touch areas will be disinfected every hour by staff onsite
- Bathrooms will be cleaned daily
- Signage on every studio door to encourage proper hand washing

PHASE 3a

- All of the measures above to continue
- Small ensembles (up to 12 musicians, depending on the rooms available) will be able to rehearse and be coached in the building, this will be initially limited to strings and piano, without voice, winds or brass to avoid potential risk

- Rooms large enough to house small ensembles will be marked out with tape on the floor to ensure that musicians are appropriately spaced for their rehearsal or coaching
- Lines will be taped on the floor outside Pyatt Hall and the large classrooms, to ensure proper social distancing while waiting to enter the rooms for a rehearsal, coaching or recording

PHASE 3b

- All of the measures above to continue
- Extended “opening hours” from 9am-5pm to accommodate summer camps
- Group summer camps to be offered to small groups with social distancing measures in place, regular hand washing. Parents/caregivers will be asked to complete a health form each day
- Some face-to-face private lessons will resume for string and piano students, with social distancing measures in place and policies developed to ensure that if student or teacher is experiencing any cold or flu symptoms, lessons can revert to online
- Cleaners will be increased in frequency alongside greater use of the building

Level 1

Guide to each level:

School boundaries outlined in red.

Foot traffic flow identified here as orange and purple directional arrows.

Hand cleaning stations identified as a green star.

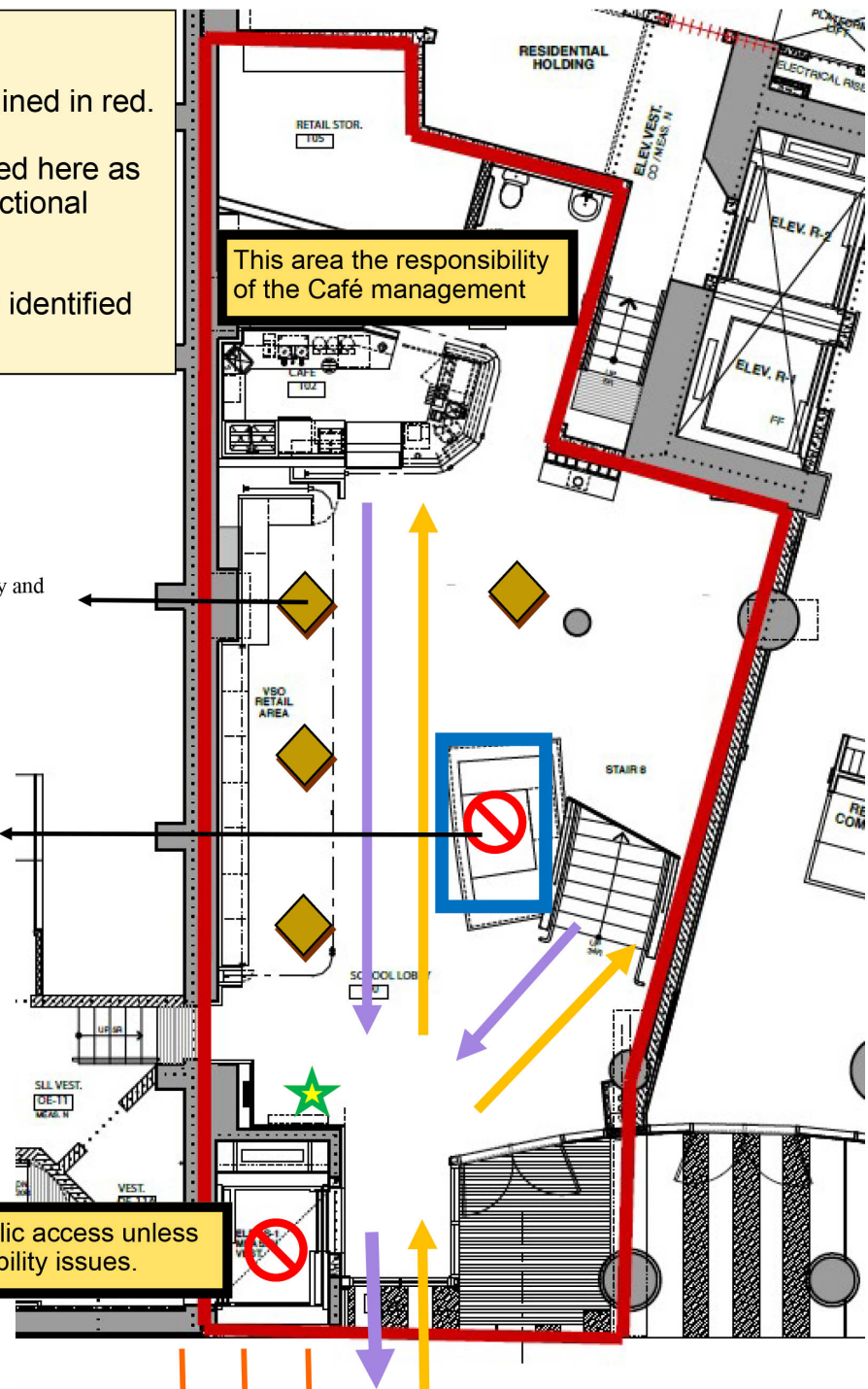
This area the responsibility of the Café management

Café tables spaced out appropriately and with limited chairs.

Reception desk not staffed in this phase. Plexiglass protection will be installed when necessary.

Elevator—no public access unless requested for mobility issues.

Tape on sidewalk with 2 metre spacing in the event max occupancy reached in Lobby or facility.



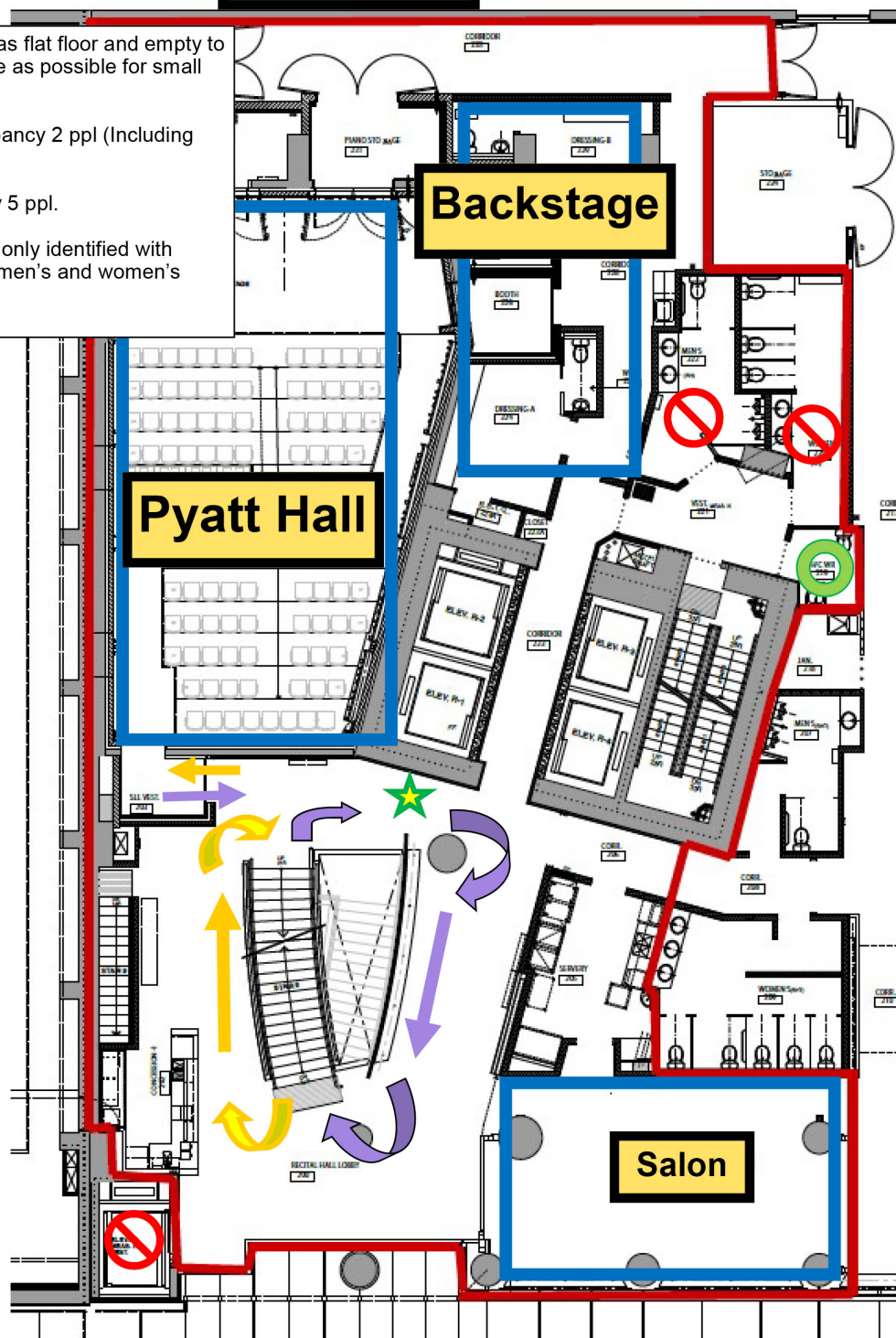
Level 2

Pyatt Hall—configured as flat floor and empty to allow for as much space as possible for small groups.

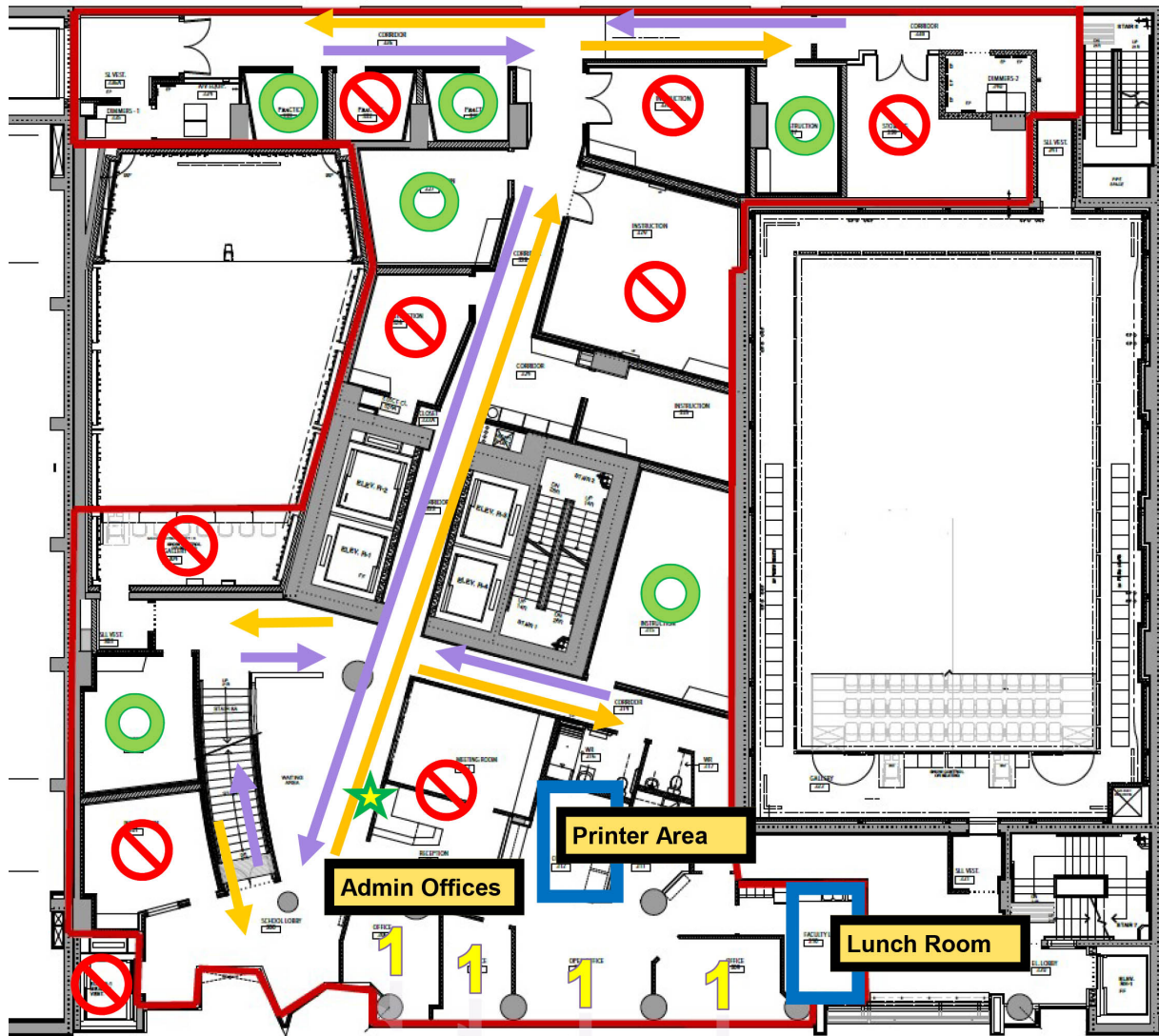
Backstage—Max occupancy 2 ppl (Including max 1 in tech booth)

Salon—Max occupancy 5 ppl.

1 single use washroom only identified with green circle. The large men's and women's washroom off limits.



Level 3



Off limits Studios are staggered to encourage safe distancing. Green circles identify Studios ok for use.

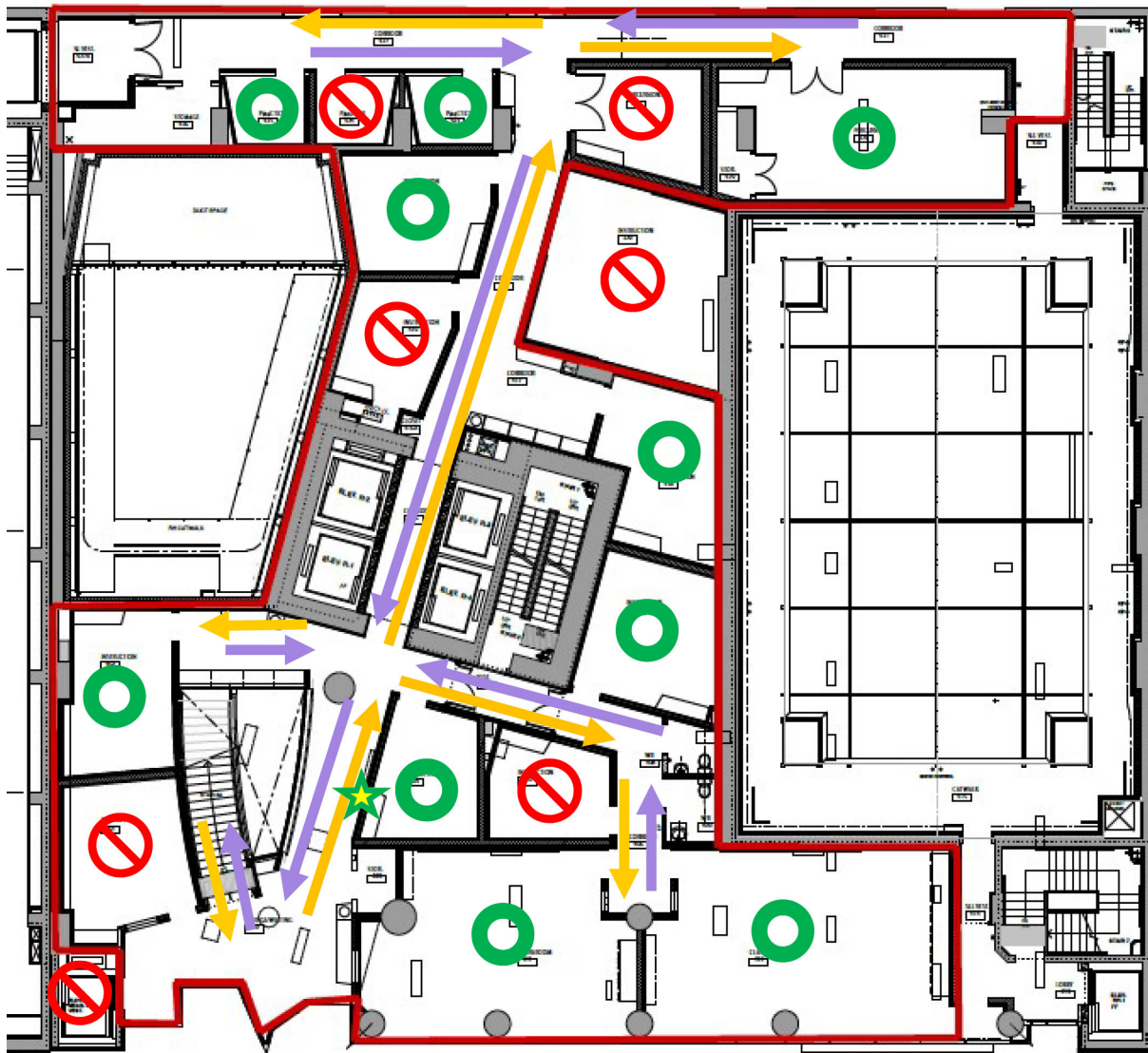
Strategic scheduling will also help with limiting crossover between people in the Hallways.

Only 4 staff members in the office at any time. Numbered as above.

Only 1 staff member in the Lunch Room at any time.

Only 1 staff member in the Printer Area at any time.

Level 4



Off limits Studios are staggered to encourage safe distancing. Green circles identify Studios ok to use.

Strategic scheduling will also help with limiting crossover between people in the Hallways.

APPENDICES

Appendix 1: Internal Staff COVID-19 Office Protocol Briefing

ENTER AND EXIT THE BUILDING:

- All staff to enter through VSO School of Music elevator.
- All staff to exit through residential tower ensuring one person per elevator. Use elbow or pen to select lobby button.
- Staff to wear a mask/face shield up elevator and into building.
- Exit offices through kitchen door.
- Sanitize hands immediately upon entering and re-entering the fifth-floor office space. Hand sanitizer provided in 6 to 8 stations throughout the office, including front entrance, kitchen exit, mid office entrance, work room, box office.

TRAFFIC FLOW

- Kitchen door will be signed as EXIT ONLY on the inside of the door and NO ENTRANCE on the outside of the door.
- Mid Office Door near Education Department will be signed as ENTRANCE ONLY on the outside of the door and NO EXIT on the inside of the door.
- Signage pertaining to hand hygiene, social distancing etc. will be placed throughout the office.
- Arrows will be marked on the floor to indicate one-way traffic.
- Hallway between board room and back of office will be two way. It has Senior Managers offices on one side which will be empty. When passing someone in the hallway keep to the right the person with the office on their right will step into the office to allow 2 meters distance while the other person passes. Arrows on the floor indicating keep to the right.

KITCHEN

- Kitchen will be closed – no access to fridge, microwaves, coffee machines, water cooler, communal dishes. Staff will be asked to bring lunch and beverages or eat out.
- Kitchen sink available for hand washing only—good hand hygiene: wash hands for 20-30 seconds with soap and warm water.
- Kitchen door will be used for exiting building only to avoid crossing pathways.

WASHROOMS

- To go to washrooms exit through kitchen door and return to office through back door near mid-office copier. Ensure good hand hygiene practice of 20-30 seconds of washing with soap and warm water.
- Sanitize hands when returning to the office after touching door handle (hand sanitizer provided on recycle box inside that door).
- Washrooms are cleaned daily.

COPIERS & WORK ROOM

- Floor markings will indicate appropriate social distance of where to stand if waiting for someone to finish at copier.
- Sanitize hands before and after using buttons on copier.
- Only one person to working in the large copy room at a time.

BOARDROOM / SMALL MEETING ROOM

- Closed in Phase 1 of reopening.
- If you need to meet internally, please do so by phone or teams.
- If you need to meet with external clients, please do so via phone or zoom.

RECEPTION / BOX OFFICE

- No Receptionist.
- No customers served in the office in person.
- Parcels delivered to front desk will be handled by CSR's from an appropriate social distance. CSR to address delivery person from their desk and ask them to leave the parcel on the reception counter. All customer service desks are more than 2 metres from front desk but are able to see and speak to someone if they come with a delivery.
- In the next phase of re-opening, when outside guests are allowed to enter the building, if this is before a vaccine, we will install a shield at reception.

Figure 2 - Socially Distanced Office Seating Plan - (50% normal staff; <30% capacity)



Appendix 2: Orchestral Performance Guidelines Reference Studies

Stellungnahme zum Spielbetrieb der Orchester während der COVID-19 Pandemie (Opinion on the operation of the orchestras during the COVID-19 pandemic)

https://epidemiologie.charite.de/fileadmin/user_upload/microsites/m_cc01/epidemiologie/downloads/Stellungnahme_Spielbetrieb_Orchester.pdf

A study by Prof. Dr. med. Stefan N. Willich, Priv.-Doz. Dr. med. Anne Berghöfer, Dr. med. Miriam Karen Wiese-Posselt, and Prof. Dr. med. Petra Gastmeier, of the Institute for Social Medicine and Epidemiology, and the Institute for Hygiene and Environmental Medicine at the Charite University Hospital in Germany, commissioned by Berlin's four leading symphony orchestras and three major opera houses. Its recommendations are considered the most comprehensive and pragmatic application of current medical understanding of Coronavirus mitigation to the conditions of musical performance.

Returning to a “new normality” for #Orchestra during #COVID19 - Recommendations

<https://orchestramanagement.wordpress.com/2020/05/04/returning-to-a-new-normality-for-orchestras-during-covid19-recommendations/>

Prior to the publication of the Charite study, the Association of German Orchestras published their own set of recommendations. Their conclusions were shared with orchestras across Canada as guidelines for adjusting to new, physically/socially-distanced conditions in the concert hall. The recommendations of this study were generally more conservative than those in the Charite report. Adopting an abundance of caution, we have taken an average of the two reports in mapping our own standards for distancing between musicians and instrument groups on stage.

Risikoeinschätzung einer Coronavirus-Infektion im Bereich Musik (Risk assessment of a coronavirus infection in the field of music)

<https://www.mh-freiburg.de/hochschule/covid-19-corona/risikoeinschaetzung/>

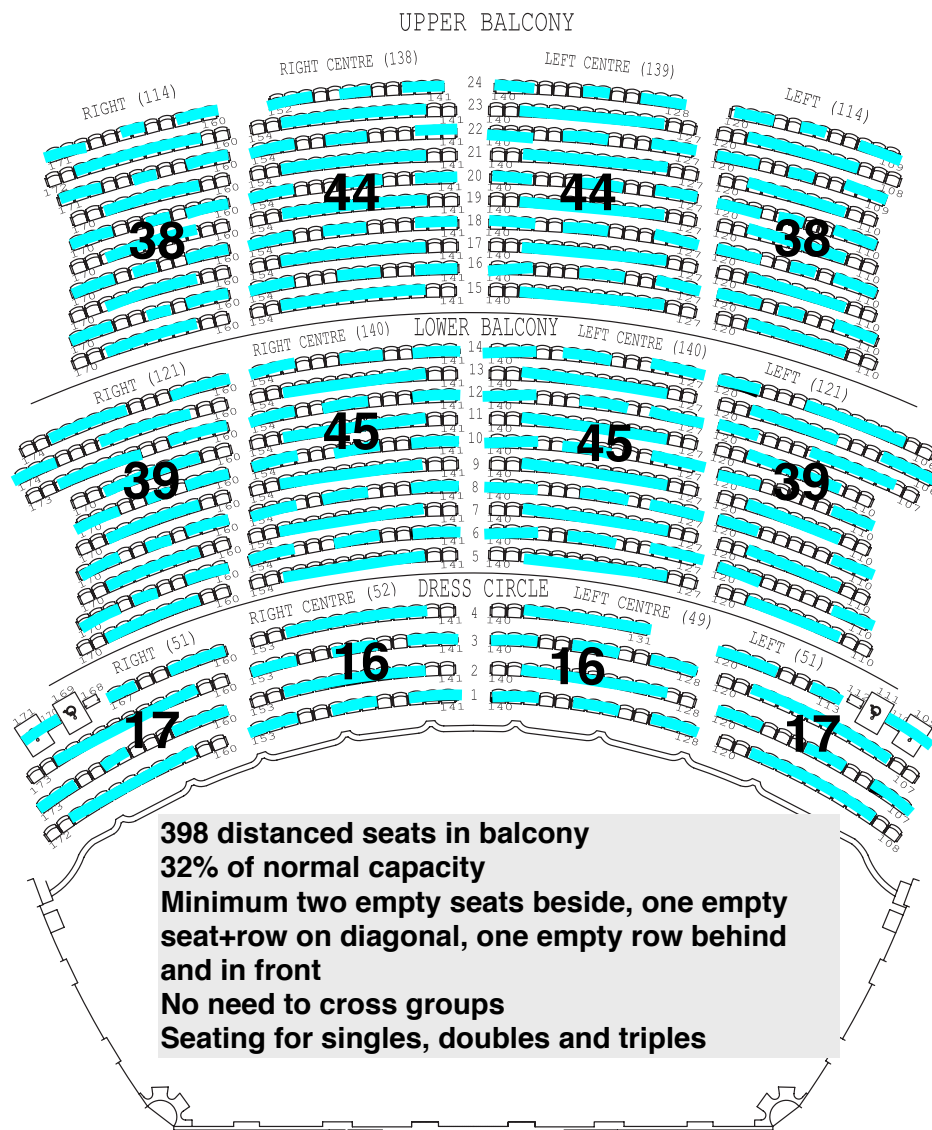
Prof. Dr. med. Dr. phil. Claudia Spahn, and Prof. Dr. med. Bernhard Richter of the Freiburg Institute for Musicians' Medicine at the University Clinic, Freiburg, conducted a series of tests with musicians of the Bamberg Symphony focussed on the diffusion of aerosols by wind and brass players. Their findings established miniscule transmission of droplets or aerosols through these instruments and no discernible risk to the musicians or those surrounding them. This study established the scientific parameters for distance and relevant shielding between musicians of the wind and brass instrument groups.

Event Safety Alliance Reopening Guide

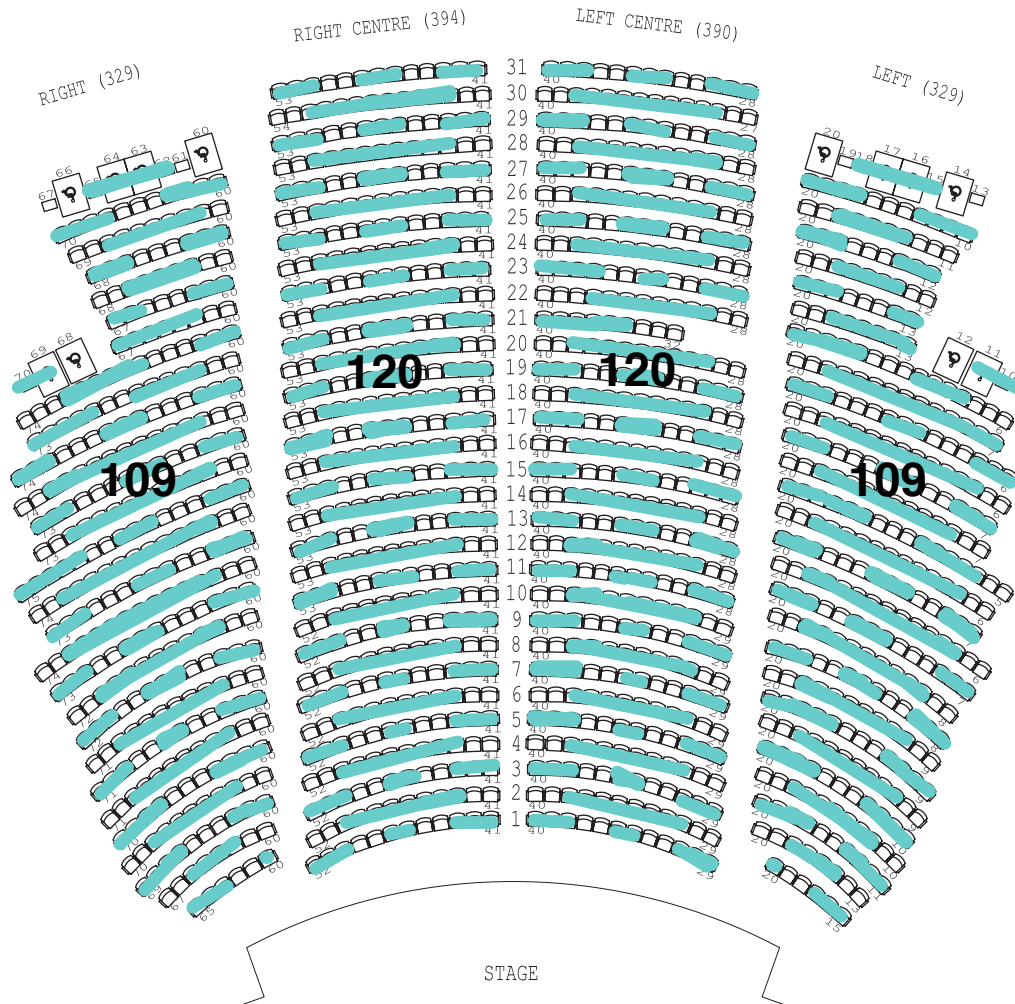
<https://www.eventsafetyalliance.org/esa-reopening-guide>

A North American guide offering vigilant standards for backstage, technical, stage crew and performer conduct and coordination.

Appendix 3: Socially Distanced Seating Charts



ORCHESTRA



**458 socially distanced seats
32% of normal capacity**