

Saskatchewan Arts Alliance

COVID-19 Impact Survey: Cultural Organizations

Saskatchewan Arts Alliance
June 2020



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Introduction

This survey was conducted by the Saskatchewan Arts Alliance to assess the initial impact on cultural organizations in Saskatchewan resulting from the implementation of social distancing due to COVID-19. The goal is to use these data to understand strategies that mitigate the impacts of the pandemic in our cultural sectors. This survey is focused on ensuring that mitigation plans are grounded in the current lived experience of our cultural organizations and informed by our community's input on solutions. Once this crisis is behind us, a follow-up survey will allow SAA a more thorough analysis of the actual impacts on our arts and cultural sector.

Methodology

The online survey was conducted over from April 3rd - 20th, 2020 with a total of 33 responses. Invitations to participate were distributed by email on April 3rd and with subsequent email reminders to SAA member organizations and SAA mailing list subscribers. Recipients were encouraged to share the survey invitation with their colleagues in other organizations. Survey links were also provided on the SAA website.

The survey was designed based on initial community responses to COVID-19 restrictions and the identified need to gather data in order to provide information on the kinds of supports lost and needed to mitigate the impacts of the pandemic in our cultural sectors. The survey format included demographic questions, dichotomous questions, open-ended questions, multiple choice and multiple select questions, and text responses. Participants were asked to provide information about their organization, organizational circumstances both before and during the initial restrictions due to COVID-19, to identify impacts to their organization in the short term and estimate impacts ongoing. Survey respondents were also asked to identify any perceived benefits to their organization as a result of adopting restrictions due to COVID-19.

Summary

The key results of this survey indicate significant disruption to organizational operations from necessary restrictions due to COVID-19. While operations and some programming can function remotely, making those necessary changes in a short time has strained the capacity of organizations. Many organizations are working hard to reconfigure program planning in the context of uncertainties regarding lockdown and restriction timelines. While many identify benefits to their organization in building operational and programming flexibility and extending contingency planning, there is widespread significant concern regarding funding and finances both short and long term, and potential impacts on organizational viability.

Survey Results

The online survey was conducted from April 3rd to April 20th, 2020. The 33 organizational participants responded to a series of questions that included demographic questions, dichotomous questions, open-ended questions, multiple choice and multiple select questions, and text responses.

Survey participants were asked to provide details about their organization to help contextualize the impacts of this crisis within the context of the type of organization, funding structure and mandate.

Respondents were asked to identify their type of organization, checking all categories that apply and describing any categories not included in the list provided. There were 33 responses.

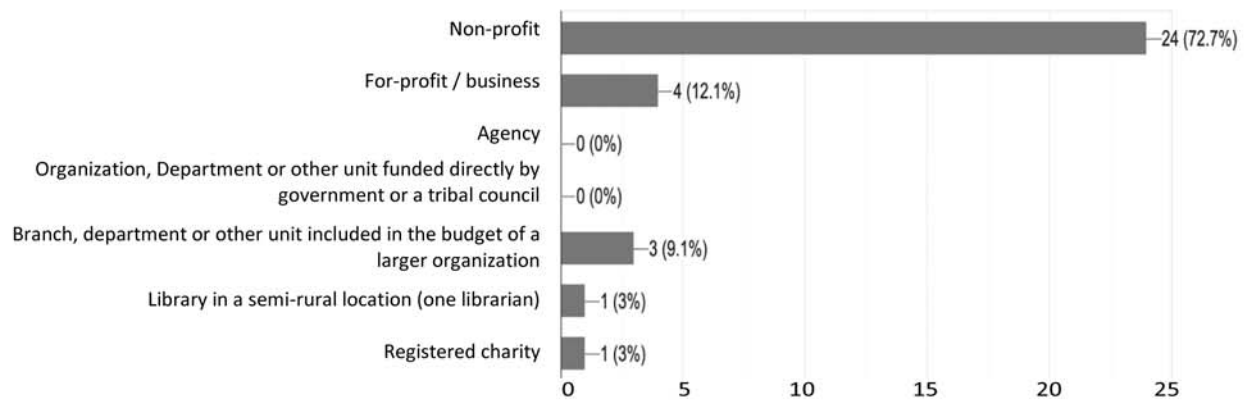


Figure 1. Types of organizations.

Participants who identified their organizations as non-profit were asked to either choose or to describe the category of their organization. There were 26 responses.

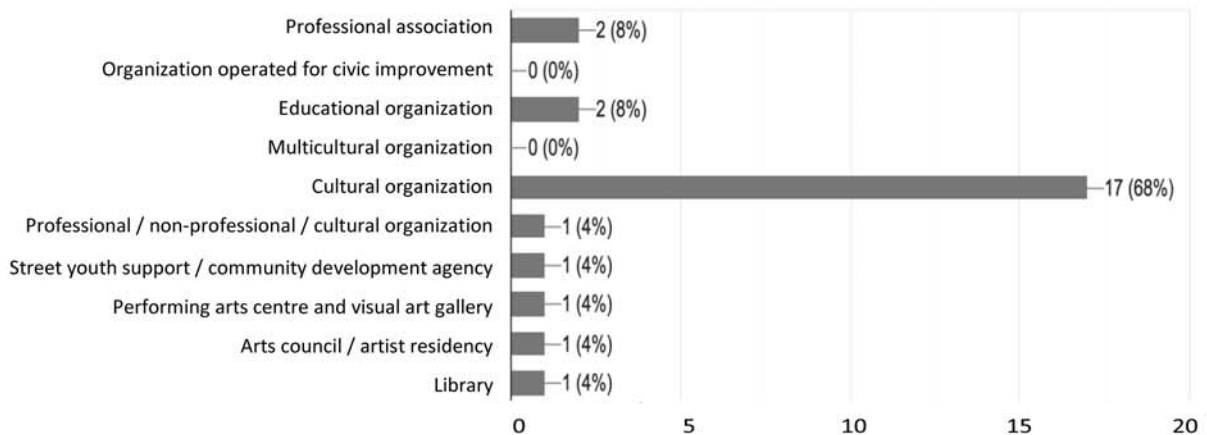


Figure 2. Categories of non-profit organizations.

Participants were asked if their organization normally offers public admission, programs, events and / or targeted services for groups of more than five people at a time. There were 32 responses.

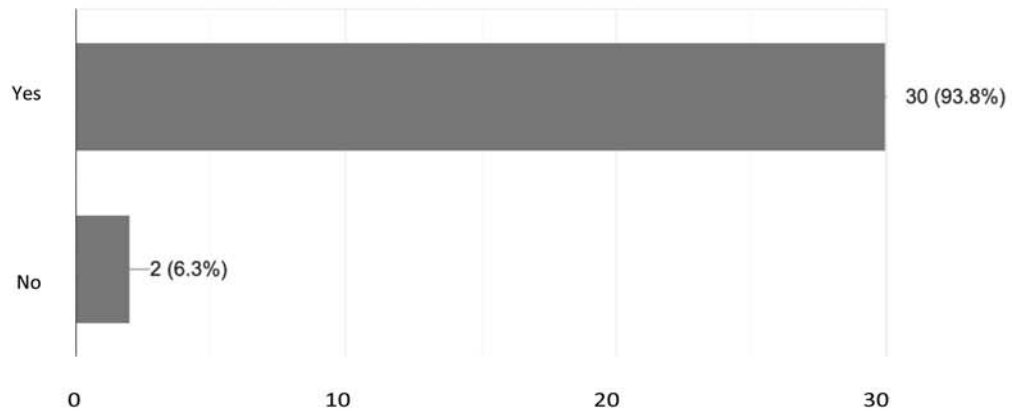


Figure 3. Attendance numbers.

Respondents were asked if heritage is the primary focus of their organization. There were 32 responses.

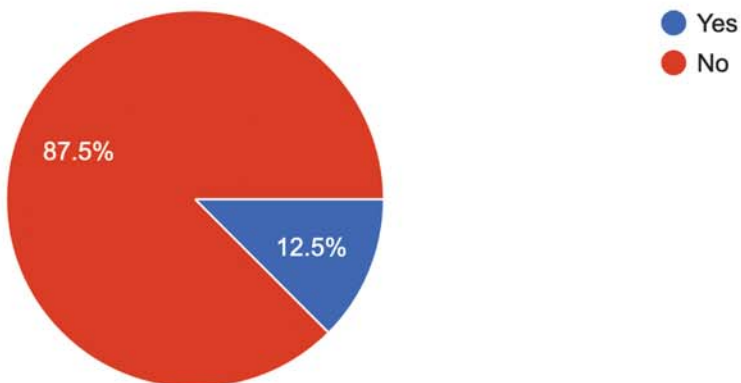


Figure 4. Organizational focus.

Participants who identified heritage as the primary focus of their organizations were asked to choose or to describe their type of heritage organization, checking all categories that apply. There were 6 responses.

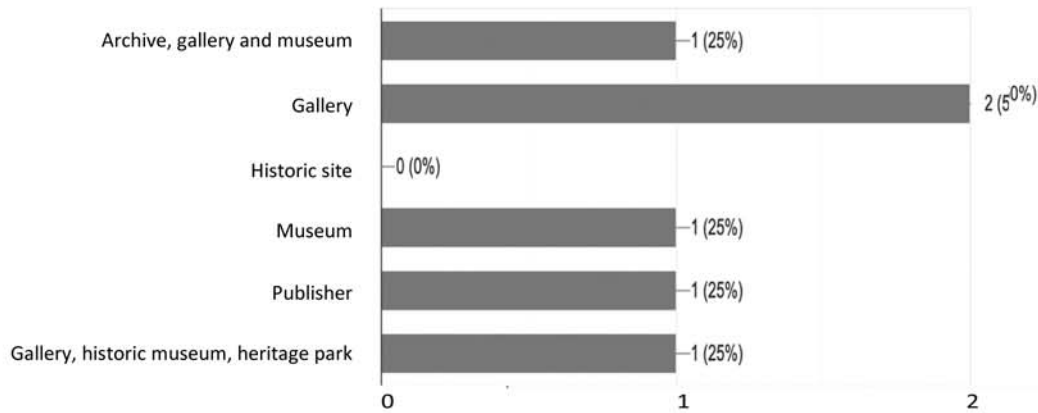


Figure 5. Types of heritage organizations.

Respondents were asked if their business or organization is concerned with the arts. There were 33 responses.

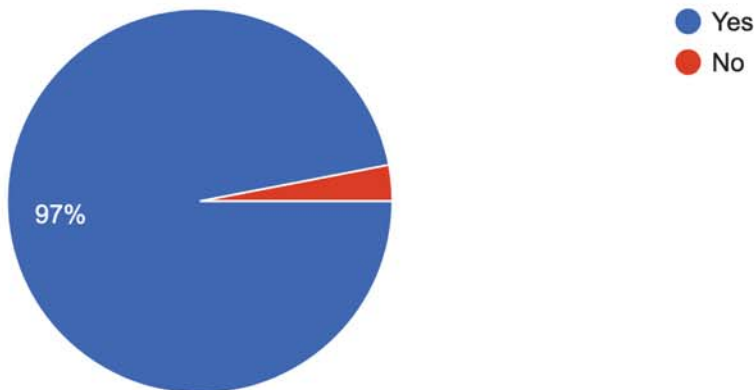


Figure 6. Businesses or organizations concerned with the arts.

Survey participants were asked to identify the arts discipline that most closely relates to the primary arts focus of their organization or business, describing any category applying to them not included in the list provided. There were 32 responses.

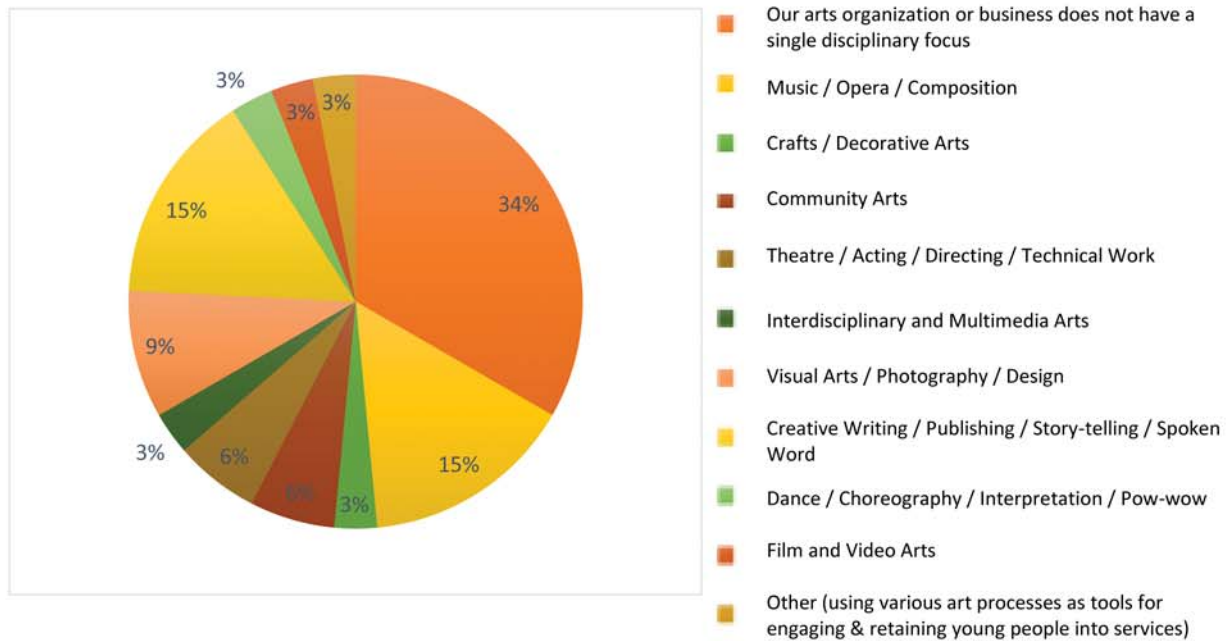


Figure 7. Arts disciplines at organizations.

Respondents were asked if their organization offers educational programming or is an educational institution. There were 33 responses.

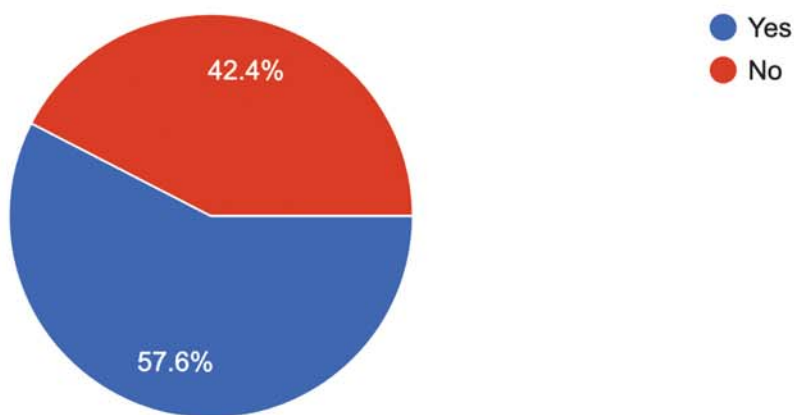


Figure 8. Educational programming and educational institutions.

Participants were asked to identify the level of learners served by their educational programming, selecting all that apply. There were 19 responses.

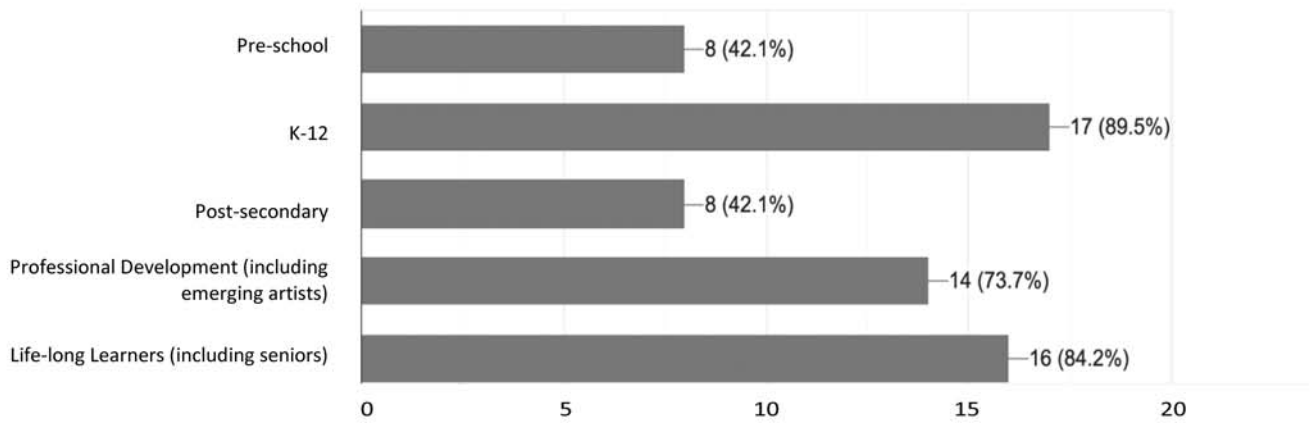


Figure 9. Levels of learners served by educational programming.

Respondents were asked if their organization is a library. There were 31 responses.

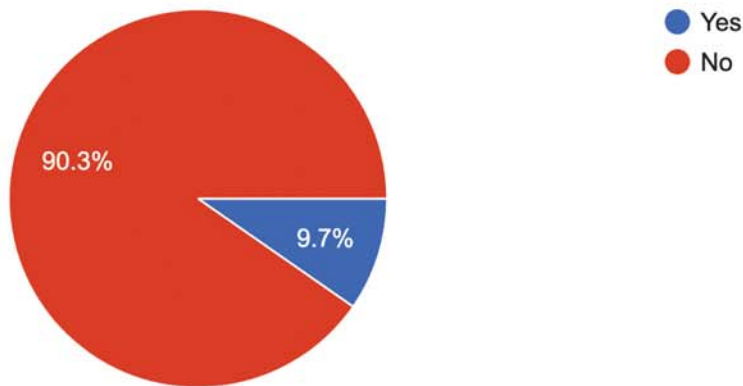


Figure 10. Libraries.

Participants were asked to identify the public events or services hosted or engaged in by their organizations associated with art forms, selecting all that apply and describing any forms not included in the list provided. There were 31 responses.

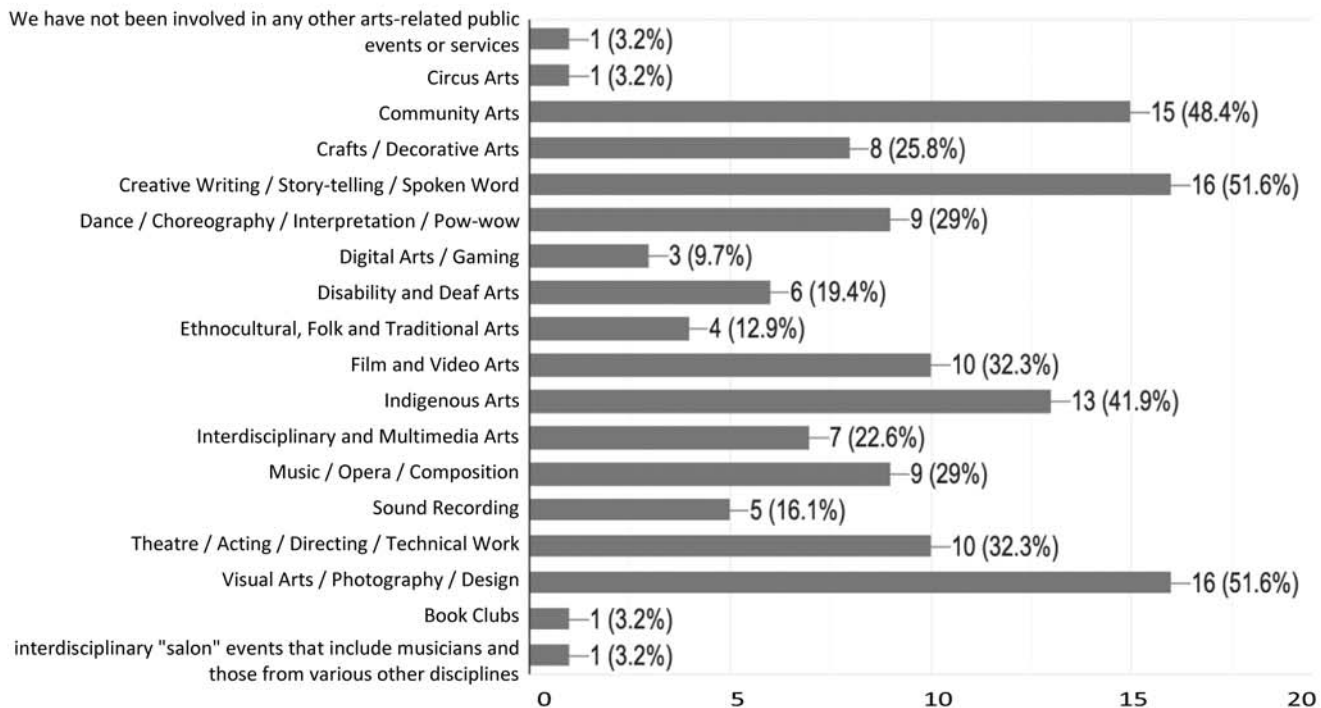


Figure 11. Public events and services associated with art forms.

Participants were asked to describe what other other types of live public gatherings or targeted services outside the arts organized and / or hosted by their organization. There were 24 responses to the question. A selection of those responses is provided here.

- Fundraisers, Art Openings, Symposiums, Performances, etc.
- Art Exhibits, tour of the museums, fund raising events, BBQ, pancake breakfast, International Food Fest, Book Sales, Bus trips to casinos, Silent Auctions for fund raising
- We are a venue rental facility so groups rent our gallery spaces for private events including business events, community service organization fundraisers, etc. which serve the community and generate revenue for us; also we host some local art and craft sales and fairs.
- Physical activities mostly for children
- Annual Saskatchewan Country Music Awards Weekend. This includes two Awards Shows, Showcases, developmental workshops and a tradeshow.
- Book signings, launches and author readings.
- Theatre productions, art installation, presentations, workshops
- Guided walks

Participants were asked to specify the seasonal nature of live public programming at their organization, checking all options that apply and describing program scheduling not included in the options provided. There were 31 responses.

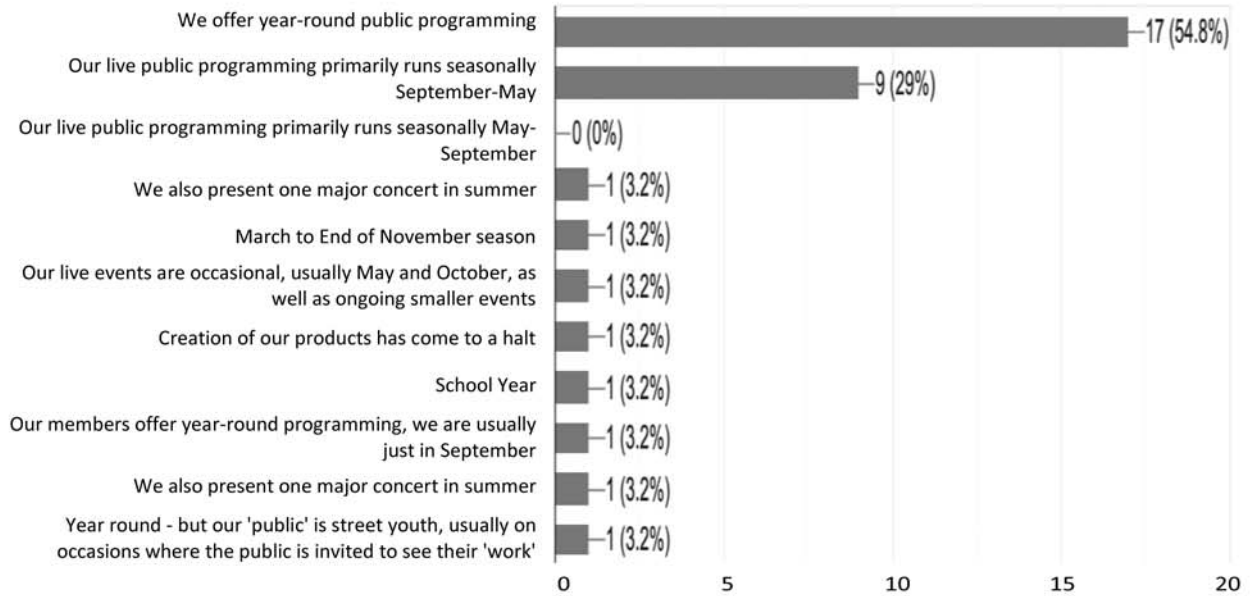


Figure 12. Seasonal nature of live public programming.

Participants were asked to indicate the value at the beginning of their current fiscal year of any associated endowment, foundation or trust from which their organization can draw funds to support operating, project, capital or other types of expenses. Five of the 15 responses provided information on value.

- foundation annual allocation: below \$1000
- \$2.9M
- 70,000
- 1,237,572
- \$400,000

Participants were asked if their organizations held reserves at the beginning of their current fiscal year, and if so to indicate the amount. Of the 23 respondents, 19 provided information about reserve amounts

- \$150,000
- \$67,000
- \$55,387
- \$5,000
- \$80,000
- about \$2000
- \$140,000 in accumulated surplus
- \$20,000
- \$16,000
- \$101,300
- \$8,000
- \$5,000
- \$21,000
- \$580,000 in Internally Restricted Funds
- \$400,000
- About \$30,000
- \$20,000
- \$650,000 Capital Reserve
- Unknown

Respondents were asked if their organization is currently engaged in any major capital building projects. There were 32 responses.

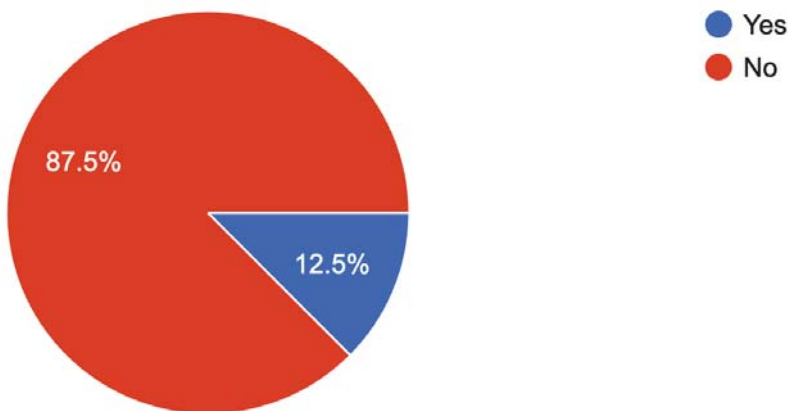


Figure 13. Organizations engaged in major capital building projects.

Respondents were asked to provide the total cost of current capital projects. There were 3 responses to this question.

- 13,000
- 243,000
- \$200,00

Respondents were asked to indicate the percentage capital project funding that is currently secured.

- Unknown at this time
- 100%
- 75%

Survey respondents were asked to provide information on their organization's approximate anticipated revenue in various areas.

Earned income (ticket or product sales, gift shop, rental, fees, etc.). There 28 responses.

- | | | |
|-------------|------------------|-------------|
| • \$60,000 | • \$72,978 | • \$15,000 |
| • \$15,000 | • About \$35,000 | • \$50,000 |
| • \$48,000 | • \$14,000 | • \$5,0000 |
| • \$156,795 | • \$75,000 | • \$35,400 |
| • 0 | • \$135,000 | • \$724,757 |
| • 0 | • \$59,150 | • \$58,000 |
| • \$107,500 | • \$4900 | • \$5000 |
| • \$16,000 | • \$1000 | • \$70,000 |
| • \$10,000 | • \$8500 | |
| • \$715,000 | • \$1.883M | |

Contributed revenue (fundraising, sponsorships, donations, partnership contributions, etc.). There were 26 responses.

- | | | |
|-------------|--|-------------|
| • \$40,000 | • \$6000 | • \$4500 |
| • \$55,280 | • 0 | • \$5000 |
| • \$2500 | • \$500,000 | • \$500,000 |
| • \$8525 | • About \$50,000 | • \$20,000 |
| • \$57,500 | • \$58,250 | • \$8000 |
| • \$3000 | • \$3115 | • \$578,300 |
| • \$30,000 | • \$90,000 | • \$16,000 |
| • \$594,105 | • \$2500 | • \$10,000 |
| • \$50,000 | • \$24,000 (amount larger than usual due to a gift from an estate) | |

Grants or allocations (government, lotteries, agency, external foundation, etc.). There were 28 responses.

- | | | |
|---------------|-------------|-------------------|
| • \$450,000 | • \$300,000 | • \$87,600 |
| • \$581,756 | • \$60,000 | • 0 |
| • \$38,600 | • \$8000 | • \$3.5 million |
| • \$385,000 | • \$3875 | • About \$300,000 |
| • \$0 | • \$8000 | • \$5000 |
| • \$140,187 | • \$36,500 | • \$5000 |
| • \$2200 | • \$837,758 | • \$45,000 |
| • \$40,000 | • \$228,000 | • \$789,000 |
| • \$1,500,636 | • \$390,000 | • \$5000 |
| • \$10,000 | | |

Investment Income (including trusts, foundations focused on the organization). There were 19 responses.

- | | | |
|-------------|------------|----------|
| • 0 | • 0 | • 0 |
| • 0 | • \$5000 | • 0 |
| • \$1838.65 | • \$0 | • \$200 |
| • \$1000 | • \$500 | • \$1050 |
| • \$87,500 | • \$12,000 | • \$1100 |
| • \$817,000 | • \$250 | • 0 |
| • \$5000 | | |

Other sources of income. There were 8 responses.

- | | | |
|-------------|------------|----------------|
| • \$300,000 | • 0 | • about \$2500 |
| • \$7,000 | • 0 | • \$500 |
| • 0 | • \$20,000 | |

Respondents were asked to indicate the financial costs of COVID-19 has to date, checking all options that apply and describing any effects not included in the list provided. There were 32 responses.

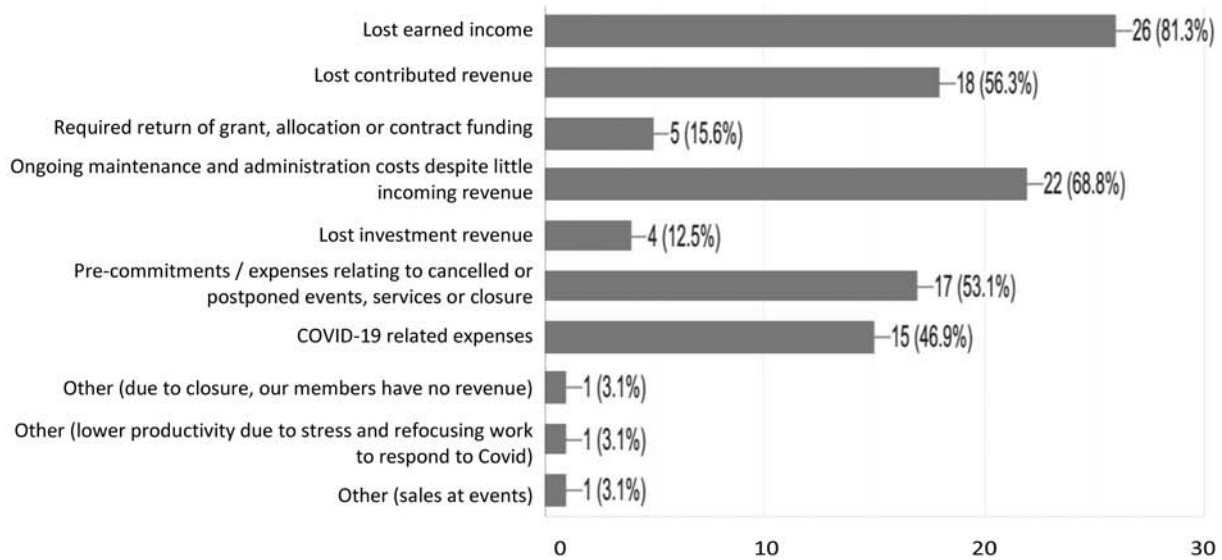


Figure 14. Financial costs of COVID-19.

Respondents were asked to estimate the total financial cost to their organization of the pandemic to date. There were 29 responses.

- \$35,000
- \$8000
- \$13,840
- \$100,000
- \$1000
- \$6000
- \$5500
- \$5000
- \$50,000
- probably no more that a couple of hundred dollars
- \$5000
- \$2000
- \$15,000
- \$30,000
- \$10,000
- \$115,000
- \$500,000
- \$20,000
- \$218,844
- Unable to do that at this time.
- \$6000
- \$5000
- \$10,000
- \$10,000
- \$20,000
- \$6520
- \$1000
- \$4000
- Not much yet, but will be significant in months' ahead

Participants were asked to estimate and / or explain the additional projected costs to their organization if the limitation on public gatherings and services continues through June, 2020. There were 29 responses.

- \$100,000
- All of our club activities have been shut down including any fundraising.
- 0
- \$27,688
- \$200,000
- \$20,000
- \$5000
- \$5284, loss of fund raising dollars
- \$1000, summer fundraising lost.
- We've cancelled the remainder of our season. No activities until July.
- \$5000
- \$4000
- \$2000 loss of revenue from professional development workshop registrations and product sales
- Staff would continue to lose wages. Not much else.
- \$20,000
- \$5000
- Just working on this. Don't have an answer yet.
- \$5000
- None
- \$500,000
- no additional losses expected.
- At least \$20,000.
- \$1500
- 0
- Cannot estimate at this time but it would be terrible.
- \$40,000
- \$667,903
- \$20,000 (delay and cancellation of production, as some intended subjects are time-sensitive)
- ongoing administration: communication, contacts, tentative planning/booking far ahead

Respondents were asked to indicate the impact of COVID-19 on their organization, checking all options that apply and describing impacts not included in the list provided. There were 33 responses.

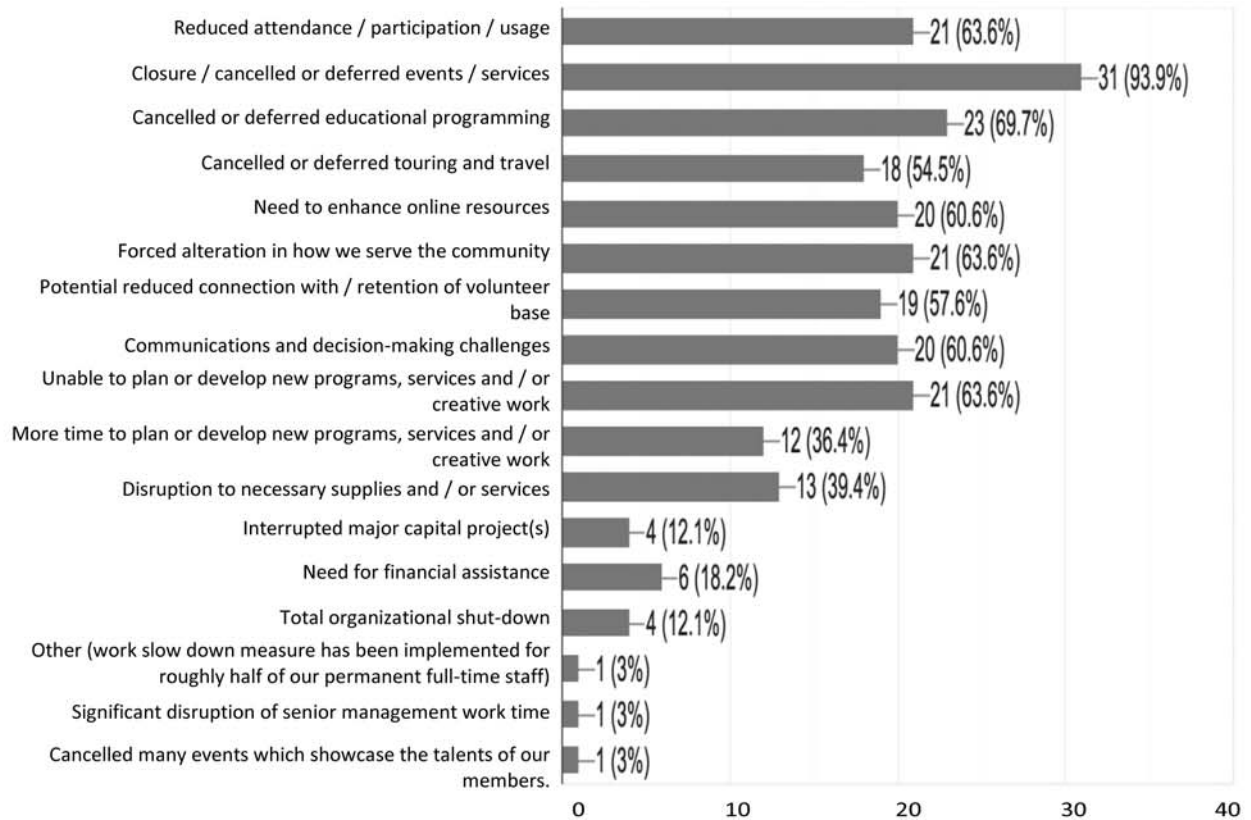


Figure 15. Impacts from COVID-19.

Respondents were asked to identify the ways that COVID-19 has impacted working conditions within their organization, checking all options that apply and describing impacts not included in the list provided. There were 33 responses.

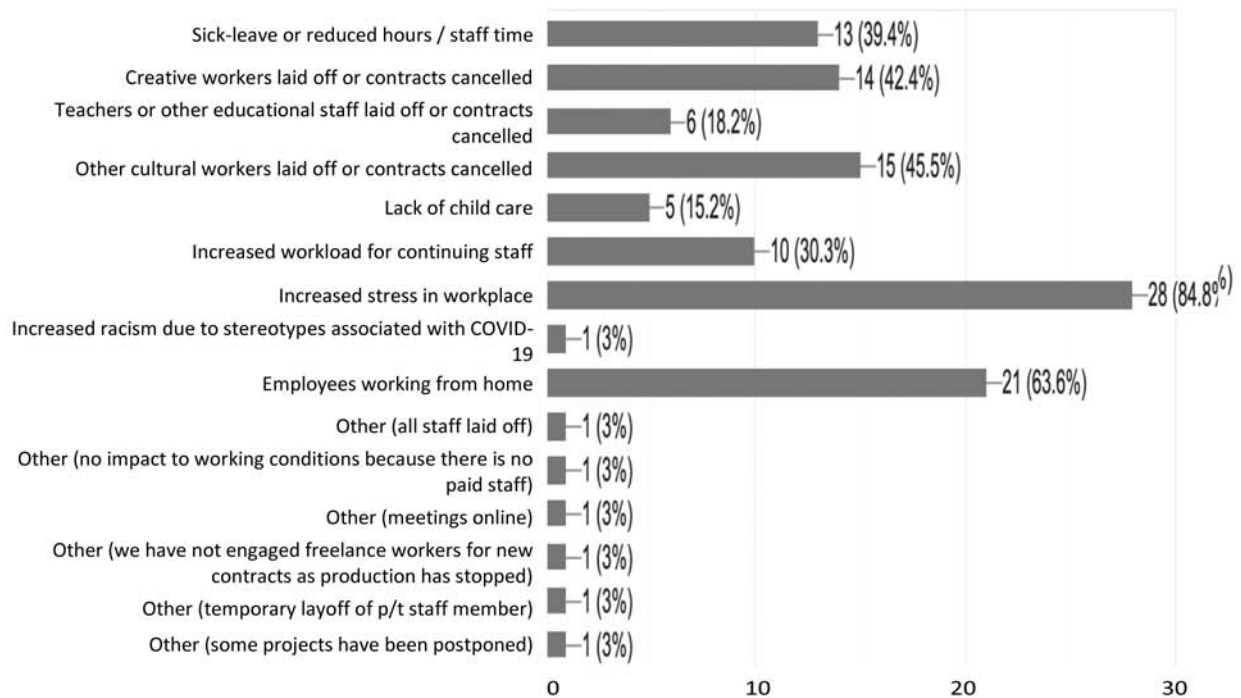
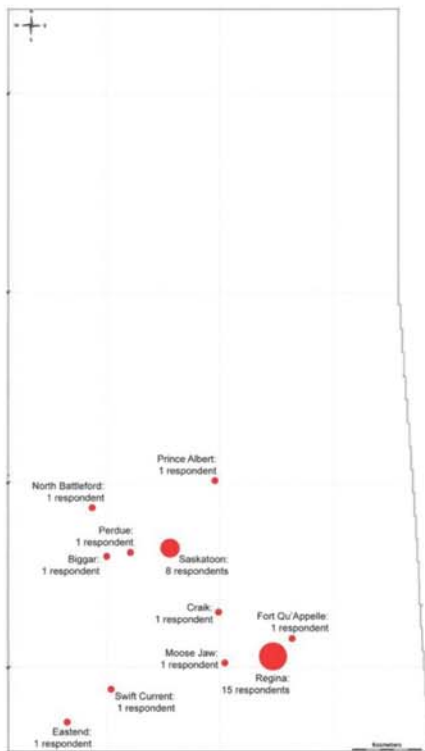


Figure 16. Impacts on working conditions from COVID-19.



Respondents were asked to provide the postal code of their organization's official mailing address. There were 32 responses.

Figure 17. Locations of survey respondents.

Respondents were asked to indicate the number of full-time staff employed by their organization at the beginning of the fiscal year and at the time of the survey.

- | | | |
|-----------|---------|-----------|
| • 5 / 5 | • 0 / 0 | • 0 / 0 |
| • 4 / 4 | • 2 / 2 | • 25 / 20 |
| • 0 / 0 | • 0 / 0 | • 1 / 1 |
| • 22 / ? | • 1 / 1 | • 1 / 1 |
| • 3 / 3 | • 1 / 1 | • 0 / 0 |
| • 0 / 0 | • 3 / 2 | • 3 / 3 |
| • 0 / 0 | • 0 / 0 | • 6 / 6 |
| • 2 / 0 | • 0 / 0 | • 26 / 14 |
| • 0 / ? | • 0 / 0 | • 3 / 3 |
| • 45 / 40 | • 0 / 0 | • 0 / 0 |
| • 12 / 12 | • 0 / 0 | • 1 / 1 |

Respondents were asked to indicate the number of part-time staff employed by their organization at the beginning of the fiscal year and at the time of the survey.

- | | | |
|-----------|---------|-----------|
| • 0 / 0 | • 1 / 1 | • 1 / 1 |
| • 1 / 1 | • 0 / 0 | • 0 / 0 |
| • 5 / 5 | • 0 / 0 | • 14 / 6 |
| • 0 / 0 | • 0 / 0 | • 0 / 0 |
| • 7 / 7 | • 0 / 0 | • 0 / 0 |
| • 3 / 3 | • 0 / 0 | • 1 / 0 |
| • 0 / 0 | • 1 / 0 | • 1 / 0 |
| • 0 / 0 | • 3 / 3 | • 22 / 34 |
| • 1 / 1 | • 0 / 0 | • 0 / 0 |
| • 50 / 25 | • 2 / 0 | • 0 / 0 |
| • 5 / 5 | • 1 / 0 | • 2 / 1 |

Survey participants were asked to indicate the reach of their organization, checking all options that apply. There were 33 responses.

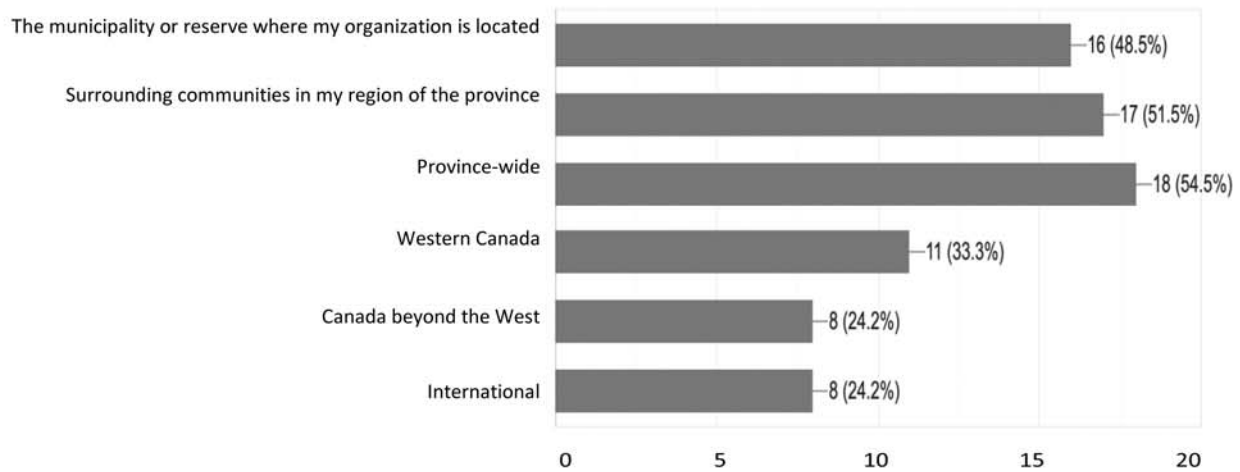


Figure 18. Organizational reach.

Respondents were asked to estimate the number of artists that have been affected by the effects of COVID-19 on their organization (loss of salary, work, contract, exhibition, etc). There were 28 responses.

- 20
- 1
- 15
- 5
- 4
- 30+
- Unknown. - 6?
- 15
- 20
- 50- 100 artists for a variety of programs and projects
- 10
- 300
- 36
- 80
- 200
- none
- 9
- More than 100
- 20
- Every gallery in Saskatchewan is closed to public, every artist they represent, maybe 1,200
- 25
- 3
- 7
- 12
- 175
- 20
- 18
- 100

Respondents were asked to estimate the number of other cultural workers that have been affected by the effects of COVID-19 on their organization (loss of salary, work, contract, exhibition, etc). There were 25 responses.

- | | | |
|---|---|--|
| • 5 | • 1010 | • 5 |
| • 10 | • 3 | • 5 |
| • 2 | • 6 | • 100 |
| • 4 | • 3 | • 200 |
| • 140 | • 1 | • none |
| • 3 | • 2 | • not sure |
| • 3 | • 0 | • 1000 (very hard to estimate as all book stores are closed) |
| • 48 Volunteer Member Groups | • More than 100 | |
| • 3 (contract workers for whom no new contracts were created) | • unsure (venues, businesses, agencies) | |

Survey participants were asked to estimate the number of potential participants in educational programs that have been affected by the effects of COVID-19 on their organization (teachers, students, seniors, etc). There were 27 responses.

- | | | |
|--------|--------|---------|
| • 2000 | • 100 | • 20 |
| • 100 | • 100 | • 6 |
| • 10 | • 60 | • 100 |
| • 0 | • 100 | • 500 |
| • 500 | • 0 | • 1 |
| • 80 | • 100 | • 100 |
| • 50 | • 1000 | • 0 |
| • 0 | • 300 | • 10000 |
| • 1200 | • 200 | • 20000 |

Respondents were asked to estimate how many other arts or cultural organizations, businesses, and schools have been affected by changes to their organizational programming or services. There were 26 responses.

- 35
- 10
- 12
- 200
- 3
- 0
- 5
- 48
- 5
- 10
- 2
- 15
- 500
- 4
- 30
- 3
- 50 - 100
- 500
- 3
- 100
- 6
- 30
- 80-100
- 15 - 20
- 4
- we share books across the province, so all the libraries in the province are somewhat affected

Survey participants were asked to estimate how many other members of the public their organization would have been expected to serve between the time of the survey and onset of COVID-19, over and above the number of people visiting the venue and / or participating in programming or services. There were 30 responses.

- 1000
- 100
- na
- 100
- 600
- unsure
- 100
- thousands
- 20
- 1200
- 250
- 200
- 1,125
- 25,000
- 500
- 100 to 200
- 1200
- 300- 500
- 500
- 500
- 250
- 50
- 300
- 500
- 750
- 3000
- 150
- 80
- 8514
- 50000

Respondents were asked to describe any further impacts on others due to the effects of COVID-19 on their organization. There were 21 responses. A selection of those responses is provided here.

- The ability to get sponsorship for our major event will be majorly impacted. Meaning our event (in September) will either need to change significantly or be cancelled.
- Some programs might not run next school year. We have outstanding bills that would have been paid for through fundraising.
- youth music education classes cancelled
- We have cancelled or deferred research-related travel; delayed the hiring process for positions that are currently vacant; implemented a spending freeze; We have been negatively impacted by disruption in access to supplies and / or services (no hand sanitizer); There has been a negative impact on staff morale; We are experiencing challenges related to efficient internal communication and decision making; We are experiencing challenges related to training staff on new software and technology that allows them to work from home; We are experiencing challenges accessing IT support to assist staff with working from home; There are aspects of our operations that cannot be managed remotely requiring staff to continue to go to work, putting them at a higher risk for exposure; the relationship between some union employees and management is strained.
- We work with several Saskatchewan charities, and they will receive significantly less revenue from us during this time (annually we contribute approximately \$5,000 - \$15,000 to SK charities)
- Loss of identity...the idea of visiting the museum for art shows, historical tours, fundraiser events, will leave the public consciousness.
- Are patrons going to return once this is over? I certainly hope so.
- Tenants unable to pay rent due to loss of income
- As a film and television production company we employ freelancers in many roles throughout production and post-production. Because we are not able to proceed with productions, we will not be engaging in contracts with these freelancers. Also, the products we would have created will not be available for sharing (via broadcast or streaming) with the general public and/or with educational and cultural institutions.
- The ripples are still spreading.

Respondents were asked whether or not the crisis has given them any insights into how their organization could achieve better resiliency or sustainability. There were 33 responses.

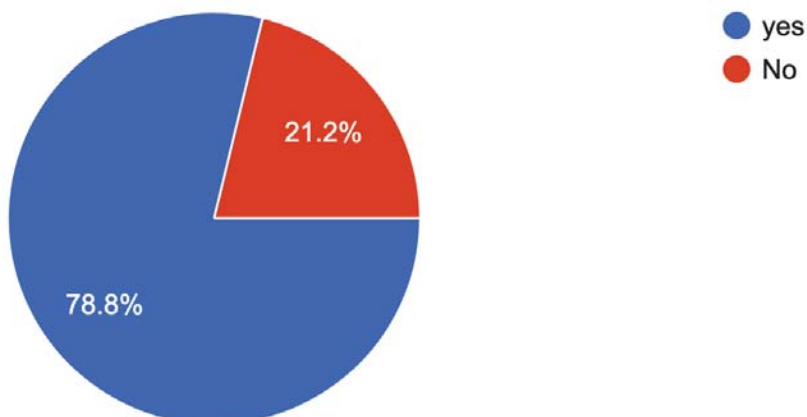


Figure 19. Insights into organizational resiliency or sustainability.

Survey participants were asked to describe any insights they may have gained. There were 25 responses. A selection of those responses is provided here.

- We're using this time to do research and development on a number of fronts - brand identity, live-capture of concerts, recording projects, future touring, inclusion programming.
- Online meetings are becoming more efficient, hopefully reaching a broader audience with online programming and potentially developing new programs.
- Having books available online and driving readers to those websites (whether proprietary, author website, or store websites) is critical, as is creator engagement with their potential readership on social media.
- We have a need for financial expertise on our board.
- It has made us aware of our resiliency during this crisis, and how adaptable we are.
- We have gained insight into ways that our organization can be more resilient and sustainable in the future. We have found new ways to be accessible by adapting existing programming to be available online. We have created new programs that will allow us to reach audiences at a distance more effectively in the future.
- More online...reaching a more online generation, changing hours to attract the millennial families and putting museum visiting in their conscious.
- We started to have a "curbside" delivery system where we could still serve patrons from a distance, like fast food places are having drive-thru only. Or patrons could order items for "take-out" and items would be put outside for patron when they came to library. NO physical contact except with the items which would have been sanitized. This could have worked, but it was decided by higher-up decision makers to just shut down the process completely.
- Contingency planning for a catastrophic shut-down did not exist. Perhaps it is unreasonable to think it should have been in place. We, like so many businesses and organizations in Canada will be quite dependant on Federal and Provincial support to avoid lay-offs and other financial stresses.
- Every book will have to be converted to an e-book, including our back list. New non-contact shipping methods are being considered.
- Our capacity to handle crisis and adapt to change. What our financial capacity would have to be in worst case scenario.
- I think that the crisis has given us more opportunity to explore other avenues for artistic expression online.
- Virtual meetings, virtual showcases and virtual awards shows have value to our members and sponsors. Although we can't earn as much ticket revenue, we can still gain participation from our members and financial support from sponsors.
- The possibility of working remotely; the importance of keeping reserve funds despite the fact that some granting organizations do not like organizations to keep a certain amount of reserves; importance of cloud-stored documents; importance of increased social media presence; how much we had been working at over-capacity and the relief that extended deadlines offered.

- Moving to online meetings going forward; already planned to implement digital delivery of our programs in Sept, now trying to move that up to support artists now.
- Past projects have often relied upon group activities and travel, but we feel that in the future such projects will need to be balanced with projects which can be completed with smaller groups, less travel and shorter timelines.
- We have learned a lot about technology and digital platforms, we have added emergency and succession planning to our to do list for our strategic plan.

Respondents were asked to indicate whether or not their organization has learned or benefited in any other ways from the COVID-19 crisis.

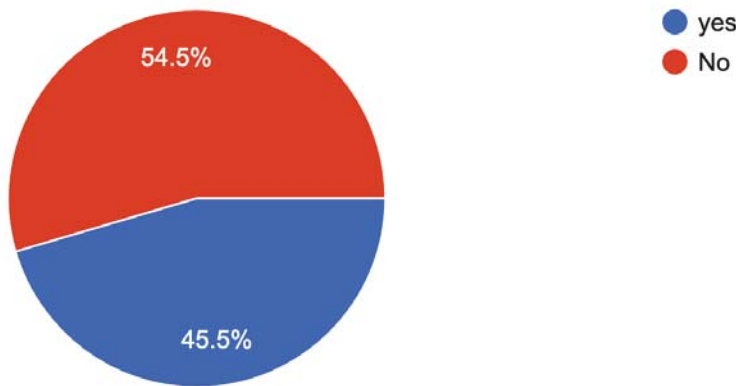


Figure 20. Learning or benefits from the COVID-19 crisis.

Survey participants were asked to describe ways their organization has learned or benefited from the COVID-19 crisis. There were 14 responses. A selection of those responses is provided here.

- A developed understanding of loyal from our patrons, leading to a new communications plan.
- Our funder was able to provide funding for some 'emergency' programming for our members. We are currently designing that programming and hope to have it ready to go in the next two weeks.
- In order to set up staff to work from home during the pandemic we fast-tracked a project that had been identified as a priority for this year. We have migrated our shared drive to a cloud-based software which allows staff to work from home more easily. This change was necessary to fully implement and train staff on software and tools (Asana, Teams) that will promote more effective collaboration and information sharing.
- This has helped me with demonstrating the lack of supports and in advocating for the required services, supports and resources for the students and families with English as an Additional Language needs in our schools and communities.
- I have a goal now become one of the higher-up decision makers, and try to make a difference.
- Organizations and local creators are working together to benefit the industry.

- People need each other, and people will continue to need the arts and culture in ways too many people have forgotten or refused to admit.
- I love being at home instead of working 10-12 hour days downtown 6 days a week. I needed this break.
- The arts are critical in times of crisis. They improve moral, quality of life, cultivate creative problem solving and are the voice and commentators on the state of the world that provide critical insight with a thoughtful and insightful presence. Creativity, openness to innovation and sensitivity is going to be needed to help us develop a better way to live on a global scale. We need to do better. Better is going to be the new normal I hope.

Respondents were asked if their organization would benefit from help with stabilization during the current crisis. There were 33 responses.

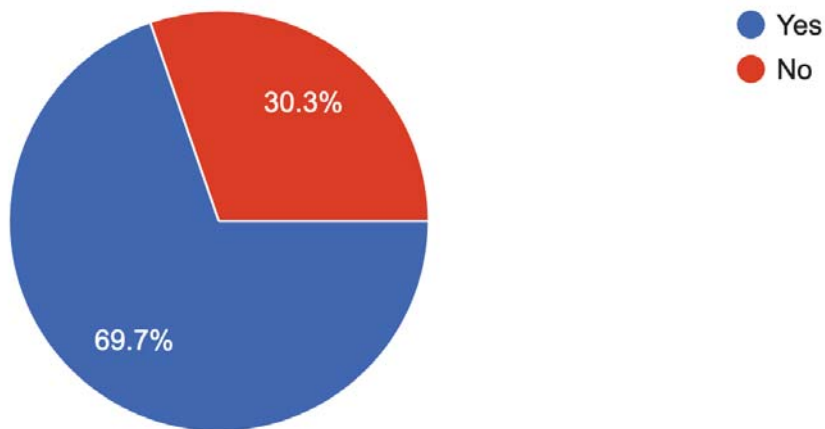


Figure 21. Help with stabilization during the COVID-19 crisis.

Survey participants were asked to identify what kinds of support would help their organization with stabilization. There were 21 responses. A selection of those responses is provided here.

- Grants to apply for to make up for lost income. training or support in how to host online events.
- Assistance to the board in governance.
- A relief fund created specifically for organizations in the art museum/gallery or arts sector (unrestricted operating). Targeted relief specifically for organizations in the art museum/gallery or arts sector. New grants and loans. Funds directed to developing online programs and activities.
- New ways of fundraising that does not involve food and crowd creating events.
- Someone has to make a decision that Libraries are essential services that they can adapt and still serve patrons. Smaller libraries in the province do make a difference.
- A grant would help with ongoing costs and future sales uncertainty and stress.

- Financial security or in kind for budget items.
- We are particularly concerned over medium-term financial impacts, like will we see significantly reduced grant, municipal, and sponsorship and donation revenue dips in the next 1-3 years as the economy recovers. Assistance in planning or budgeting for this would be helpful.
- Replacement of lost revenue.
- Interest-free loans.
- Financial support for basic operations with no stipulations on output. Technical help, discounts on software etc for digital transformations. Technical mentoring or skill share between computer folks and artists! Media promotion regarding the value of the arts to the public at large. Vocal politicians supporting and championing the arts.

Conclusions

The key results of this survey indicate significant disruption to organizational operations from necessary restrictions due to COVID-19. While operations and some programming can function remotely, making those necessary changes in a short time has strained the capacity of organizations, most notably in the areas of IT resources and support, difficulties accessing necessary personal protective equipment and stress related to staff workload and management. Survey respondents report difficulty with organizational planning and programming in the context of uncertainty regarding restriction timelines and the degree to which organizational activities will need to be altered long term. Some survey respondents express concerns about the viability of their organization, both in their ability to weather the current restrictions and how ongoing restrictions will disrupt their organizational models and programming.

The overriding impact reported by survey participants is financial insecurity in all areas, including funding, program and facility revenues, donations and fundraising. The financial impacts of interruptions to organizational activities as a result of restrictions in the near term are further complicated by uncertainty in the long term regarding arts, cultural and government funding, and audience / public engagement going forward. All respondents identify needs for financial support through and beyond the current crisis, including grants and interest-free loans. Other identified needs include assistance to boards in governance, strategies for fundraising that do not involve public events, assistance in planning and budgeting, technical mentoring or skill sharing.

Within these challenges, survey participants report gaining valuable insights regarding the need for flexible planning, flexible work space and schedules, online programming and engagement, strategies for building sustainability, the importance of contingency planning. Participants report developing flexible, creative, timely and workable responses, both in the short term and in future planning and visioning, including a range of strategies for adapting and adjusting program delivery. Further, many identify their organizational strengths in rapidly adapting to the necessary changes due to COVID-19 restrictions. There is also recognition of areas of strategic importance to long term organizational viability, specifically the importance of reserve funding and of building financial expertise at the board level.

While the majority of survey respondents report from Regina and Saskatoon and there are no respondents from the North, there is wide representation across arts and cultural disciplines as well as a range of organizational size and reach. In addition to the arts, many organizations offer or host events and live programming that includes conferences, community fund raising and special events for businesses. Over 50% of respondent organizations work province-wide; just under 10% work nationally and internationally.

The survey responses show strong engagement with and commitment to arts and culture in the province and reflect the importance of those organizational connections for all Saskatchewan people. Based on the data gathered in this survey, the recommended strategies to build and maintain sustainability for arts and cultural organizations and address the impacts of COVID are:

- The provision of financial support with a focus on grants and interest-free loans;
- Support with organizational infrastructure to increase capacity for flexible planning and programming;
- Assistance in building and expanding strategies for budgeting and fundraising;
- Assistance in building strategic expertise on boards;
- Technical mentoring or skill sharing, including IT support;
- Support in accessing personal protective equipment as required.