Examination of Foundations in a post-COVID era: Illustration with Sports and Arts Sectors

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Structure of the presentation

- Introduction: COVID-19 context
- Crisis, uncertainties and reactions
- Analysis framework
- Global analysis
- Illustrative cases
  - Professional sports
  - Arts, culture and comedy
- Conclusion

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Introduction

COVID-19 Pandemic

- 11 March 2020, World Health Organization officially declared pandemic status for COVID-19
- 12 March 2020, decrees and actions of Québec and Ontario governments
- Historical severity and extent (number of cases and death)
- The END? (Forthcoming …)

Context and measures

- Physical distancing (2 metres)
- Closed public spaces (int/ext)
- Compulsory confinement (14 days)
- Avoidance of physical contacts with most vulnerables
- Use of technological tools
- Avoidance / control of movement
- Basic hygiene measures

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Figure A
Crisis Management Phases

Source: Pearson and Mitroff (1993, p.53)

Source: Deloitte (2020, p.3)

Current, Uncertainties & Reactions
Uncertainties with COVID-19

- Uncertainties for individuals
  - Needs (Maslow pyramid)
    - Physiological, safety, love and belonging, esteem, self-actualization

- Uncertainties for organizations
  - Workforce, treasury, strategy, risk, technology, supply chain

- Uncertainties for society
  - Duration, subsequent waves, control?
Crisis, Uncertainties & Reactions

Changes before the crisis

- Constant and perpetual changes
- Population demographic
- Environment and climate
- Existence and use of technology
- Transport (!) in urban centres
- Work at the office vs work at home
- Data and privacy (Big data)

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Crisis, Uncertainties & Reactions

Changes after the crisis

- Crisis of announced pandemic
  - Known, others? (ex: climate)
- Essential role of State (market!)
- Essential role of citizens
  - Individual vs collective interests
- Essential role of civil society
- Accelerating changes
- Urbanization and return to rurality

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Adapté de : Bourgon (2020, September 15 – Ottawa Citizen)
**Analysis Framework**

**Perspectives**
- Human
- Social
- Cultural
- Financial
- Economic
- Technological
- Ecological & geophysical
- Demographics
- Political
- Law & regulations

**Stakeholders**
- Donors
- Advisors
- Charities
- Society

**Actions**
- Private actions
- Organizational actions
- Governmental actions

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**Analysis – perspectives**

**Human, Social, Cultural**

**Perspectives**
- Human
- Social
- Cultural
- Financial
- Economic
- Technological
- Ecological & geophysical
- Demographics
- Political
- Law & regulations

**Human problems**
- Family situation
- Emotions
- Solitude

**Social problems**

**Culture in motion**
- Information / «fake news»
- Arts and entertainment
### Analysis – perspectives

**Financial, Economical, Technological**

<table>
<thead>
<tr>
<th>Perspectives</th>
<th>Financial position $</th>
<th>Economic situation</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>– Personal</td>
<td>– Work and jobs</td>
<td>– Zoom, Skype, Teams, …</td>
</tr>
<tr>
<td></td>
<td>– Organizational</td>
<td>– Recession</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Perspectives</th>
<th>Ecological / climate challenges</th>
<th>Demographic changes</th>
<th>Intervention by public sector</th>
<th>Numerous tax and support measures</th>
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Analysis – stakeholders

Donors

- Individuals and family
- Organizations
- Foundations

- Financial position $
  - Loss of jobs / revenues
  - Assets in cash / assets

- Trust

Advisors & Charities

- Financial position $
  - Fixed vs variable costs
  - Deficit/Excess Rev+Exp
  - Assets

- Operations / crisis
- Relationships
- Use of funds
### Analysis – stakeholders

**Society**

- Public health (population)
- Emotion, fear, citizens’ reactions
- Constraints of health system
- Economic situation
- Public expenses
- Government deficit

**Stakeholders**

- Donors
- Advisors
- Charities
- Society

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### Analysis – actions

**Private actions**

- Give or not?
  - When?
  - How much?
  - What? ($, assets)
  - To whom? Cause?
- Value of investments ↑↓
- Reflections on own health

**Actions**

- Private actions
- Organizational actions
- Governmental actions

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**Analysis – actions**

**Organizational actions**

- Management of organizations
  - Governance
  - Technology
  - Volunteers
- Search for donors
- Gift strategies \( \uparrow \downarrow \)
- Investment strategies

**Governmental actions**

- Challenges in crisis
- Support governmental measures
- Communications
- Challenges for recovery
- Context of minority government
- Vision short/long term
Case: Professional Sports
Multiple teams in Canada & foundations

- Cancellation or postponing
- Differences
  - by sports
  - by region, country
- Difficulty in reaching out
- No public events
  - 50/50 fundraising
  - Events with players?
Case: Arts, Culture and Comedy
Performing arts context

- Arts and entertainment = most affected
- Important economic impact from crisis
- First to close, last to open
- Government aid
  - Support for many organizations
  - Arts = less supported
  - Inadequate aid programs
- Slow recovery

Source: GRIH 2020-07NR; 2020-09NR (octobre 2020)

Case: Arts, Culture and Comedy
TRIR / CSRR

Spokespersons (EN + FR)
- Comedy (1)
- Theatre (2)
- Music (2)
- Dance (2)
- Visual Arts (2)
- Literature (2)
- Film & TV (2)
- Media Arts (2)
- Multi / Inter Arts (1)
- Multidisciplinary ASOs (1)
- Professional Training (1)
- Heritage / Museums (2)
- Festivals and Presenters (1)

Table ronde francophone
TRIR
Tables rondes intersectorielles sur la relance
Arts et culture

Roundtable in English
CSRR
Cross Sectoral Recovery Roundtables
Arts and culture

AA = artists association / artistes
ASO = Arts Service Organization

http://culturalhrc.ca/
Case: Arts, Culture and Comedy
Stakes and Priorities (for comedy)

Stakes
- Financial impacts for ecosystem
- Precarious of the whole value chain
- Precarious work and harassment
- Constraints in outreach & broadcasting
- Digitization and monetization

Priorities
- Financial stability of ecosystem
- Workers support in ecosystem
- Development of new business models for outreach & broadcasting
- Correcting structural inequities and fragilities

Conclusion

React / Keep an open mind / Don’t stop / Plan

- Resources management
- Fundraising
  - Change with changing interests
  - Build relationships with donors
  - Invest in digital capacity and diversity
  - Protect relevant partnerships
  - Update strategy (raison d’être)

Source: KCI (2020)
Conclusion

• Important consequences (ind. & org.)
• Impact on various sectors is important
• Multiple stakes and priorities
• Normal? Different reality? Resilience
• A lot of support needed
• To be continued … till the end