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 …)

Introduction
Context and measures

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

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?

Figure A
Crisis Management Phases

Source: Deloitte (2020, p.3)
Source: Pearson and Mitroff (1993, p.53)
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)

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

Analysis Framework

Analysis – perspectives
Human, Social, Cultural
- Human problems
  - Family situation
  - Emotions
  - Solitude
- Social problems
- Culture in motion
  - Information / «fake news»
  - Arts and entertainment

Analysis – perspectives
Financial, Economical, Technological
- Financial position $
  - Personal
  - Organizational
- Economic situation
  - Work and jobs
  - Recession
- Technology
  - Zoom, Skype, Teams, ...

Analysis – perspectives
Ecological, Demographics, Political
- Ecological / climate challenges
- Demographic changes
- Intervention by public sector
- Numerous tax and support measures
Analysis – stakeholders
Donors

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

Analysis – stakeholders
Charities

- Charities
- Advisors
- Society

Analysis – stakeholders
Society

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

Analysis – actions
Private actions

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

Analysis – actions
Organizational actions

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

Analysis – actions
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: Professional Sports
Activities and Foundations

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

Case: Arts, Culture and Comedy
TRIR / 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)

Case: Arts, Culture and Comedy
Stakes and Priorities (for comedy)
- Financial impacts for ecosystem
- Precarious of the whole value chain
- Precarious work and harassment
- Constraints in outreach & broadcasting
- Digitization and monetization

Case: Arts, Culture and Comedy
Stakes and Priorities

Case: Arts, Culture and Comedy
TRIR / CSRR

Case: Arts, Culture and Comedy
Stakes and Priorities (for comedy)

Case: Arts, Culture and Comedy
Stakes and Priorities

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)
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