



COVID-19

**REOPENING PLAN FOR
TO LIVE VENUES**

A PLAN FOR A SAFE REOPENING

TO Live's top priority is a commitment to the health and safety of staff, patrons and partners. In order to ensure a safe re-opening, TO Live has developed policies, practices and procedures that will allow for current and future business to proceed. We believe that TO Live has an opportunity to set the standard in the performing arts industry for COVID-19 health and safety measures.

This plan considers a broad range of stakeholders including patrons, employees, visiting companies, contractors, and artists.

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GUIDING PRINCIPLES FOR A SAFE RE-OPENING

TO Live's enhanced COVID-19 precautions are focused around three guiding principles that work together to ensure health and safety – **Prevent, Limit and Audit.**

1. Preventing COVID-19 from entering venues
2. Limiting the spread of COVID-19 within our venues
3. Auditing of COVID-19 strategies

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1. PREVENTING COVID-19 FROM ENTERING

Preventing COVID-19 from entering any of TO Live's venues is the best strategy to protect the health of all stakeholders. Workplace COVID-19 testing is currently in use as follows:

SYMPTOM SCREENING

- Active screening questionnaires (electronic, and paper if necessary).
- Contact tracing is integrated into the screening process, if required by public health authorities.

ACTIVE TEMPERATURE SCREENING

- Health Canada licensed fever-detection system is present at each staff and audience entrance.

1. PREVENTING COVID-19 FROM ENTERING

VACCINATIONS

- On August 19, 2021, the City of Toronto announced mandatory vaccinations for all City employees.
- Following the City's lead, effective immediately, **TO Live requires all employees (including part-time, full-time, casual, or term employees, volunteers, and students), working at a TO Live venue to be fully vaccinated and to provide proof of their vaccination status.**
- TO Live also requires **all independent consultants, artists, contractors, agency provided staff, and others working at TO Live venues or with TO Live employees** to be fully vaccinated and to provide proof of their vaccination status.
- On September 1, 2021, the Ontario Government, in consultation with the Chief Medical Officer of Health, announced that all members of the public entering certain businesses and settings must be fully vaccinated and provide proof of their vaccination status from September 22, 2021.
- In accordance with the Ontario Government announcement, as of September 22, 2021, **TO Live will require all members of the public entering any TO Live venue to provide proof of full vaccination upon entry.**

2. LIMITING THE SPREAD

The TO Live [COVID-19 Workplace Safety Plan](#) outlines standard precautions including physically distanced lines, plexiglass barriers, masks, gloves, hand sanitizer, disinfection, etc.

Enhanced strategies to limit the spread of COVID-19 at TO Live venues include:

SURFACE DISINFECTION:

- Electrostatic sprayers are used to target areas that may have been exposed to COVID-19 and other infectious microbes. They are well-suited for irregular surfaces with multiple angles and very effective at disinfecting large areas quickly.
- UV-C lighting is also used for surface disinfection of shared equipment which comes in close contact with individuals' mouths including microphones, communication radios and lavalieres.

2. LIMITING THE SPREAD

UPGRADES TO AIR HANDLING SYSTEMS:

- All air handling units in TO Live's three venues are being upgraded with UV-C lights which helps with inactivating infectious agents in the air.
- Building automation systems have been reprogrammed to increase fresh air supply into all venues including a feature to allow for a pre- and post-occupancy purge sequence to flush the venues with outdoor air.
- As a by-product of breathing, Carbon Dioxide (CO₂) levels can be used to estimate the risk of airborne transmission of COVID-19 and other respiratory diseases in real time. A series of CO₂ monitors will be installed in public spaces to help building operators ensure ventilation systems are functioning as intended.

2. LIMITING THE SPREAD

WEARABLE PHYSICAL DISTANCING & CONTACT TRACING TECHNOLOGY:

- Maintaining physical distance can be a challenge for staff when the very nature of their work requires close interactions. To aid staff in maintaining physical distancing, staff will wear Bluetooth enabled devices which notify them when they come too close to other staff. The length of time and distance individuals are close to each other will be logged to help identify high risks interactions.

GBAC STAR FACILITY ACCREDITATION

- GBAC Star is a performance-based facility accreditation program developed by the [Global Biorisk Advisory Council](#). This program helps facilities develop a comprehensive system for cleaning, disinfection, and infectious disease prevention.
- TO Live was the first performing arts organization in Canada to register for this program and is on track to achieve accreditation of all facilities in late 2021.

3. AUDITING OF COVID-19 STRATEGIES

Monitoring the effectiveness of any COVID-19 prevention strategy is a challenge due to the invisible nature of the pathogen. To allow for proactive auditing of its COVID-19 strategies, TO Live has invested in a pathogen sensing and security network (POPPY).

[POPPY - Pathogen Sensing and Detection Network](#)

- This network will consist of 40 air monitoring devices which can detect 1,000+ viruses - including COVID-19 and its variants – as well as bacteria, molds, and pests.
- Installed in audience, staff, performer, and backstage areas these devices run continually with samples analyzed up to three times per week.

RENTAL CLIENTS

- **Health and safety measures have been documented and are being shared with clients** as part of ongoing communication.
- All artist contracts relating to the use/rental of any TO Live space have been amended to include:
 - New clause relating to COVID-19 Workplace Safety Plan and TO Live Protocols
 - TO Live COVID-19 Protocol (attached to contracts)
 - Revised 'Venue Unavailable' clause for added protection, should access to the venue be prevented.

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IN-VENUE EVENTS/PRODUCTION

- A **COVID-19 Monitor** is assigned to each event to ensure compliance with protocols and to answer questions.
- All event plans **ensure that physical distancing is maintained** where applicable (i.e., positioning of musicians on stage or use of barriers such as plexiglass).
- Number of personnel kept to a minimum at all times.
- All those entering any TO Live space must enter and exit through Stage Door and comply with health check procedures upon entry.

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TICKET SERVICES

- We are **reducing physical touchpoints, improving sanitation and safety** where physical touchpoints are required, and **encouraging increased adoption of digital ticketing**.
- **Incentivize digital tickets through online delivery**, managed through patrons' mobile web accounts and/or mobile wallets and Ticketmaster's app. For those requiring in-person help at the Box Office, TO Live is working with Ticketmaster to update hardware, allowing for more reliable **tap-to-pay** from both credit/debit cards and mobile devices, and **sending tickets via SMS**.
- **Encouraging digital payments** and discouraging the use of cash as much as possible. TO Live is working with Ticketmaster to support **more self-service options** for patrons, such as self-service refunds, exchanges and upgrades (where permitted).

TICKET SERVICES

- The physical setup of Box Office spaces are under review in order to **better distance placement of front-line staff**, make the employee experience as **paperless** as possible, and implement shields/barriers for the mutual protection of staff and patrons.
- All front-line departments are developing a **workplace safety plan**, which will be used to educate employees on best practices for safety and sanitation, set standards for controlling ingress/egress, make information clear and visible to guests, troubleshoot difficult scenarios, etc.
- Flexible planning options include supporting **distanced “pod” seating** scenarios, closely **limited occupancy** restrictions, **timed entry**, **contact tracing** via pre-show questionnaires in event reminders, and other possible scenarios.

COMMUNICATING HEALTH & SAFETY

- Communicating TO Live's health and safety measures is a key component of **educating the public** and building confidence for a safe re-opening.
- Health and safety measures and procedures will be communicated through a number of touch-points in order to enhance understanding and retention. They include:
 - A dedicated web page on TOLive.com which outlines and explains all measures
 - Ticket confirmation emails
 - Ticketmaster event pages
 - Pre-show emails
 - Social media
 - Earned media

COMMUNICATING HEALTH & SAFETY

- TO Live will implement an **education campaign on social media** including a series of posts, photos of safety measures, and general promotion of safety protocols.
- To **highlight new technologies and measures** that are in place, we will execute a significant earned media campaign including media tours and technical briefings. Recent press includes the following:
 - [Toronto Star - Outdoors now, indoors in the fall \(maybe\): How theatre is coming back in Ontario](#)
 - [CTV News - Ontario company aims to clear the air amid COVID-19 reopening](#)
 - [Newstalk 1010 - Ontario company aims to clear the air amid COVID-19 reopening](#)
 - [Toronto Star - Ontario is opening up for Step 3: What you need to know as you head inside to share air with strangers](#)
- TO Live **staff are receiving training** and updates on measures, policies and procedures that are in place as appropriate.

ADDITIONAL RESOURCES

1. Lights On Guide www.Lights-on.guide
2. TO Live Health Crisis Playbook (see Appendix 1)

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TO Live Health Crisis Playbook

Introduction

- The Health Crisis Playbook is meant to serve as a guide in the event of a biological incident that affects the TO Live community. It contains useful information, templates and assigns responsibility for key tasks.
- As soon as an event is identified as a health crisis, it is necessary to evaluate impacted internal/external stakeholders and coordinate both reactive and proactive communications.
- TO Live will follow the directives of the City of Toronto and Toronto Public Health (TPH).
- As a matter of protocol, Toronto Public Health is the party responsible for contacting anyone directly affected by a communicable disease. TO Live will work with TPH to communicate appropriately with customers. We understand that at times, due to volume, TPH may be unable to contact trace. If that is the case, TO Live will make best efforts to inform people as appropriate.
- TO Live will proactively and transparently communicate with staff.
- This document is supplemental to TO Live's COVID-19 Protocols and Information plan which includes a more detailed process for contacts including the Ministry of Labour, Training and Skills and Development and Workplace Safety and Insurance Board (WSIB).

Enacting the Crisis Plan

Action	Details	Person Responsible
1. Enact Plan	It is the sole discretion of the CEO to enact the plan. This typically would result from information being shared from Toronto Public Health or a City directive.	CEO
2. Inform Executive Team	Organize conference call or in person meeting. Decision made on which other groups (items 3-6 below) need to be informed based on specifics of situation.	CEO/Executive Office
3. Inform Management Team	Email to staff or conference call	CEO
4. Inform Board of Directors	Email from CEO	CEO
5. Inform Union Leadership	Email or conference call	Department VP or Director
6. Inform staff	Email	CEO

Crisis Playbook

Health crisis communications

Communication audiences	Information	Responsibility
TO Live Board Chair		
TO Live Board of Directors	• Details of event including any facts available • Assessment of risk factors based on advice from health authorities • Impacts (e.g. operational, finance, reputational) • Steps being taken including communications with affected parties (following the lead of health authorities)	TO Live CEO
TO Live Executive Team	• Operational implications • Notification (internal / external stakeholders) • Next status update (frequency) • Contact information (key contact to field questions/concerns)	
Employees	• Details of event including any facts available • Assessment of risk factors based on advice from health authorities • Steps being taken including communications with affected parties (following the lead of health authorities) • Operational implications • Next status update (frequency) • Notification (internal / external stakeholders) • Contact information (key contact to field questions/concerns)	TO Live CEO, VP Marketing and Communications, Director, Human Resources

Crisis Playbook

Health crisis communications (cont'd)

Communication audiences	Information	Responsibility
Risk/Corporate/Rentals with Possible Exposure	• Details of event including any facts available • Assessment of risk factors based on advice from health authorities • Steps being taken including communications with affected parties (following the lead of health authorities) • Operational implications – status of current, future productions/rentals • Next status update (frequency) • Contact information (key contact to field questions/concerns)	Marketing writes, Programming sends
Vendors	• Details of event including any facts available • Assessment of risk factors based on advice from health authorities • Steps being taken including communications with affected parties (following the lead of health authorities) • Operational implications – status of current, future productions/rentals • Next status update (frequency) • Contact information (key contact to field questions/concerns)	Marketing writes, Operations sends

Crisis Playbook

Cyber crisis communications (cont'd)

Communication audiences	Information	Responsibility
Media (Reactive)		
	• Details of event including any facts available • Assessment of risk factors based on advice from health authorities	CEO or VP Marketing
Media (Proactive)	• Steps being taken including communications with affected parties (following the lead of health authorities)	
	• Operational implications (e.g. status of venues) • Measures in place	
Social Media (Reactive)	• Notification (external/internal stakeholders) • Consumer support including ticket refund/postponement information	VP Marketing
	• Next status update (frequency) – *if necessary	
Social Media (Proactive)	• Media contact information (key contact to field questions/concerns)	
Box Office		Director, Ticketing

Crisis Playbook

Cyber crisis communications (cont'd)

Communication audiences	Information	Responsibility
Customers	• Details of event including any facts available • Assessment of risk factors based on advice from health authorities • Steps being taken including communications with affected parties (following the lead of health authorities) • Operational implications (e.g. status of venues) • Measures in place to protect customers • Notification (external/internal stakeholders) • Consumer support including ticket refund/postponement information • Next status update (frequency) – *if necessary • Contact information for relevant public health authorities	CEO
Other Performing Arts Venues	• Details of event including any facts available • Assessment of risk factors based on advice from health authorities • Steps being taken including communications with affected parties (following the lead of health authorities) • Operational implications – status of current, future productions/rentals • Next status update (frequency) • Contact information (key contact to field questions/concerns)	CEO

Health Crisis Playbook

Supporting communications materials

Below is a sample communications for a health scenario. Communications below will need to be tailored to the specific situation; however the core messages below can be leveraged for a quick response.

Scenario	Scripted message
General Health Incident [Toronto Public Health or other party informs TO Live of a person with a health concern having attended a venue, staff infection etc.]	First communication • We have been informed by [ORGANIZATION] that [DETAILS OF HEALTH SITUATION] . • Our top priority is the health and safety of employees, customers, partners, and communities we serve . • We are following direction from Toronto Public Health to ensure that anyone who may have been exposed is being contacted. • Their advice is as follows [INSERT LANGUAGE FROM TPH] • I recognize that these are difficult times and that this information may be concerning. We are committed to working together to ensure a safe work environment for everyone. • With that in mind, we have made the following decisions (TBD based on situation: • Status of building (will it stay open?) • Cleaning regiment • Work from home (for those who can) • I will update you with additional information as it becomes available. • Additional resources area available at [TPH website link] and [TIPS FOR STAYING SAFE]. • If you have specific questions, please contact your manager or any member of the executive team.

Crisis Playbook

Possible Scenarios

Below are sample considerations for various health scenarios.

Type of health scenario	Considerations
Infected customer at venue	• Who communicates with customers (e.g. TPH or TO Live) • Decision around operations of venue and future productions • How to deal with refunds
Infected staff member	• Decision around operations of venue • Work from home for those who can • How to deal with refunds
Government order to shutdown venues (could be done by size of audience)	• Work from home for those who can
Production chooses to cancel	• Positioning to staff and customers • How to deal with refunds • How it may affect other productions

Cancellation Process

- The decision to cancel any given event typically resides with the client/promoter of the event or Clyde for TOL risk presentations. If TO Live were to be advised by Toronto Public Health (TPH) that cancellation of events was required, we would adhere to this determination.
- Before triggering cancellation, TO Live's Producing/Programming team assesses contractual/financial consequences/requirements of cancellation, and confirm with the rest of the internal team when the cancellation process can proceed. If this is a risk presentation, the artist is notified at this point by Programming/Producing
- TO Live, the client/promoter and Ticketmaster (for ticketed events) work jointly to create communications to ticket holders about the cancellation, as well as a message for public posting on the event pages and other physical and online sources (if applicable).
- Once the communication is approved by all parties, it is deployed to TO Live staff and key stakeholders. Individual departments are responsible for adjusting staffing and work accordingly.
- For ticketed events, the communication is also deployed to ticket holders, and the Refund Process commences.

Refund Process

- When ticketed events are cancelled, ticket holders are entitled to a full refund of all ticket costs and fees.
- Following deployment of the approved cancellation communication, TO Live's Box Office works with Ticketmaster to clear all patron accounts and refund costs and fees using the original methods of payment.
- For cash and debit payments, ticket holders are offered an alternative refund method, including credit card or cheque refunds. Any ticket holders unwilling/unable to accept this accommodation must visit a TO Live Box Office for an in-person cash or debit refund.
- If any tickets were issued as Consignment tickets by clients/promoters, the clients/promoters are solely responsible for reimbursement to patrons and for the return of all Consignment tickets to TO Live.
- Unless ticket sales were especially low, TO Live staffs a compliment of Box Office agents on cancelled show dates to provide service to any patrons who may have missed the cancellation communication.

Agenda for Meeting to Enact Plan

- Situational update
- Assessing who is affected
- Communicating with staff
- Communicating with customers
- Communicating with media/social media
- Venue implications?
- Implications for future shows?
- Are we providing refunds?
- Work from home?
- Cleaning protocols
- Next meeting date/time