Bouncing Back from COVID – Results from June 2021 Survey
August, 2021

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SUMMARY OF FINDINGS

It's no secret that the COVID-19 pandemic has left many industries in the province reeling – in particular the cultural sector is faced with the impact of reduced demand, adapted program delivery, 'stressed out' human resources and a growing need for updated skills and technology. Yet, despite the impact of the pandemic, that included a 67% decrease in demand for programs, products and services, the cultural community still demonstrated its resiliency. After one year of handling the impact of COVID-19 on their work, 58% of respondents said they feel they have still been effective in achieving their mission over the past year.

To help get a better idea of how COVID-19 has impacted the sector in Saskatchewan, SaskCulture, in partnership with SK Arts and Creative Saskatchewan, surveyed artists and leaders in the broader cultural community, which includes arts, creative industries, heritage, as well as multicultural, ethno-cultural and Indigenous cultural work and expression. A total of 408 responses to the survey were received between June 14 and July 6, 2021. Of all survey responses, 76% came from the arts community, which included individual artists and arts organizations. Respondents included those who had links to the three partner organizations: 41% SaskCulture, 37% SK Arts and 19% Creative Saskatchewan. While the majority of responses (76%) were those working with non-profit organizations, another 36% of respondents were self-employed. On average, respondents represented individuals from around the province, who offered programming, products and services to both urban (70%) and rural (60%) settings (in many cases they reached both).

In March 2020, when the province officially went into lockdown, many in the cultural community had to cancel and/or postpone thousands of public programs, lessons, exhibitions, events, performances and festivals, as well as closing or limiting access to venues such as museums, galleries, theatres, schools and community centres. According to the survey respondents, only seven percent of respondents were able to operate as usual: 44% operated with limited programs, 34% operated with some modifications, and another seven per cent shut down completely.

The Impact of COVID-19 after one year continues

As expected, when programs and services shut down, or are scaled back, there will be a big impact on revenues. In the case of these respondents, 76% had significantly decreased or decreased revenues over the year. While losses ranged from $5,000 to $100,000 or more, on average, respondents lost between $5,000 to $50,000 of annual income due to decreased sales/fees, fewer donors and sponsors and less access to provincial grants (not able to get grants for things that are not happening, or returns required for cancelled activities). It's not hard to see that the cancellations of musical entertainment, theatre performances, band lessons, art exhibitions and classes, throughout the province would have an impact on the revenues of musicians, performers, visual artists, teachers, venue owners, suppliers, and more in the cultural sector. The entire gig economy was impacted.

Only 46.3% applied for one or more of the funding subsidy programs offered by the federal or provincial governments, and the rate of approval for respondents averaged at 86.2%. The Canadian Emergency Wage Subsidy (CEWS) grant was accessed by 41% of respondents, and the Saskatchewan Small Business Emergency Payment program was accessed by 35%. The survey also found that many respondents, approximately 27%, had received the Canadian Emergency Recovery Benefit (CERB). While some organizations/self-employed say they were financially unable to continue for more than a year (some less) in this condition, many, 38% were unsure.

The next biggest impact was due to the use of, and access to, needed technology. When in-person experiences were cancelled or limited, some artists, leaders and organizations turned to online programming and services. Music and dance teachers started teaching over Zoom meetings, artists moved shops, exhibitions and sales online, entire conferences and AGMS shifted to virtual experiences, and even some festivals resorted to promoting online line-ups. However, many respondents noted that this shift to new technology had its challenges: 76% noted the challenge of learning new digital platforms, 73% were challenged in upgrading their existing technology, 66% were challenged with using social media, and 65% found it challenging to offer virtual programming and 44% found it difficult to find technical support.

Fortunately, 72% of respondents were able to hold virtual events. The majority found them to be successful and hoped to continue in some way, but many comments noted that they were not a permanent replacement for in-person activity. The benefit of the virtual programming was reaching new audiences, including those facing barriers to in-person participation (such as people with disabilities and those living in remote locations).

As with many other sectors, the cultural community also had challenges with human resources (both staff members and volunteers), due to the pandemic. Out of all the respondents with staff, 28% (81) had challenges with staffing, and these challenges resulted in a 44% decrease in paid workers over the year. These changes were due to: 37% lay-offs, 12% terminations, 12% resignations, 11% retirements, and 25% had positions not filled. Respondents noted that 46% reduced staffing hours for budget reasons, and 20% reduced them for other reasons. Of all respondents with staff, 56% had staff working remotely. Of those who had staff working remotely, 62% felt it was a positive experience. While only 2% will continue to maintain remote workplaces when no longer impacted by COVID-19, 78% said they would consider a mix of both in office and remote work.

Even more than staffing, respondents saw an impact on volunteerism due to the pandemic. With fewer events/activities, fewer volunteers were needed. Close to 41% of respondents said that volunteerism was impacted, with volunteer numbers dropping by 84% over the past year. Key factors included: 69% based on gathering limitations, 48% noted less volunteers were needed, 41% noted that fear of gathering and engaging with others was a key factor, and another 30% had difficulty engaging volunteers. Of respondents with volunteers, 43% were able to engage some volunteers remotely. Of those that worked with volunteers remotely, 65% said it was a positive experience, and 40% hoped to continue.

Key strategies that worked the best for the cultural community over the pandemic continue to be the use of technologies (66%), such as Zoom and event software; adapting programs and services (54%); transitioning to remote work (52%); moving sales/services online (39%); reducing programs and services (38%); establishing and maintaining clear communication channels (36%); accessing additional financial support (33%); and a range of other options.

Concerns about recovery of the community

While 50% of respondents felt positive or very positive about their situations at this point in time, 45% were uncertain about what to expect for the upcoming year. At the time of the survey, respondents were split evenly on stress levels – ranging from "very stressed" to "very calm" – with the majority closer to neutral.

Much of the uncertainty stems from financial concerns. Respondents are the most concerned (77%) about revenues and funding going forward. The main concern by far is reduced revenue from earned income: 70% are concerned about earned incomes; 37% about increased cost of delivery; 34% about low financial reserves; 34% about reduced revenues from fundraising; and 33% about cash flow challenges. On average, respondents faced a $10,000 to $50,000 shortfall going forward.

Coming in at a close second, 67% of respondents are concerned about delivering programs, products and services going forward, in an environment of uncertainty and change. Primarily, respondents are concerned about how to get participants and audiences back. Close to 63% fear that the clients/audiences/participants won't return, and 56% fear that if they do return, it will happen slowly. A similar amount, 56% are concerned about planning, budgeting and adjustments to programming/services that are needed going forward.

Many respondents noted that finding venues to hold activities is a challenge: many formerly-used venues, such as schools, recreation centres, etc., are slow to reopen to outside groups. In addition,: 45% say there is a decreased demand for programs and services; 42% say they fear further disruption and cancellations; and 40% identify further disruption to partnerships and collaborations as an issue. While a lesser concern, many felt the impact of public health restrictions going forward, including the vaccine requirement, will have an impact. The list of concerns is long and the uncertainty factors weigh heavily as most groups realize that going forward will include some form of change.

With changes to programs and delivery, it is not surprising that 42% of respondents are concerned about human resources – staffing and volunteers – going forward. Retaining and engaging volunteers is a big concern for 60% of respondents, with 54% concerned about recruitment in particular. With a shift to more remote work, 38% of respondents felt that this challenge will continue. Another 34% are concerned about finding and paying contract workers that will be needed going forward – as many people with needed skills sets may have quit to pursue other non-cultural activities and/or left the province. Other concerns include return to work issues (restrictions and vaccines), staff retention and staff training needed to address expected change.

Of those respondents who have a staff and volunteers, 57% are concerned about the mental health of these individuals going forward. The past year, uncertainty, change and other factors, have contributed to stress and anxiety throughout the sector. Those that are self-employed, working on a contract basis or in smaller organizations in the sector, pointed out the lack of direct access to mental health resources and/or subsidized support programs.

Finally, 38% of respondents are concerned about technology including the need for new hardware and software, along with the training and support required. Of these respondents, 76% are concerned about learning and helping people on digital platforms; 73% are concerned about getting upgrades to existing technology; 66% are concerned about using social media; 65% are concerned about offering virtual programming; and 44% were concerned about finding technology support for personal and/or organization. Other concerns include access to equipment, high speed Internet, updated databases and cyber security.

Not all doom and gloom

Despite concerns, the respondents did share some positive trends and successes. The survey showed that in some cases, there was an increased demand (19%) for programs and services, while another 14% said they experienced no change. Those artists and organizations that quickly shifted to online programs and services were able to maintain participants/customers and in some cases gain new audiences for their work or services. In addition, 7.5% said they saw an increase in revenues, with one respondent noting a significant increase in revenues, while another 16% reported no change. The fact that 72% did not suffer a big impact on their staff, or 62% did not suffer with technology, shows that many individuals and organizations were and still are able to cope with challenges of delivering work in the pandemic.

Needs identified for the arts and culture going forward

When asked what was needed going forward, respondents from the cultural community were quick to note the things they were doing and the areas where support would be appreciated. The biggest need centred on getting audiences, customers and participants back: back into programs, back into galleries, museums and other venues, and back into developing various interests, including purchasing Saskatchewan-made arts products and services. Respondents say they are actively looking for new funding solutions, adapting programs and services, and looking for new markets, audiences and venues. They are looking to funders to support: increased operational funding; flexibility around the impact of COVID on programming; sponsorships; more directed funding for arts/musicians/cultural workers to re-establish themselves; support for social enterprise; less onerous grant applications; reduced taxation and duty fees; and incentives for artists/cultural workers. Some respondents saw a need for increased market access and promotion for Saskatchewan creative products.

When asked about different types of funding, respondents requested: funding support for new arts businesses and social enterprise; funds to increase accessibility in programming; honorarium funds for volunteers; low burden, apply anytime, quick turn-around micro-grants for a range of needs including employees, technology, website creation or updates, digital platforms and monetization and collaborative artist portals; as well as more support for local, emerging artists.

In addition to financial support, respondents are interested in studying trends and customer preferences, revising their plans and programs, and increasing promotion. They are asking funders for more support for Inclusive, Diverse, Equitable and Accessible programming, solutions to handle issues with reduced revenues, human resources and technology; increased youth programming and provincial-scope programs that can be delivered locally.

To help handle uncertainty, respondents requested training and support for longer-term planning for small organizations; upfront information about public health restrictions; recognition of the impact on the cultural community; increased promotion of the work of artists and their value to the community; and strategic thought about the arts going forward post COVID-19.

When it comes to staffing, respondents are working on return to work plans, facing staffing shortages and addressing mental health concerns. They are asking funders for return to work planning strategies; guidance on labour laws/vaccinations/safety; remote work support; subsidies for hiring artists; consideration of cultural worker wages/salaries including subsidies and incentives to stay in province and universal basic income for artists; as well as succession planning strategies. For mental health, in particular, respondents are asking funders for more mental health workshops for the community; mental health support for arts administration and artists; resource lists; online mental health supports; and subsidized coverage for self-employed cultural workers.

As for volunteers, respondents are concerned about the future of volunteer recruitment. While COVID-19 has brought these issues forward, the concern existed prior to the pandemic. Respondents are thinking of ways to bring back their existing volunteers, but are asking funders to consider: training on how to work with volunteers remotely; how to get volunteers back (volunteer management); new financial incentives for volunteers; and a provincial cultural volunteer database.

Finally, respondents are concerned about upgrading technology and their ability to learn and deliver with new technologies, including web sites, digital platforms, digital commercial services, and social media. Training in all these areas is a big concern. In addition, many respondents expressed the need for technical support, such as an online tech support line for cultural leaders, as well as improved high speed Internet in the province. Funders may also need to consider ways to support the need for equipment and training for participants – to help increase access to the underserved.

What's next?

After compiling and analyzing all the responses, the three partners, SaskCulture, SK Arts and Creative Saskatchewan, are going back to their plans, programs and services to determine how to best address some of the key areas impacting the arts and cultural community. While the data was collected at a particular time, the partners realize that many of the needs are still relevant and that the responses reflect the ongoing impact and needs of those working to provide meaningful cultural experiences and activities amid COVID challenges.

Over the next year, the partners will continue to address changes needed to rejuvenate and support the cultural community going forward. The information compiled in this report, has already been shared with government and key partners with the hope that we can all work together to address the concerns.

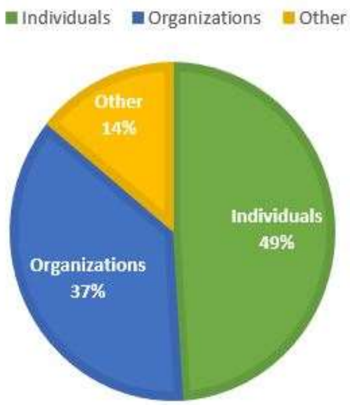
In particular, SaskCulture is going through its funding renewal process that will take ideas presented in this report, along with extensive consultation and review, into consideration in reshaping future funding programs to meet community needs going forward. In the meantime, SaskCulture's current programs, focused on funding, capacity-building and awareness, will be adapted and aligned to support the community recovering from the impact of COVID-19, supporting the return of cultural activities and the participants, audiences and customers who are ready to get back and enjoy a culturally vibrant Saskatchewan.

Arts and cultural activity are incredibly important to the people of this province. As one respondent noted, “I believe society and people will need the use of arts as a mental health tool now more than ever. Providing these services in a sustainable way through mentorship and prolonged experiences is so important.”

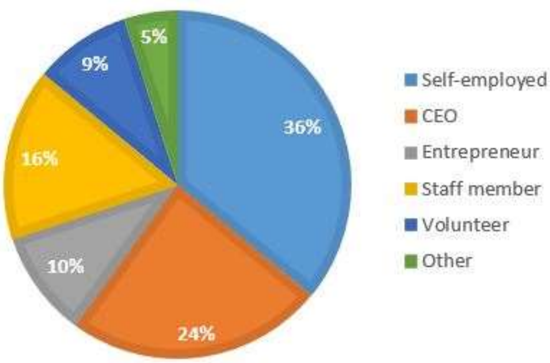
At some point, people will look back and consider this moment in time when arts and cultural experiences stepped aside in the spirit of public safety and health. They may recognize the loss of these experiences in their lives, even for a time, and appreciate the resiliency of the cultural community in facing these challenges, making changes and coming back into the lives of Saskatchewan residents. Hopefully, this will lead to renewed commitment and support to ensure that arts and culture remain a contributing factor to each and everyone’s quality of life in this province.

WHO RESPONDED?

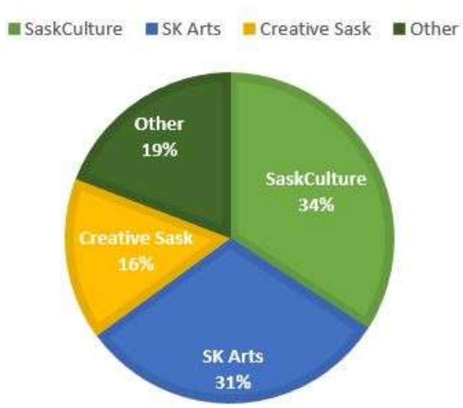
RESPONDENT TYPE



RESPONDENT'S ROLE



MEMBERSHIP



76% RESPONDENTS **NON-PROFITS**

RESPONDENTS FROM
49% INDIVIDUALS / 15% OTHER
37% ORGANIZATIONS

70% URBAN FOCUS
60% RURAL FOCUS

36% RESPONDENTS **SELF-EMPLOYED**

RESPONDENTS FROM
24% CEO / 10% ENTREPRENEURS
16% STAFF / 9% VOLUNTEERS
5% OTHER

74% RESPONDENTS FROM THE ARTS

RESPONDENTS FROM
6.4% INDIGENOUS / 4.7% HERITAGE
4.2% MULTICULTURAL / 7.1% ALL

37% SK ARTS / 19% CREATIVE SK
41% SASKCULTURE

WHO RESPONDED? ABOUT RESPONDENTS TO THE BOUNCING BACK FROM COVID-19 SURVEY

Cultural Area of Work (Q1)

#	%	AREA
301	73.8%	Arts
17	4.2%	Multicultural
26	6.4%	Indigenous
19	4.7%	Heritage
29	7.1%	All
16	3.9%	None
408	100	**TOTAL**

Respondents, responding on behalf of… (Q3)

#	%	AREA
137	36.5%	An Organization
183	48.8%	Themselves/Individual
55	14.7%	Both
		[Other (Dancers Den) – moved to organization]
375	100	**TOTAL**

Type of organization (Q4)

#	%	AREA
145	76.3%	Non-profit and/or charitable organization
28	14.7%	For-profit organization/business
9	4.7%	Government ministry or agency or program
8	4.2%	**OTHER RESPONSES**
190	100	**TOTAL**

Respondent's role is… (Q8)

#	%	AREA
83	24.3%	CEO
27	7.9%	Manager
27	7.9%	Other Staff member
122	35.7%	Self-employed
25	7.3%	Board member
5	1.5%	Volunteer
35	10.2%	Entrepreneur
18	5.3%	**OTHER RESPONSES**
342	100	**TOTAL**

Urban and/or rural reach (Q6)

#	%	AREA
321	70%	Urban
312	60%	Rural
343		**TOTAL**

Respondents' target audience is… (Q5)

#	%	AREA
84	22.6%	Specific neighborhood, community
65	17.5%	Regional
91	24.5%	Provincial
39	10.5%	National
58	15.6%	International
13	3.5%	Not Applicable
21	5.7%	Other
359	100	**TOTAL**

Respondents were members of… (Q7)

#	%	AREA
145	41.3%	SaskCulture
128	36.5%	SK Arts
66	18.8%	Creative Saskatchewan
41	11.7%	Unsure
89	25.1%	None
		TOTAL

Respondents provide these experiences (Q2)

#	%	AREA
183	48.0%	Teaching/Training/Education
155	40.7%	Performances
130	34.1%	Visual Art Creation
94	24.7%	Festival(s)
91	23.9%	Arts and/or craft sales
93	24.4%	Cultural Program(s)
79	20.7%	Writing and/or publishing
77	20.2%	Exhibition(s)
53	13.9%	Art Gallery/Centre experience
45	11.8%	Language/heritage education/training
44	11.6%	Media Production
35	9.2%	Sound recording production
29	7.6%	**OTHER RESPONSES**
19	5.0%	Screenings
19	5.0%	Museums
14	3.2%	Travel/Trips
12	3.2%	No public experiences offered
381		**TOTAL**

IMPACT OF COVID-19
ON PROGRAMS & SERVICES

7% OPERATING AS **USUAL**

44% OPERATING WITH **LIMITED PROGRAMS**

34% OPERATING WITH **MODIFICATIONS**

7% CLOSED TO THE PUBLIC

7% **N/A**

67% **DECREASED** DEMAND

14% NO CHANGE

19% **INCREASED** DEMAND

58% FELT THEY WERE EFFECTIVE IN ACHIEVING THEIR MISSION OVER THE PAST YEAR

WHY?

65% COULD NOT HOLD IN-PERSON PROGRAMS
54% CANCELLED EVENTS
48% LIMITED OR NON-EXISTENT PERFORMANCE/ EXHIBITION OPPORTUNITIES
42% ACTIVITIES NOT EASILY TRANSFERABLE TO ONLINE
35% LIMITED OR NON-EXISTENT SALES OPPORTUNITIES
29% CLOSED VENUES/ NO ACCESS TO VENUES (SCHOOLS, ETC.)
13% PARTICIPANTS COULD NOT ACCESS VIRTUAL PROGRAMMING
12% SHUT DOWN OPERATIONS
11% OTHER

IMPACT OF COVID-19 PANDEMIC ON RESPONDENTS CULTURAL WORK

State of cultural work (Q9)

#	%	AREA
24	7.2%	Operating as usual
114	33.9%	Operating with modifications (remote work)
148	44.1%	Operating with limited programming
25	7.4%	Closed to the public
25	7.4%	Not applicable
336	100	**TOTAL**

How effective have you been in achieving your mission? (Q10) 3.5/6 or 58.0%

#	%	AREA
36	11.0%	Very Effective
59	18.0%	
79	24.0%	
73	22.3%	
32	9.8%	
49	14.9%	Not Very Effective
328		**TOTAL**

How did the pandemic impact demand for your work? Demand (Q11)

#	%	AREA
63	19.4%	Increased
44	13.6%	No change
217	67.0%	Decreased
324		**TOTAL**

What was the main reason for the DECREASE? (Q12)

#	%	AREA
26	12.0%	Decided to shut down operations
62	28.6%	Closed venue
117	53.9%	Cancelled events
142	65.4%	Could not hold in-person programs/services
29	13.4%	Participants could not access virtual programming
76	35.0%	Limited a non-existent sales opportunities
103	47.5%	Limited or non-existent performance/exhibitions opportunities
92	42.4%	Activities not easily transferable to a virtual or online format
24	11.1%	**OTHER RESPONSES**
217		**TOTAL**

What was the main reason for the INCREASE? (Q14)

#	%	AREA
41	67.2%	Increased demand for existing programs and services
41	67.2%	Provided new or existing online options
28	45.9%	Provided new or adapted existing programs/services to meet client needs
10	16.4%	Reduced programs and/or services to address capacity issues
10	16.4%	Sales/performance opportunities increased
3	4.9%	**OTHER RESPONSES**
61		**TOTAL**

What were your main challenges? (Q15)

#	%	AREA
207	81.2%	Public health restrictions limiting in-person programming/ events
134	52.6%	Uncertainty for planning/budgeting/adjusting
100	39.2%	Learn new platforms to help people in a new way
99	38.8%	Disruption of services to clients and communities
98	38.4%	Offering virtual programs
87	34.1%	Meeting public health guidelines
83	32.6%	Need to change or update technology
67	26.3%	Modifying or building new programs
63	24.4%	Remote work
47	18.4%	Lack of information on changes to guidelines
46	18.0%	Disruption of supplies or service/provided by partners
46	18.0%	Lack of human resource capacity
29	11.4%	Limited to online training
13	5.1%	**OTHER RESPONSES**
		TOTAL

Did you contact the Business Response Team? (Q16)

#	%	AREA
90	28.6%	Yes
225	71.4%	No
315	100	**TOTAL**

Rate your experience with the Business Response Team? (Q17) 3.6/6 = 60%

#	%	AREA
9	9.9%	Very negative
13	14.3%	
19	20.9%	
27	29.7%	
15	16.5%	
8	8.8%	Very positive
91		**TOTAL**

WHAT WAS THE IMPACT OF COVID-19 ON REVENUES

76% HAD SIGNIFICANTLY DECREASED OR DECREASED REVENUES

REASONS FOR DECREASED REVENUE
83% LESS REVENUE FROM SALES/FEES
25% FEWER DONORS/SPONSORS
20% FEWER INDIVIDUAL DONATIONS
16% LESS ACCESS TO PROVINCIAL GRANTS
13% LESS ACCESS TO MUNICIPAL GRANTS
12% LESS ACCESS TO FEDERAL GRANTS

13% OTHER

REVENUE LOST IN 2020
59% UNDER $10,000
- INCLUDES 43% IN BETWEEN $5,000 TO $10,000

40% OVER $10,000
- INCLUDES 12% OVER $1,000,000

ANNUAL OPERATING BUDGETS OF RESPONDENTS
49% UNDER $100,000
- INCLUDES 22% BETWEEN $10,000 AND $50,000

41% OVER $100,000
- INCLUDES 7% OVER $1,000,000

10% NOT APPLICABLE

What was COVID-19 impact on revenue? (Q21)

#	%	AREA
122	39.7%	Significantly Decreased
112	36.5%	Decreased
49	16.0%	No change
23	7.5%	Increased
1	.3%	Significantly Increased
306	100	**TOTAL**

What is your approximate Annual Operating Budget? (Q22)

#	%	AREA
43	19.3%	Under $10,000
49	22.0%	$10,000 – 49,999
16	7.2%	$50,000 – 99,999
18	8.1%	$100,000 – 149,000
14	6.3%	$150,000 – 249,000
28	12.6%	$250,000 – 499,999
16	7.2%	$500,000 – 999,999
16	7.2%	$1,000,000+
23	10.3%	Not applicable
223	100	**TOTAL**

What was the estimated revenue lost? (Q23)

#	%	AREA
39	16.7%	Under $5,000
99	42.5%	$5,000 - $9,999
44	18.9%	$20,000 - $49,999
21	9.0%	$50,000 - $99,999
30	12.9%	$100,000 +
233	100	**TOTAL**

What was the main caused of DECREASED revenue? (Q24)

#	%	AREA
191	83.4%	Less revenue from sales or fees
58	25.3%	Fewer donors/sponsorship from corporations
45	19.7%	Fewer donations from private individuals
36	15.7%	Less access to grants/funding – provincial
31	13.1%	**OTHER RESPONSES**
29	12.7%	Less access to grants/funding – municipal
27	11.8%	Less access to grants/funding – federal
		TOTAL

WHAT WAS THE IMPACT OF COVID-19 ON HUMAN RESOURCES AND TECHNOLOGY

28% HAD CHALLENGES WITH **STAFFING**

CHALLENGES FOR STAFFING
63% NO WORK/REDUCED HOURS
53% MORE REMOTE WORK
38% HARD TO GATHER
33% MANAGING REMOTE WORKERS
25% REDUCED SUCCESSION PLANNING

44% DECREASE IN PAID WORKERS

41% HAD CHALLENGES WITH **VOLUNTEERS**

CHALLENGES FOR VOLUNTEERING
69% RESTRICTIONS ON GATHERING
49% LESS VOLUNTEERS NEEDED
41% FEAR
30% DIFFICULTY ENGAGING
12% ILLNESS

84% DECREASE IN VOLUNTEERS

38% HAD CHALLENGES WITH **TECHNOLOGY**

CHALLENGES WITH TECHNOLOGY
76% LEARNING NEW DIGITAL PLATFORM
73% NEED UPGRADES TO TECHNOLOGY
66% USING SOCIAL MEDIA
65% OFFERING VIRTUAL PROGRAMMING
44% FINDING TECH SUPPORT

Did COVID-19 impact staffing in your organization/business? (Q31)

#	%	AREA
81	27.6%	Yes
86	29.3%	No
127	43.2%	Not applicable
29.4	100	**TOTAL**

How many staff members (full-time and/or part-time) did you have before COVID-19? How many? (Q32)

#	%	AREA
826		Before COVID-10 (March 2020)
467		At Present (June 2021)
359	43.5%	Difference/Percentage Difference
64		**TOTAL RESPONSES**

Changes in staffing were due to… (Q33)

#	%	AREA
28	37.3%	Lay-offs
9	12.0%	Terminations
9	12.0%	Resignation due to illness/fear
8	10.7%	Resignations/retirements
35	46.7%	Changed hours of work (for budget reasons)
15	20.0%	Changes hours or work (for illness, isolation, fear)
19	25.3%	Positions not filled
11	14.7%	New hires
6	8.0%	Other
75		**TOTAL**

How has COVID-19 impacted staffing? (Q37)

#	%	AREA
48	63.2%	No work/reduced hours for staff
16	21.1%	Increased training to adapt to work
40	52.6%	More remote work
25	32.9%	Managing remote staff
18	23.7%	Decreased productivity
13	17.1%	Decreased staff availability
15	19.7%	Increased staff absences – illnesses
9	11.8%	Increased staff absences – children
4	5.3%	Increased staff turnover
19	25.0%	Reduced succession planning
29	38.2%	Hard to gather for meetings
25	32.9%	Hard to have conversations about challenging/critical issues
11	14.5%	**OTHER RESPONSES**
76		**TOTAL**

What changes have you implemented to support staff during COVID-19? (Q38)

#	%	AREA
31	42.5%	Increased training to adapt to work
23	31.5%	Added or increased mental health support
7	9.6%	Offered Employee Assistance Program
27	37.0%	Developed policies for managing remote work
25	34.3%	No change
3	4.1%	**OTHER RESPONSES**
		TOTAL

Did COVID-19 impact volunteering for your organization or work? (Q39)

#	%	AREA
117	40.9 %	Yes
38	13.3%	No
15	5.2%	Unsure
116	40.6%	Not applicable
286	100	**TOTAL**

How many volunteers did you have before COVID-19? How many after? (Q40)

#	%	AREA
10,860		Before COVID-19 (March 2020)
1,750		At Present? (June 2021)
9110	83.9%	Decrease/Percentage
69		**TOTAL**

Change in volunteering levels due to… (Q41)

#	%	AREA
34	30.1%	Difficulty engaging volunteers
55	48.7%	Less volunteers needed
6	5.3%	Resignations/Retirements
46	40.7%	Fear/Isolation required
14	12.4%	Illness/isolation required
1	.9%	New opportunities available
8	7.1%	New skills needed
78	69.0%	Gathering limited due to restriction
11	9.7%	**OTHER RESPONSES**
113		**TOTAL**

WHAT DID YOU DO?

56% **REDUCED OPERATIONS & EXPENSES**

HANDLED CHALLENGES BY...
40% ACCESSING GOVERNMENT SUPPORT
34% USED RESERVES/SAVINGS
20% ACCESSED OTHER COVID GRANTS
17% REDUCED STAFF

40% ACCESSED **GOVERNMENT SUPPORT**

REVENUE RECOUPED
27% $5,000-9,999
9 % $10,000—49,999
27% UNDER $5,000
29% NONE

FUNDS ACCESSED
42% CANADA EMERGENCY WORK SUBSIDY
40% CANADA EMERGENCY RECOVERY BENEFIT
35% SK SMALL BUSINESS EMERGENCY
24% SK TOURISM SECTOR SUPPORT
21% CULTURE, HERITAGE & SPORT
21% CANADA EMERGENCY BUSINESS ACCOUNT

66% ACCESSED AND/OR USED **TECHNOLOGY**

WHAT WORKED?
52% TRANSITIONED TO REMOTE WORK
54% ADAPTED PROGRAMS AND SERVICES
39% MOVED SALES AND/OR SERVICES ONLINE
38% REDUCED PROGRAMS AND SERVICES
36% ESTABLISHED AND USED CLEAR COMMUNICATION CHANNELS

57% HAD **STAFF WORKING REMOTELY**

54% FELT SOMEWHAT POSITIVE
BUT ONLY **9%** WERE POSITIVE
78% WILL CONTINUE WITH MIX OF REMOTE AND IN-PERSON WORK

HANDLED CHALLENGES BY...
47% CHANGED HOURS—BUDGET
37% LAID OFF STAFF
25% DIDN'T FILL POSITIONS
20% CHANGED HOURS—ILLNESS
15% NEW HIRES

43% HAD **VOLUNTEERS WORKING REMOTELY**

74% WILL CONTINUE WITH **MIX OF REMOTE AND IN-PERSON WORK**

69% FELT SOMEWHAT POSITIVE ABOUT VOLUNTEERS WORKING REMOTELY / ONLY **4.1%** WERE VERY POSITIVE

72% HELD **VIRTUAL EVENTS/ ACTIVITIES**

TYPES OF VIRTUAL ACTIVITIES
56% CLASS/LESSONS
36% PERFORMANCES
35% NETWORKING FORUMS
36% AGMs
23% PARTY/SOCIALIZING

What did you do to offset DECREASED revenue? (Q25)

#	%	AREA
129	56.3	Reduced operations/lowered expenses
90	39.3%	Accessed government COVID support
77	33.6%	Used reserves/savings
46	20.1%	Accessed other COVID relief
38	16.6%	Reduced staff
34	14.9%	Closed operations
34	14.9%	Collected fees from online programming
31	13.5%	Nothing specific
21	9.2%	**OTHER RESPONSES**
9	4.0%	Secured loans and other credit
229		**TOTAL**

Did you apply for government COVID-19 relief? (Q29)

#	%	AREA
138	46.3%	Yes
160	53.7%	No
298	100	**TOTAL**

What programs did you apply for? (Q30)

Funding Program	Applied /Received	Applied /Not Received	Did not Apply	Total	Med.
Sask Small Business Emergency Payment Program	35.2% 32	14.3% 13	50.6% 46	91	2.15
Sask Tourism Sector Support	23.8% 20	15.5% 13	60.7% 51	84	2.37
Canada Emergency Work Subsidy (CEWS)	41.6% 37	13.5% 12	44.9% 40	89	2.03
Canada Emergency Business Account (CEBA)	20.5% 17	22.9% 19	56.6% 47	83	2.36
Temporary Wage Subsidy for Nonprofits	10.1% 8	13.9% 11	76.0% 60	79	2.66
Canada Employment Commercial Rent Assoc. (CEBA)	17.3% 13	17.3% 13	65.3% 49	75	2.48
Canadian Emergency Support Fund for Culture, Heritage and Sport	21.1% 16	18.4% 14	60.5% 46	76	2.39
Canada Support Workers or Live Arts & Music Fund	3.8% 3	19.0% 15	77.2% 61	79	2.73
Deferral of GST	6.7% 5	13.3% 10	80.0% 60	75	2.73
Access to Credit from Social Enterprise	1.4% 1	14.9% 11	83.8% 62	74	2.82

How much was recouped? (Q26)

#	%	AREA
60	26.8%	Under $5,000
60	26.8%	$5,000 – 19,999
20	8.9%	$20,000 - $49,999
7	3.1%	$50,000 – 99,999
13	5.8%	$100,000 +
64	28.6%	None
224		**TOTAL**

How much longer do you think you can sustain your work with current revenue streams? (Q27)

#	%	AREA
18	7.8%	1 – 3 months
24	10.4%	4 – 6 months
20	8.7%	7 – 12 months
44	19.1%	More than one year
88	38.3%	Don't know
36	15.7%	Not applicable
230	100	**TOTAL**

If increased or significantly increased, what is the main cause? (Q28)

#	%	AREA
5	21.7%	Increased revenue from sales or fees
3	13.0%	Increased donations from private individuals
2	8.7%	Increased donations from corporations
2	8.7%	Increased access to grants/funding - municipal
4	17.4%	Increased access to grants/funding – provincial
4	17.4%	Increased access to grants/funding – federal
3	13.0%	**OTHER RESPONSES**
23		**TOTAL**

Do you have staff working remotely? (Q34)

#	%	AREA
46	56.7%	Yes
31	40.3%	No
77	100	**TOTAL**

Rate how remote work impacted your organization (Q35) 3.7/6 = 61.7%

#	%	AREA
1	2.2%	Very negatively
3	6.5%	
14	30.4%	
24	52.2%	
1	2.2%	
3	6.5%	Very positively
46	100	**TOTAL**

Will you continue with remote work? (Q36)

#	%	AREA
1	2.2%	Yes
2	4.4%	No
36	78.3%	Some mix of both
7	15.2%	Unsure
48	100	**TOTAL**

Do you have volunteers working remotely? (Q42)

#	%	AREA
48	42.5%	Yes
65	57.5%	No
113		**TOTAL**

Rate how well remote worked for volunteers? (Q43) 3.9/6 = 65.0%

#	%	AREA
0	0	Very negatively
3	6.1%	
12	24.5%	
23	46.9%	
9	18.4%	
2	4.1%	Very positively
49		**TOTAL**

Will you continue to have volunteers work remotely? (Q44)

#	%	AREA
20	40%	Yes
0	0	No
17	34%	Some
13	26%	Unsure
		TOTAL

Did you hold a Virtual Event(s)? (Q18)

#	%	AREA
226	71.5%	Yes
90	28.5%	No
316	100	**TOTAL**

What types of events did you hold virtually? (Q19)

#	%	AREA
126	55.5%	Class/Lessons
82	36.1%	Performances
82	35.1%	Networking/forums
82	36.1%	AGMs
52	22.9%	Party/socializing
49	21.6%	Other
46	20.3%	Festival
40	17.6%	Exhibitions
31	13.7%	Conference
22	9.7%	Competitions
227		**TOTAL**

How successful were your virtual events? (Q20)

#	%	AREA
26	11.5%	Extremely successful
103	46.0%	Successful
90	39.8%	Somewhat successful
6	2.6%	Not successful
226	100	**TOTAL**

What key things did you do that worked during the pandemic? (Q59)

#	%	AREA
49	18.4%	Invested in a strong staff and/or volunteer team
96	36.0%	Established & used clear communication channels
138	51.7%	Transitioned to remote work
77	28.8%	Took additional training
177	66.3%	Accessed and used technology
103	38.6%	Moved sales and/or services online
66	24.7%	Kept existing programs and services running
145	54.3%	Adapted programs and services
100	37.5%	Reduced programs and services
89	33.3%	Sought and received additional financial support – grants/emergency funding
9	3.4%	Offered staff an Employee Assistance Program
14	5.2%	Didn’t do anything differently
13	4.9%	**OTHER RESPONSES**
267		**TOTAL**

HOW DO YOU FEEL?

50% FEEL **POSITIVE OR VERY POSITIVE** ABOUT THE UPCOMING YEAR

45% ARE **UNCERTAIN** ABOUT THE UPCOMING YEAR

5% FEEL **NEGATIVE OR VERY NEGATIVE** ABOUT THE UPCOMING YEAR

57% ARE CONCERNED ABOUT **STAFF AND VOLUNTEERS' MENTAL HEALTH**

28% **DECREASED CAPACITY** GOING FORWARD

22% **INCREASED CAPACITY** GOING FORWARD

50% **NO CHANGE**

WHAT IS THE STATE OF YOUR MENTAL HEALTH?

VERY CALM					VERY STRESSED
14%	23%	22%	23%	14%	5%

HOW DO YOU FEEL ABOUT THE UPCOMING YEAR

How do you feel about the coming year? (Q45)

#	%	AREA
27	9.5%	Very positive
114	40.3%	Positive
129	45.6%	Neutral/Uncertain
10	3.5%	Negative
3	1.1%	Very negative
283		**TOTAL**

How has your capacity to handle work flow/workload going forward changed? (Q46)

#	%	AREA
62	21.9%	Increased
143	50.5%	No change
78	27.6%	Decreased
283	100	**TOTAL**

What was the pandemic's impact on your mental health? (Q60) 3.0/6 = 50%

#	%	AREA
37	13.8%	Extremely stressed
62	23.1%	
72	21.9%	
61	22.8%	
24	9.0%	
12	4.5%	Extremely calm
268	100	**TOTAL**

Were you satisfied with this survey experience? (Q61) 4.3/6 = 71.7%

#	%	AREA
5	1.9%	Very unsatisfied
10	3.8%	
54	20.2%	
81	30.3%	
71	26.6%	
46	17.2%	Very satisfied
267		**TOTAL**

CONCERNS ABOUT RECOVERY?

77% ARE CONCERNED ABOUT **REVENUES AND FUNDING**

TOP FIVE CHALLENGES

70% REDUCED REVENUE FROM EARNED INCOME
37% INCREASED COST OF DELIVERY
34% LOW FINANCIAL RESERVES
34% REDUCED REVENUE FROM FUNDRAISING
33% CASH FLOW CHALLENGES

AVERAGE NEED

28% LESS THAN $10,000
44% $10,000—49,999
12% $50,000—99,999
13% $100,000—249,999
3% $250,000 AND UP

67% ARE CONCERNED ABOUT DELIVERING **PROGRAMS, PRODUCTS & SERVICES**

TOP FIVE CHALLENGES ACHIEVING YOUR MISSION

63% FEAR THAT CLIENTS/AUDIENCE/ PARTICIPANTS WON'T RETURN
56% FEAR THAT THE RETURN OF CLIENTS/ AUDIENCE/PARTICIPANTS WILL HAPPEN SLOWLY
56% UNCERTAINTY IN PLANNING/BUDGETING /ADJUSTMENTS NEEDED
45% DECREASED DEMAND FOR PROGRAMS AND/OR SERVICES
42% DISRUPTION OR CANCELLATION OF SERVICES TO CLIENTS/COMMUNITIES

42% ARE CONCERNED ABOUT **HUMAN RESOURCES — STAFFING AND/OR VOLUNTEERS**

TOP FIVE CHALLENGES

60% RETAINING AND ENGAGING VOLUNTEERS
57% MENTAL HEALTH OF STAFF/ VOLUNTEERS
54% RECRUITING NEW VOLUNTEERS
38% CHALLENGE WITH STAFF/VOLUNTEERS REMOTE WORK
34% FINDING AND PAYING CONTRACT WORKERS

OTHER
- RETURNING TO WORK ISSUES
- STAFF RETENTION
- STAFF TRAINING

38% ARE CONCERNED ABOUT **TECHNOLOGY**

TOP FIVE CHALLENGES

76% LEARNING & HELPING PEOPLE ON DIGITAL PLATFORMS
73% NEEDING UPGRADES TO EXISTING TECHNOLOGY
66% USING SOCIAL MEDIA AND ONLINE CHANNELS
65% OFFERING VIRTUAL PROGRAMMING
44% FINDING TECHNOLOGY SUPPORT FOR PERSONAL AND/OR ORGANIZATION

OTHER
- ACCESS TO EQUIPMENT/INERNET
- MAXIMIZING DATABASES
- CYBER SECURITY

Are you concerned about delivering your programs, products and services? (Q47)

#	%	AREA
190	67.4%	Yes
92	32.6%	No
282	100	**TOTAL**

What will be the biggest challenges to your work/mission over the next 12 months? (Q48)

#	%	AREA
80	42.1%	Disruption or cancellation of services to clients/communities
33	17.4%	Disruption of support services
85	44.7%	Decreased demand for programs/services
119	62.6%	Fear that clients/audience/participants won't return
106	55.8%	Fear that the return of clients/audience/participants will happen slowly
23	21.1%	Increased demand for programs/services
56	29.5%	Increased cost to support program adaptations
74	39.0%	Redesigning programs and services
49	25.8%	Purchasing new technology to support program delivery
70	36.8%	Learning new technology to support program delivery
76	40.0%	Sustaining or developing of new partnerships and collaborations
58	30.5%	Limitations of increased online programming and events
106	55.8%	Uncertainty in planning/budgeting/adjustments
66	34.7%	Understanding changing public health guidelines
52	27.4%	Understanding liability issues
10	5.3%	Access to Personal Protective Equipment
59	31.1%	Finding venues
15	7.9%	**OTHER RESPONSES**
158		**TOTAL**

Are you concerned about revenues/funding? (Q49)

#	%	AREA
213	77.2%	Yes
63	22.8%	No
276		**TOTAL**

What are your main concerns around funding? (Q50)

#	%	AREA
71	33.5%	Reduced revenue from fundraising
149	70.3%	Reduced revenue from earned income
72	34.0%	Low financial reserves
70	33.0%	Cash flow challenges
35	16.5%	Increased insurance costs
38	17.9%	Funder restrictions on funds
58	27.4%	Lack of access to needed funds
35	16.5%	Delays in receiving grant funding
54	25.5%	Lack of market access
48	22.6%	Market saturation
79	37.3%	Increased cost of delivery
16	7.6%	**OTHER RESPONSES**
212		**TOTAL**

What types of funding support would be useful? (Q51)

#	%	AREA
162	77.9%	Grant programs
13	6.3%	Loans
102	49.0%	Sponsorships
100	48.1%	Increased operational funding
28	13.5%	Other
208		**TOTAL**

How much additional funding do you feel you will need to sustain your operations in the next 12 months? (Q52)

#	%	AREA
57	27.7%	Less than $10,000
91	44.2%	$10,000 – 49,999
25	12.1%	$50,000 – 99,999
26	12.6%	$100,000 – 249,999
6	2.9%	$250,000 – 499,999
1	.5%	$500,000 – 999,999
0	0	$1,000,000+
206		**TOTAL**

Are you concerned about human resources – staff and volunteers- going forward? (Q53)

#	%	AREA
115	42.0%	Yes
159	58.0%	No
274	100	**TOTAL**

What are your main concerns? (Q54)

#	%	AREA
22	19.5%	Accessing wage subsidies
13	11.5%	Potential staff lay-offs
68	60.2%	Retaining and engaging volunteers
35	31.0%	Offering services with reduced staff
43	38.1%	Challenge in working with staff/volunteers remotely
33	29.2%	Recruiting new staff
61	54.0%	Recruiting new volunteers
38	33.6%	Finding and paying contract workers
23	20.4%	Training for staff/volunteers
13	11.5%	Meeting and addressing labour standards
9	8.0%	Staff/volunteer access to daycare
64	56.6%	Mental health of staff/volunteers
17	15.0%	**OTHER RESPONSES**
113		**TOTAL**

What are your IDEAS? (Q55)

Are you concerned about technology going forward? (Q56)

#	%	AREA
104	38.4%	Yes
167	61.6%	No
270	100	**TOTAL**

What are your main concerns? (Q57)

#	%	AREA
81	76.4%	Learning new digital platform to help people in new ways
69	65.1%	Offering virtual programming
77	72.6%	Needing upgrades to existing technology
47	44.3%	Finding technology support for personal organizational system
30	28.3%	Risk of cyber hacks and other online security issues
70	66.0%	Using social media and other online communication channels
41	38.7%	Maximizing online databases and administrative system
8	7.6%	**OTHER RESPONSES**
106		**TOTAL**

What are your IDEAS? (Q58)

NEEDS GOING FORWARD

CONCERNS ABOUT AUDIENCES RETURNING

RESPONDENTS ARE:

- Planning smaller, more focused programming, and in some cases, changing the method of delivery;
- Adapting to trends and customer preferences;
- Revising strategic plans;
- Offering programs/services that are easily adaptable;
- Continuing to offer virtual programs – hybrid;
- Surveying membership to assess change;
- Increasing promotion to help reassure audiences;
- Holding activities outdoors;
- Focusing on professional development; and
- Sharing information with members.

CONCERNS:

- **Being at the mercy of the industry;**
- **Slow recovery;**
- **Offering a safe, COVID-free space;**
- **Finding venues – use of schools, halls;**
- **Competition for small audiences with all programs coming back at once;**
- **Parent uncertainty;**
- **Lack of enrollment;**
- **Lack of consumer confidence; and**
- **Interest in arts and culture at this time.**

WHAT'S NEEDED?

- Most of the ideas are identified in solutions for revenues, human resources and technology;
- Increased programming opportunities for newcomers, low income or those facing accessibility issues;
- Invest in more youth programming; and Programs that are developed provincially for delivery, along with easy to access funding.

CONCERNS ABOUT UNCERTAINTY

RESPONDENTS ARE:

- Remaining flexible;
- Finding new venues;
- Limiting in-person attendance;
- Bringing staff on as needed;
- Making alternative, shorter-term plans;
- Stage-based returns to programming/ services;
- Spreading the word about precautions being taken;
- Working on risk management plans;
- Advocating for change;
- Increase content on website;
- Listening to community needs;
- Increasing communication; and
- Taking "Wait and See" approach.

CONCERNS:

- **Exhaustion from addressing changes;**
- **Maintaining partnerships;**
- **More surprises;**
- **Cancelled events and closure of venues;**
- **Art ownership considered a luxury;**
- **Regaining lost momentum/unrealistic expectations from public/staff;**
- **Government's lack of consistent approach (sports vs cultural programs);**
- **Client demand but no resources; and**
- **Key industries devastated by impact of pandemic: music, book publishing, etc.**

WHAT'S NEEDED?

- Training and support for longer-term planning for small organizations;
- Meaningful information that eliminates anxiety;
- Recognition of the key issues facing the cultural community;
- Promoting the work of artists, value to community; and
- Thinking strategically about the future of the arts post-COVID.

NEEDS GOING FORWARD

CONCERNS ABOUT HANDLING DECREASED REVENUES

- **Lack of core funding;**
- **Increased cost of delivery (supplies, expertise, venues);**
- **Increased competition trying to return;**
- **Delayed funding opportunities;**
- **Customers have no money; and**
- **Funding flexibility.**

RESPONDENTS ARE:

- Seeking new funding options – longer-term options;
- Using savings;
- Reducing programs/services;
- Fundraising; and
- Looking for new markets/audiences/venues.

WHAT'S NEEDED?

- Increases to operational funding;
- Recognition of the impacts of COVID on funding (not basing evaluation on previous outcomes/re-evaluation);
- Flexibility from the Trust;
- Sponsorships;
- Increased funding for cultural groups to hire more artists/musicians/cultural workers;
- Support for social enterprise groups;
- Streamlining funding from granting organizations;
- Reducing taxation and duty fees;
- More funding for 'total volunteer' organizations;
- Incentives to host programs/events designed to engage and hire, even if they don't make money; and Support for distribution of Saskatchewan creative products.

CONCERNS ABOUT NEW FUNDING NEEDED

- **Lack of funding support for those with disabilities/low income;**
- **Applying for funding is onerous;**
- **Loans and payback models difficult for small organizations;**
- **Lost sponsorship opportunities; and**
- **Lack of market opportunities.**

RESPONDENTS ARE:

- Asking for funding agencies to consider new needs.

WHAT'S NEEDED?

- Support for new businesses (arts);
- Non-repayable grants for social enterprise;
- Funds to increase accessibility of programming;
- Comedy-related funding;
- More funds for museums;
- Operational funding for honorariums for volunteers;
- Low burden, apply anytime, quick-turnaround micro grants;
- Grants to hire new employees;
- Grants for new technology: hardware and software;
- Funding for website creation, professional studio space and collaborative spaces, including collaborative artist portals;
- More support for emerging artists locally;
- Recovery grants for digital projects, distribution and professional development;
- Funding to create new opportunities to hire artists; and
- Funding for digital platforms and monetization.

NEEDS GOING FORWARD

CONCERNS ABOUT RETAINING STAFF

- **Return to work;**
- **Managing remote workers or a hybrid approach;**
- **Keeping cultural professionals in the province;**
- **Capacity to return to work after long interruptions; and**
- **Training for employees to meet online needs.**

RESPONDENTS ARE:

- Planning return to work;
- Maintaining a hybrid work environment;
- Looking for opportunities outside the province;
- Quitting; and
- Laying off staff.

WHAT'S NEEDED?

- Return to work planning strategies;
- Guidance on labour laws; vaccinated or unvaccinated staff;
- Awareness of how to manage safety and labour standards;
- Subsidize hiring of artists;
- Support for Universal basic income for artists;
- Continuation of wage subsidy;
- Succession planning;
- Revamping cultural worker wages (salary & benefits);
- Efforts to keep cultural works/artists in the province;
- Make artists feel seen and heard; and
- Increase remote work opportunities.

CONCERNS ABOUT RETAINING VOLUNTEERS

- **Volunteers not interested in volunteering during pandemic;**
- **Older volunteers stepping down; and**
- **Training for employees to meet online needs.**

RESPONDENTS ARE:

- Considering ways to bring back volunteers; and
- Recruiting new board members.

WHAT'S NEEDED?

- Workshop on training on how to engage volunteers online/remotely;
- Help to bring back volunteers;
- Training in volunteer management;
- Support for volunteer incentives; and
- Volunteer base for cultural groups to draw from.

CONCERNS ABOUT MENTAL HEALTH

- **Staff members and volunteers burning out;**
- **Exhaustion and burn-out – interest in access to a help group; and**
- **Good volunteers tapped out.**

RESPONDENTS ARE:

- Taking time to reflect, heal and re-energize.

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WHAT'S NEEDED?

- Providing mental health workshops;
- Mental health support for arts administration and artists;
- Resource lists and subsidized or covered services; and
- Online mental health support.

CONCERNS ABOUT TECHNOLOGY NEEDS

- **Sudden need to create work in a digital format;**
- **Costs of technology: hardware and software;**
- **Need for digital and graphic software;**
- **Audience fatigue with virtual events/activities;**
- **Online classes didn't work;**
- **Lack of internet access in some areas; and**
- **Audiences have no online access – no equipment/Internet.**

RESPONDENTS ARE:

- Purchasing new technology items;
- Updating online platforms;
- Engaging those who are already isolated;
- Developing an overall strategy and business plan for using digital tech;
- Support members with transition to online formats for events and remote learning;
- Moving sales online;
- Sharing work internationally; and
- Hiring tech experts.

WHAT'S NEEDED?

- Support for new websites, and collaborative spaces;
- Accessible technical expertise – online and helpline;
- Support for collaborative artist business portals;
- Support for technology required to host events online;
- Support for other equipment: video, microphones, speakers, etc.;
- More high speed Internet for remote areas of the province;
- Increased technology for Elders and low income participants;
- Equipment and training for members;
- Loans of equipment and technical support; and
- Professional video technology.

CONCERNS ABOUT TRAINING IN TECHNOLOGY

- **Audiences unable to use virtual platforms;**
- **Cyber security concerns;**
- **Marketing concerns;**
- **Changes in social media platforms; and**
- **Hiring youth doesn't mean they have required tech skills.**

RESPONDENTS ARE:

- Exploring new technology;
- Taking classes;
- Learning new ways to deliver classes and boost online presence; and
- Learning about new social media practices/keeping on top of chats.

WHAT'S NEEDED?

- Marketing education;
- Workshops on to host live events/performances;
- Workshops on offering hybrid programs – both in-person and online;
- Offer more specific social media training;
- Ability to train all staff at one time;
- Webinars regarding professional use of platforms;
- Webinars on website development;
- Instruction for older artists on using technology;
- Training for teaching classes online;
- Training on new ways to deliver live classes and boost online presence; and
- Training to set up monetized digital platforms.

CONCERNS ABOUT MARKET ACCESS

RESPONDENTS ARE:

- Looking for new opportunities to expand markets.

WHAT'S NEEDED?

- Publishing opportunities for SK writers; and
- International advertising for galleries.

FUNDED BY

SASK LOTTERIES