



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 ...)

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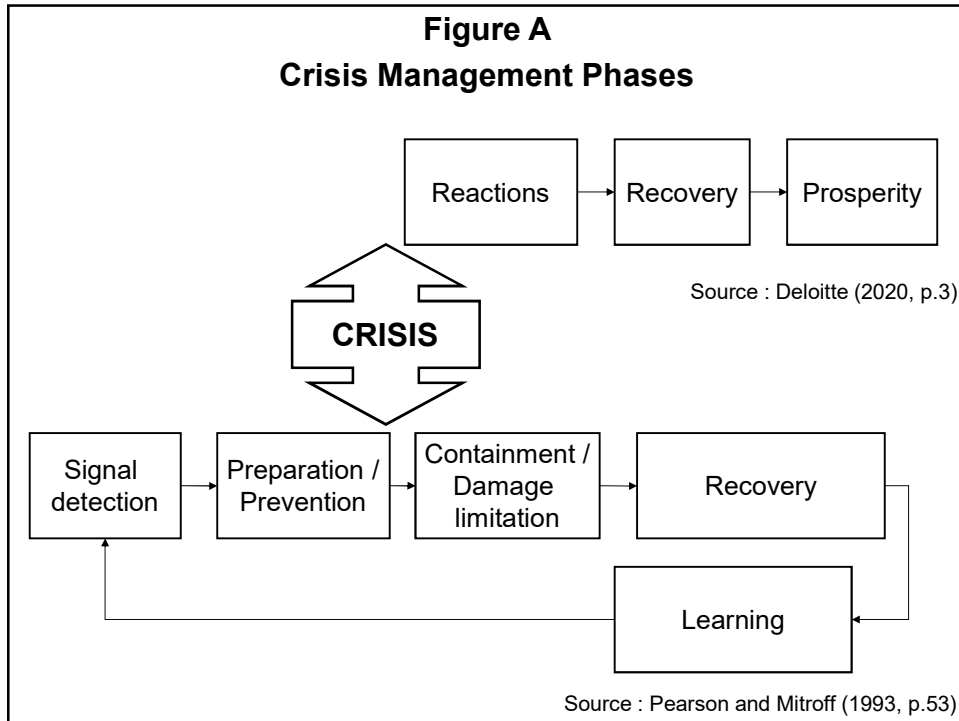


Introduction

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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Crisis, 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

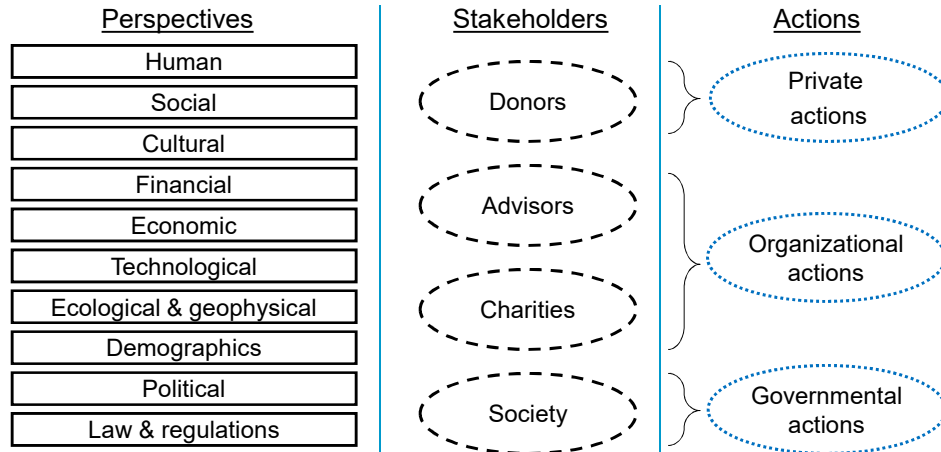
- Crisis of announced pandemic
 - Known, others? (ex: climate)
- Essential role of State (market!)
- Essential role of citizens
 - Individual vs collective interests
- Essential role of civil society
- Accelerating changes
- Urbanization and return to rurality

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



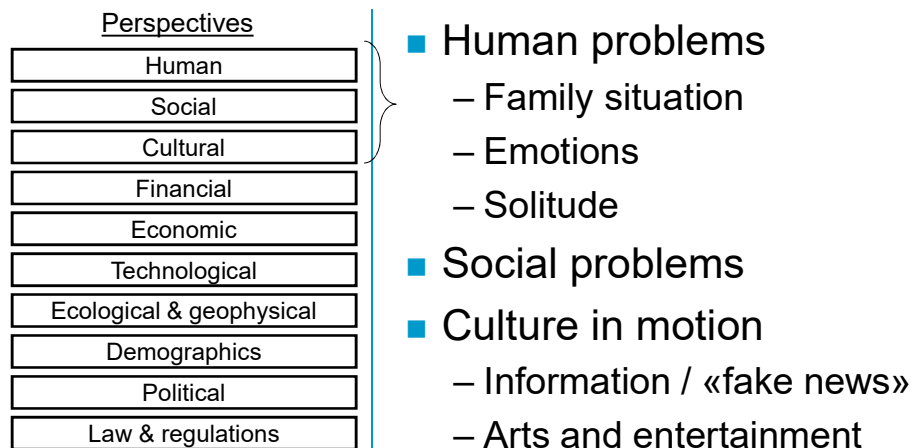
Analysis Framework



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Analysis – perspectives Human, Social, Cultural



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Analysis – perspectives

Financial, Economical, Technological

Perspectives

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

- Financial position \$
 - Personal
 - Organizational
- Economic situation
 - Work and jobs
 - Recession
- Technology
 - Zoom, Skype, Teams, ...

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Analysis – perspectives

Ecological, Demographics, Political

Perspectives

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

- Ecological / climate challenges
- Demographic changes
- Intervention by public sector
- Numerous tax and support measures

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Analysis – stakeholders

Donors

Stakeholders

Donors

Advisors

Charities

Society

- Donors
 - Individuals and family
 - Organizations
 - Foundations
- Financial position \$
 - Loss of jobs / revenues
 - Assets in cash / assets
- Trust

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Analysis – stakeholders

Advisors & Charities

Stakeholders

Donors

Advisors

Charities

Society

- Financial position \$
 - Fixed vs variable costs
 - Deficit/Excess Rev+Exp
 - Assets
- Operations / crisis
- Relationships
- Use of funds

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Analysis – stakeholders

Society

Stakeholders

Donors

Advisors

Charities

Society

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

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Analysis – actions

Private actions

Actions

Private actions

Organizational actions

Governmental actions

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

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Analysis – actions

Organizational actions

Actions

Private actions

Organizational actions

Governmental actions

- Management of organizations
 - Governance
 - Technology
 - Volunteers
- Search for donors
- Gift strategies ↑↓
- Investment strategies

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Analysis – actions

Governmental actions

Actions

Private actions

Organizational actions

Governmental actions

- Challenges in crisis
- Support governmental measures
- Communications
- Challenges for recovery
- Context of minority government
- Vision short/long term

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Case: Professional Sports Multiple teams in Canada & foundations



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Case: Professional Sports Activities and Foundations

- Cancellation or postponing
- Differences
 - by sports
 - by region, country
- Difficulty in reaching out
- No public events
 - 50/50 fundraising
 - Events with players?



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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

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



Case: Arts, Culture and Comedy

TRIR / CSRR

 Cross Sectoral Recovery Roundtables (CSRR)

 Tables rondes intersectorielles sur la relance (TRIR)

EN

FR

Roundtable in English CSRR
Cross Sectoral Recovery Roundtables
Arts and culture

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

AA = artists association / artistes
ASO = Arts Service Organization

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<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

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Translate from: GRIH 2020-06NR; 2020-08NR (octobre 2020)



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)

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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

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SPROTT
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GRIH

Groupe de recherche
sur l'industrie de l'humour

SCSE•CSES

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