

**PhiLab**  
 RESEAU CANADIEN  
 DE RECHERCHE PARTENARIALE  
 SUR LA PHILANTHROPIE

**Carleton UNIVERSITY**

**SCSE•CSES**  
 Sports Centre for Social Enterprises  
 Centre Sportif pour les entreprises sociales

**GRIH**  
 Groupe de recherche  
 sur l'industrie de l'honneur

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

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François **Brouard**, DBA, FCPA, FCA  
 Lucille **Perreault**, PhD, CPA, CMA  
 Andrew **Webb**, PhD


Sprott School of Business, Carleton University

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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 ...)

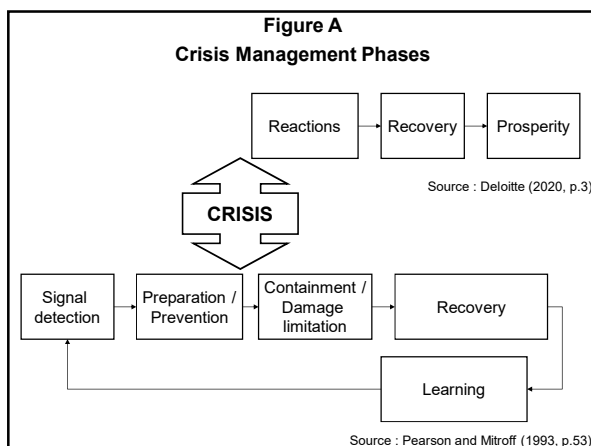
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## Introduction Context and measures

- 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?

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**PHILab** **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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**PHILab** **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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**PHILab** **Analysis Framework**

Perspectives	Stakeholders	Actions
Human	Donors	Private actions
Social		
Cultural	Advisors	Organizational actions
Financial		
Economic	Charities	Governmental actions
Technological		
Ecological & geophysical	Society	
Demographics		
Political		
Law & regulations		

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**PHILab** **Analysis – perspectives**  
Human, Social, Cultural

Perspectives	Actions
Human	■ Human problems <ul style="list-style-type: none"> <li>– Family situation</li> <li>– Emotions</li> <li>– Solitude</li> </ul>
Social	
Cultural	
Financial	■ Social problems
Economic	
Technological	■ Culture in motion <ul style="list-style-type: none"> <li>– Information / «fake news»</li> <li>– Arts and entertainment</li> </ul>
Ecological & geophysical	
Demographics	
Political	
Law & regulations	

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**PHILab** **Analysis – perspectives**  
Financial, Economical, Technological

Perspectives	Actions
Human	■ Financial position \$ <ul style="list-style-type: none"> <li>– Personal</li> <li>– Organizational</li> </ul>
Social	
Cultural	■ Economic situation <ul style="list-style-type: none"> <li>– Work and jobs</li> <li>– Recession</li> </ul>
Financial	
Economic	■ Technology <ul style="list-style-type: none"> <li>– Zoom, Skype, Teams, ...</li> </ul>
Technological	
Ecological & geophysical	
Demographics	
Political	
Law & regulations	

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**PHILab** **Analysis – perspectives**  
Ecological, Demographics, Political

Perspectives	Actions
Human	■ Ecological / climate challenges
Social	
Cultural	■ Demographic changes
Financial	
Economic	■ Intervention by public sector
Technological	
Ecological & geophysical	
Demographics	■ Numerous tax and support measures
Political	
Law & regulations	

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**PHILab** 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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**PHILab** 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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**PHILab** 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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**PHILab** 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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**PHILab** 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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**PHILab** 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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**PHILab** Case: Professional Sports  
Multiple teams in Canada & foundations

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**PHILab** 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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**PHILab** 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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**PHILab** Case: Arts, Culture and Comedy  
TRIR / CSRR

Cross Sectoral Recovery Roundtables (CSRR)

EN

**Roundtable in English CSRR**  
Cross Sectoral Recovery Roundtables  
Arts and culture

Tables rondes intersectorielles sur la relance (TRIR)

FR

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

AA = artists association / artistes  
ASO = Arts Service Organization

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

Stakes	Priorities
<ul style="list-style-type: none"> <li>■ Financial impacts for ecosystem</li> <li>■ Precarious of the whole value chain</li> <li>■ Precarious work and harassment</li> <li>■ Constraints in outreach &amp; broadcasting</li> <li>■ Digitization and monetization</li> </ul>	<ul style="list-style-type: none"> <li>■ Financial stability of ecosystem</li> <li>■ Workers support in ecosystem</li> <li>■ Development of new business models for outreach &amp; broadcasting</li> <li>■ Correcting structural inequities and fragilities</li> </ul>

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**PHILab** 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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## 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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SCHOOL OF BUSINESS

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Groupe de recherche  
sur l'industrie de l'humour

**SCSE•CSES**  
Spratt Centre for Social Enterprises  
Centre Spratt pour les entreprises sociales

**PARG**  
Professional Accounting  
Research Group

**François Brouard, DBA, FCPA, FCA**

Professeur titulaire / Full Professor

Directeur fondateur / Founding Director SCSE-CSES, GRIH & PARG

Sprott School of Business, Carleton University, Ottawa CANADA

[francois.brouard@carleton.ca](mailto:francois.brouard@carleton.ca)

**Lucille Perreault, PhD, CPA, CMA**

Sprott School of Business, Carleton University, Ottawa ON

**Andrew Webb, PhD**

Sprott School of Business, Carleton University, Ottawa ON

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<http://carleton.ca/profbrouard>