



**2020 SaskCulture Member Survey on COVID-19 Recovery**  
**Survey open until May 15**

The SaskCulture Member Survey, designed to assess the impact of the COVID-19 on cultural community, was completed May 7-15, 2020, by 83 members: 98.8% were members, and 1.2% non-members, for a 51.3% response rate.

**DEMOGRAPHICS**

<b>Respondent Area of Cultural Work</b>		
48.8%	39	Arts
26.3%	21	Heritage
21.3%	17	Cultural Industries
15.0%	12	Multicultural
3.8%	3	Indigenous Cultural
17.1%	14	Others
		Festivals (2)
		Municipal Government
		Eco-museum
		Art Service Organization
		Ethno-cultural
		Debate
		Dance
		Community
		Districts (2)
		Performing Arts
	106	<b>TOTAL</b>

<b>Budget Size</b>		
30.4%	24	Under \$150,000
17.7%	14	\$150,000 to \$250,000
22.8%	18	\$250,000 to \$500,000
27.9%	22	\$500,000 or over
	78	<b>TOTAL</b>

<b>Funding From Sask Lotteries</b>		
54.6%	42	Receive Operational Funding
27.3%	21	Receive Project Funding
29.9%	23	Not funded
	86	<b>TOTAL</b>

## COVID-19'S IMPACT ON THE CULTURAL WORKPLACE?

<b>What are organizations doing right now?</b>		
56.3%	43	Changed all operations to virtual (+2)
22.3%	17	Reduced operations – public spaces closed (+4)
10.5%	8	Closed until further notice
7.9%	6	Operating as usual (+2)
10.5%	8	Other (add in to areas)
	76	<b>TOTAL Responses</b>

<b>Staff members working from home (respondents represent approx.. 493 jobs)</b>		
	288	Staff members working from home
58.4%	288/493	Respondent staff working from home (approx.)
82.7%	62/75	Of respondents had staff working from home
	75	<b>TOTAL Responses</b>

<b>Adjustments to staffing</b>		
30.3%	23	Have made staffing changes
69.7%	53	Have not made staffing changes, yet
	76	<b>TOTAL Responses</b>

<b>Those that made staffing changes:</b>		
80.0%	16	Have staff in different roles (21.1% of total)
60.0%	12	Laid off staff- % of total (15.8% of total)
	0	Furlough
	20	<b>TOTAL Responses</b>

<b>Over the next 12 months, feel they will have less paid staff</b>		
46.7%	35	No
22.7%	17	Yes
30.7%	23	Not sure
	76	<b>TOTAL Responses</b>

## COMMENTS ON STAFFING

### Summary:

Since the COVID-19 public health restrictions were put in place, most SaskCulture member groups have been busy making adjustments to individual operations, programs, services and workspaces. The majority of respondents (56.6%) have transitioned into a virtual workplace. While most have closed public services, only 7.9% of respondents have completely closed down for the duration of the quarantine. Most (82.7%) respondent cultural groups had staff working from home; this amounts to approximately 288 staff members working at home, or 58.4% of all approximate respondent staff

members. As with many remote work situations, respondents note that it is not ideal and have identified some challenges including the need for technical skills and lifestyle adjustments.

As of May 15, 30.3% of the cultural groups responding have had to make staffing adjustments; the remaining 60.7% have not made any changes as of yet. Of all respondents, 16 groups (or 21.1% of total respondents) have changed staff roles in some way, and 12 groups/organizations (or 15.8% of total respondents) have laid off staff members. Over the next 12 months, 22.7% of all respondents feel they may have less paid staff members and 30.7% are not sure; only 46.7% felt confident enough to feel there would be no change. Of interest, the biggest impact on staffing has been in organizations with budgets under \$150,000 and those over \$500,000.

Besides those having to handle lay-offs, other respondents noted how they were handling staffing changes in different, and some very creative, ways. Some implemented reduced work week or staggering of works shifts for their staff. Others cut back on casual staff hours and contract opportunities. Some respondents implemented salary adjustments – with some respondents (at least 3) mentioning staff taking pay cuts, while one respondent made a temporary position permanent and another used savings to support an artist program. Many were concerned about summer student programs – some unable to support them, others still on hold. There were several concerns about the federal government funding programs – particularly the issues with the wage subsidy program access for those in Admin Centre payroll, as well as clarity and eligibility of these programs, including individual CERB funding.

### **Key Comment Areas:**

#### **Changes in Operations – Reduced Capacity**

- I cannot imagine we will be back at full capacity until 2021.
- Our staffing problems are related to COVID-19 at the moment but also to other problems that our organization is going through.
- Event postponed, reduced staffing and operations.

#### **Changes in Operations – Reduced Revenue**

- We wanted to hire staff but because of COVID-19, were thinking our ability to raise the money we need to do this will be severely impacted.
- Staffing dependent on new normal; with an expected \$1.3 million lost revenue we need existing funding and strong advocacy for more support from provincial government and funding agencies.
- We're having a great deal of difficulty trying to figure out if we can access the CEWS support from the federal government; apparently there's an issue because our payroll is handled through the Admin Centre and the Admin Centre is being seen by the CRA as a single employer. Please provide updated information this as soon as possible.

#### **Changes in Operations – Volunteer or one-person operations**

- Organization falls between the cracks; one part-time person on contract.

- Mostly volunteers do the work
- Entirely volunteer-run- continue to use volunteer hours to run online programming
- All volunteers, no paid staff
- Individual member of SaskCulture and sole proprietor of business: very much impacted.

#### **Staffing Changes – Lay-offs**

- We anticipate having to lay off a long-term employee and our Executive Director may have to go on a reduced work week.
- We have done one COVID-19 layoff and I hope that is the last.

#### **Staffing Changes – Time Adjustments**

- Staff is staggering hours in office and working remotely
- Because we employ many visiting artists we are re-imagining how, if at all, we can keep the momentum of artist employment going.
- Our 19 casual hourly staff have not been laid off or put on leave, but we are not scheduling hours for them at this time. This includes casual hourly installation staff who are brought in during show change, casual hourly employees. In addition we have implemented a work slow-down that affects 11 permanent full-time staff who are now working at 70% as a cost-savings measure.
- Made temporary positions permanent. Social media and video skills are even more important now. Able to use AGF by re-allocating budget.
- In our regular life, we have about 10 people working. However, only 3 are full-time and 2 are casual. Your questions don't really fit our scenario. We haven't laid anyone off but we haven't been using our casual employees. Also, because we have our payroll done through Sask Sport we still haven't received any of the wage subsidy contribution from the federal government. This is very concerning to us. I've raise this issue since the program was announced, and yet it is still not resolved. This may result in lay-offs – even though the money exists to help us.
- The museums are open during the summer months to the public. This year, in June, I will hire back only returning students to help with more online programs. If we are able to open in July, we will open as we normally do. Staffing hours have been reduced for two permanent staff members: the manager/curator works 2 or 3 days a week to accommodate child care/school, and the office administrator works one day a week instead of two. The museum educator position has not been affected.
- Staff at museum - facilities are closed to public
- Casual staff not laid off, or put on leave – just not scheduling hours.
- Implemented work slow-down – 11 permanent staff – working 70% as a cost-saving measure.
- Unsure about summer student funding: when contract workers will come back; when hiring freeze will be lifted.
- Some sub-member groups have cancelled in-person employment.
- Part-time staff eliminated through attrition
- Thanks to flexibility of funders – shift expectations about what's possible; 80-90% capacity for full-time schedules; managed to find \$50,000 to support artists – new program model.
- Impact on summer and contract staffing. Moved a lot to online:
  - o Lack of clarity around government funding programs

- Accessibility to organizations (Sask Sport payroll)
- Delayed and unclear federal Summer Jobs Program
- Impossible to provide any security for summer student
- Maintained staff/contract workers – hours SIGNIFICANTLY reduced
- We may have same number of staff but likely reduced hours – using vacation time to manage the interim
- One casual employee has just returned from maternity leave
- Looking to increase staffing as projects come on board.
- Unable to consider any additional contract support staff this year. Foresee loss in revenues (advertising, fundraising, sponsorship, donations, and subscriptions).

**Staffing Changes – Working from Home**

- Working from home has impact on the organization operation and more delays.
- One of our employees is significantly affected by lack of child care for her young child as daycares are closed and she can neither effectively parent nor effectively work a full shift while at home. She makes too much for CERB, but not enough to pay all her expenses on the ½ time hours it would be ideal for her to work.
- Most programs moved to virtual: all staff available; some working from home; some services still available in person; work alternate days.
- Adjustments to staffing depending on skills needed to host and create online programs. So far we have been able to manage with skill set of employees.
- The move to virtual programs and services can be very stressful for staff especially if they are uncomfortable with technology.

**Staff Changes – Still unsure of impact**

- Staffing the same this year: significant redirection if lottery funding cut.
- Not sure. It will be dependent upon whether we can adjust the workload to accommodate different responsibilities full time.
- May impact one staff person– responsibility for program event logistics
- Fingers crossed we can open by June 1
- This year may not be impacted: likely going to be affected more in the long run. Considering reducing staff in the future.

<b>Cancel or postpone programs?</b>		
92.1%	70	Yes
1.32%	1	No
6.6%	5	Not Yet
	76	<b>TOTAL Responses</b>

<b>Cancellations - Impact on Revenues</b>		
1.5%	1	Complete impact – not revenue
25.0%	15	Significant Impact to Revenues
18.0%	12	High Impact to Revenues
26.7%	19	Mid-Level Impact to Revenues
28.9%	19	Low-Impact to Revenues
1.5%	1	No Impact to Revenues
	67	<b>TOTAL Responses</b>
88.2%	67/76	<b>Cancellations</b>
<b>Postponements – Impact on Revenues</b>		
0	0	Complete impact – no revenue
19.5%	8	Significant Impact to Revenues
5.6%	5	High Impact to Revenues
27.8%	15	Mid-Level Impact to Revenues
30.6%	17	Low-Impact to Revenues
16.7%	6	No Impact to Revenues
	51	<b>TOTAL Responses</b>
67.1%	51/76	<b>Postponements</b>

<b>Level of Change to Organization’s business – 3.41/5 or 68.2%</b>		
10.8%	8	Complete Change
73.0%	54	Some Change (26 +28)
16.2%	12	Minimal or No Change (2 + 10)
	74	<b>TOTAL Respondents</b>
<b>Level of Impact going forward due to Change – 2.8/5 or 56.0%</b>		
6.8%	5	Less Impact
36.5%	27	Somewhat less impact
29.8%	22	Same
20.3%	15	Slightly more
6.8%	5	Great impact
	74	<b>TOTAL Respondents</b>

**CHANGE TO ORGANIZATION/PROGRAMS & SERVICES:**

**Summary:**

It is not surprising that a large majority (92.1%) have had to cancel or postpone programs or services since the pandemic began. Many of these cancellations and postponements have an impact on respondent revenues. Of the 88.2% that had to cancel events, 44.5% had a high to complete impact on

revenues, while 55.6% had a mid to low level of impact on revenue. Only 1.5% had no impact on revenues due to cancellations. Of the 67.0% that had to postpone events, only 25.1% had a high to significant impact on revenues, while 58.4% had a mid- to low level of impact on revenue and 16.7% had no impact.

Overall, 68.2% of respondents believe that the COVID-19 situation will change their work going forward. While 10.8% see a complete change, 73% will see some change. Only 16.2% of respondents feel they will see minimal or no change going forward. Most (70%) feel the impact of their work will change; 43% feel they will have less or somewhat less impact, while 29.8% feel they will be the same. On a positive note, 27.1% feel they may have greater or slightly more impact.

While a few identified it was business as usual, many groups/organizations are grappling with the potential for change going forward. The majority of comments were about the negative impact of physical distancing and associated restrictions on larger public gatherings: from the necessity of in-person engagement for festivals and art exhibits to its impact on hands-on, meetings, extra capacity needed and limitations on fundraising. Many are moving to virtual options, but are concerned about digital/screen fatigue, the amount of online competition, technical abilities of participants and the ongoing uncertainty of its effectiveness. Many respondents commented on the unknowns – planning, the role of artists, impact of restriction on timelines, levels of enrollment and public reluctance/fear to return to in-person activities. Some noted that their programming would not proceed until quarantines were completely lifted.

It is obvious that many cultural groups feel that the current situation will have an impact on their program delivery. Some respondents focused on the positive, seeing opportunities in the current situation: several noted the opportunity for new creative development, increased responsiveness to community needs, and extended reach via online programming. A few noted that they would follow government protocols and phase-in approaches to guide their actions going forward.

### **Key Comment Areas:**

#### **Challenging to Change – programming meant to be in-person**

- While making changes to offer education and events online will allow greater reach and access in some ways, they are not a long-term substitute for sharing space. We support many of our members to hold events with very large numbers of people that are part of the life and characters of their communities.
- Our organization is a festival so if people aren't gathering then we're unsure of what our future might look like. We are moving to virtually programming as much as possible during this crisis but we feel people are getting tired of looking at their screens and are craving in-person interaction. Our festival boasts an up close and personal experience which is challenging to replicate via Zoom.
- Our entire business model is people gathering for education, entertainment or inspiration. If we cannot open 'til fall, and then at a reduced capacity, it's obvious that instead of serving 80,000 people this year (our expected #), it will likely reduce by 25-35,000 in this year.
- Distance delivery will not be as effective as being there.

- Less people will want to gather.
- As an art gallery/museum, our impact will be lessened if people cannot take classes or art workshops in our indoor space (due to distancing requirement), school groups cannot attend field trips for tours as school remains out of session, people will not be able to come in and experience the art in person in the same way. Virtual art galleries cannot replicate the experience of seeing traditional art media in person. Restrictions on number of people gathered, and the reluctance of people to gather, will mean that we cannot have art receptions where the artists give a tour of their artwork in the gallery space with large numbers of people there to ask questions, network, etc.
- No interaction with people, no “real” participation possible, cross-cultural work a challenge. The changes to our in-person programming versus online programming are uncertain. Will people have online fatigue in the fall? How long will we have to produce online programming over in-person programming? The influence upon our programs is really up in the air at the moment.
- Changes would be technological and we an audience that is not tech-savvy; but may garner some interest from others.
- We are typically live music competitions. Not sure what level of changes will have to be implemented Live Stream audience or online recorded competitions.
- We are pivoting our operations to serve our audiences online and focus on initiatives that will ensure our long-term sustainability. The Gallery has just completed a very successful year with considerable progress in expanding our audiences, diversifying revenue and increasing our membership. Even with significant innovation and creative problem-solving it will be a challenge to maintain the same level of impact we had in 2019-20.
- It is our ability to be face-to-face with our members – some member services will change.
- One of our main programs is presenting performing artist at ticketed performances and outreach projects to schools and nursing facilities.
- We are in the “connecting people, creating opportunities” business through sport, culture and recreation.
- As a musician, our visitors want to see the collections in person and enjoy the ambiance of an exhibit/live programming. While much of the same information can be provided on a virtual platform it does not have the same impact. Gallery interactives are rendered obsolete.
- Our impact will be less because absence of regular music events means diminished public presence and profits, much less revenue, lack of continuity, and likely fewer donations.
- Impact will be less as we could not continue with our regular programs.
- With the changes we are making/have made, to substantially increase our ability to provide programs digitally the impact will be far less than if we had not moved to digital offerings. The ability of our member to access all of our digital offerings however will be negatively impacted because many are in rural area with far less bandwidth available to them.
- We will be able to continue activities with public when business is back to normal, no longer quarantine.
- This one is tough to know...it will be different impact and with changes we may reach more and even new people BUT in other ways we will lose out as our members and community support relies heavily on in-person connections, events and social opportunities. So short-term this can be a great opportunity longer term it will be a problem.



- For over 55 years, our product has been people coming together to create a musical theatre production that could then be shared with the community in a public space the magic of our product is the communal experience. Because we are no longer able to gather in person, the alternative is to put our content online, which is an entirely different medium. In order to be effective we would essentially have to completely change what we do by becoming digital or film artists rather than theatre artists.
- Will be greater and it is difficult to determine right now – we see value and depend upon building relationships with people and it is difficult to do so virtually – our work in community will be greatly impacted and again, we do not know the impact of that right now.
- Nothing can replace the in-person experience of a workshop or mentorship. Virtual is great in many cases but has limitations or barriers for some demographics.
- Impact will change due to bottle neck of digital programs. Although we will be able to adapt, I feel like our programming will suffer due to the amount of programming online has produced.
- The need to cancel certain public events will decrease the organizations visibility as well as the impact of events.
- Less student enrollment
- Because the majority of our programs are participatory, shifting to online or virtual programming will take time as well as investment in technology and skill development. This will create a significant time-lag where there will be little impact.
- Eventually further down the road, we may see an increased impact or an impact to new audiences, but that won't be realized for several months or longer due ot a time lag.
- If we can't gather in large groups or rehearse or worse to perform for an audience, then we will have no primary reason to continue operations.
- We benefit from public programs and events to increase the visibility and dissemination of our publishing practices. Although many events are able to merge into virtual events, our ability to partner or participate is limited, compounding our decreased revenues.
- Our core programming is built on face-to-face work. There is risk to lose the nuances of face-to-face, when delivering virtually. This makes us wonder if we will be as impactful. We worry that offering virtual programming may exclude participants who are uncomfortable with computers/internet, etc. Then when social distancing restrictions are lifted, will people be frightened to go back to face-to-face meetings.

#### **Challenging to Change – going virtual**

- We feel the impact could be greater as we put more emphasis on sharing theatre learning opportunities online which would allow us to reach more people. Through online courses we can introduce ourselves in an environment that is less intimidating and less expensive for new participants.
- Our major impact on our community has been our hands-on programming, which is unique and well attended. Shifting to virtual programming will put us in competition with hundreds of others offering similar programs – we will try to stand out, but feel our impact will be lessened for sure.
- Programs and services delivered will be changed form face to face to virtual – huge impact on our membership.

- Programs within programs will be impacted more than the governing organization. In their case, many of these programs are moving online or postponing to a later date. Programs are also taking the opportunity to improve resources (such as libraries/lessons) that they require to operate.
- We are trying to offer our programming online as best we can. We will lose the live audience/dancing aspect of our programming.
- We are providing virtual programming for children, but the whole promise of a children's museum is hands-on learning in a collaborative environment.
- We have so far played a major leadership role for our members during this time – many new digital initiatives from communities and artists re being funded by our organization. We may be working more from home in the future, lowering rental and operational cost that will better serve our members.
- Many programs will be delivered virtually and for nature-based learning the impact is not the same if you are not outdoors.

#### **Challenging to Change – programming not possible**

- Cannot hold meetings to plan or carry out conferences.
- With a shift to eco-museums and in community delivery model, we can't deliver until it is safe to do so in community.
- Our programming (and main revenue stream) is cancelled regardless of changes.
- We will begin to plan for the 2021 year and activities.

#### **Looking for Opportunities**

- Our impact will, I believe, remain the same. Museums always tell the history of the community and now we can add to the impact of COVID-19 to our history.
- Our organization is relatively young and has a spent its first years struggling to gain a footing in our sector. I believe that will change/improve this year because our planned initiatives can still proceed.
- People will realize the loss of heritage and cultural programming and want to ensure it returns for the overall quality of life.
- I'm heartened by our response to crating new models of engagement and feel like we've learned a lot about what's possible. If the world were to go back to status quo immediately. I feel we would strike a balance between our old ways (that prioritized gatherings) and new models of engagement that can happen at a distance. As such, I feel we'd be able to reach more people in the long term. This pandemic has been trying, but it's challenged us to get out of ruts and innovate our work, which is exciting and will benefit the organization in the years to come.
- By adapting programs to augment existing programs, it might be easier for citizens of Saskatchewan to access our programs remotely. Distance between communities and the cost of travelling is always a consideration when planning programs; remote access through ZOOM, ie. Could make programs or at least the adapted portion of the programs accessible in remote areas of the province as well as rural communities in general.
- We are hoping that with the changes put in place we will still provide opportunities for learning, developing and preparing to share the cultural activities we represent. Much will depend on the physical distancing restrictions that are in place.

- With having to go online for programs and resources, we are taking this opportunities reach out to schools outside Saskatoon and Regina area, so it may just be a push to reach out to normally harder to reach students and communities.
- So much of our programming is done behind the scenes that moving to online service delivery is probably going to end up making some of our services more accessible for many of our members.

**Many Unknowns:**

- Not sure really. The biggest immediate impact is that we can't plan. We're guessing. People can't see art in the flesh, and our artists are terrified of the future. Most of them say they think their revenues will be missing for a year.
- We are able to provide services online to our clients but the ability to help them secure jobs is very difficult right now when most companies are not hiring.
- Not having had to change our programming to an online structure before we don't know how the changes will impact the organization; therefore the answer is "same".
- What is the impact of virtual theatre? What is the impact of virtual programming where singing, movement and speech is central? We don't know what the impact is going to be. It is way too early. We are witnessing, in some areas, the development of agency increasing because of the physical comfort and safety of home.
- If is very hard to say. People may be very ready to get back into creative programs; however, money may be a barrier or fear. It also depends how long this goes on and if we will be offering more virtual programs in the future.
- Right now, my items are "luxury" items in the cultural industry. I am a local artist. As incomes return, then my company has a chance to increase sales and revenue again. However, it is like being at the start up stage all over again. There does not seem to be assistance of any kind that I qualify for – that helps artist and small cultural businesses. It is very frustrating as we deserve to earn a living like everyone else. I feel we are small fish according to the government. Last year, I received good success through summer festivals and started to gain visibility. Now this year, it is gone. As is the momentum. But it is my only source of revenue by which to live on. On the other hand, it is giving me the opportunity to continue.
- Things are going to be difficult for sure. We hope that SaskCulture, YCW and other sources of funding will not dry up.
  - o Many of our fundraisers are food events in the summer, we are worried they will not be well-attended or even if we will be allowed to host them.
  - o We hope to still have a book sale, gently used books July & August. I am sure we will have protocol for that.
  - o We will still depend on Bus Trips to casinos for funds and we are going to be buying the equipment to do more things online, like online auctions. We have tripled the number of followers on Facebook and that is good, but still doesn't give us the income. Facebook has a donate button we could use, but the board does not trust giving our banking information to Facebook. I'm looking for proof we can trust it.
  - o Things have changed and we need to adapt, adapt in sometimes is painful.
- Silly question

- As a community-based organization, our impact can be fairly immediate if programs return, facilities open.

#### **Attention to Protocols**

- The changes we are seeing are congruent to social distancing, however, some of the workshops and programs we offer are going online. Also, when we open to the public it will be done in phases and consideration will be made to quarantine the equipment we rent.

#### **Other issues**

- Again, the changes that need to be made are not directly related to COVID-19, but other issues that the organization is going through.
- The big change will be a drastic drop in revenue. We rely heavily on our retail operations and will have a significant drop in visitors.
- The need for our services is great but it's a segment of the population most don't understand and don't recognize the need and so I think that funding access for us will be restricted.
- Financial impact will not change regardless of differently delivery approaches, uptake may change, sponsorships and registration fees as sources of revenue will/have changed.
- Volunteer-based

#### **Remain relatively the same**

- Unsure what is meant by "level of change": Do you mean "how much does the COVID situation need to change" or "how much does your organization need to change"? Interpreting it as the latter, our organization is relatively sound and able to adapt to changing circumstances quickly, which has proved helpful in the current crisis.

<b>Applied for federal or provincial funding?</b>		
54.1%	40	No
13.5%	10	Yes
32.4%	24	Plan to
	74	<b>TOTAL</b>

<b>Main Concerns about Funding programs</b>		
53.9%	21	Do not qualify
15.4%	6	Do not understand program
12.8%	5	Too many options – must determine
7.7%	3	Application difficulties – waiting on support
7.7%	3	Have not had time
30.8%	12	Other
	39	<b>TOTAL</b>

**Summary:**

There were quite few concerns about the federal and provincial funding options. As of early May, only 13.5% had applied, 54.1% had not, and the remaining 32.4% were planning to apply. Of those that had not applied, the main concerns about the programs were: 53.9% feel they do not qualify (this could include those that cannot access the wage subsidy), 15.4% do not understand the program, 12.8% are weighing their options, 7.7% had application difficulties and 7.7% have not had time. Other reasons respondents did not apply was they or their organization didn't need the additional funds/wage subsidy.

**Comments:**

- As the only staff member left, I do not feel qualified to apply.
- Currently not needed as we haven't taken a cut in funding.
- The federal CEBA/CEEWS technically disqualifies arts organizations whose payroll is handled by SaskCulture. A serious glitch that unfairly denies help to organizations desperately needing it.
- Don't need to yet.
- Have not applied, but some member groups and individual musicians have.
- We would like to try, but not sure well find one where we fit in.
- At this time, we don't require funding. What we will need is a fund specifically for non-profits as is being advocated for by IMAGINE Canada to provide funding once the lock downs have ended.
- As a volunteer-run organization, we are not eligible.
- At this point, we likely do not need or qualify- but that might change.
- Are not in need at this time. Leaving it for those who need it.
- Waiting for Admin. Centre to clarify ability to apply.
- At this time, do not feel that we fit in any program categories.

<b>Planning for recovery</b>		
50.0%	37	Have a plan
1.4%	1	Do not have a plan
48.7%	36	Not yet, but will be planning shortly
	74	<b>TOTAL Responses</b>

<b>Of those that have a plan,</b>		
75.7%	28	Are basing plans on Province’s Re-opening phases
5.4%	2	Not based on Province’s Re-opening phases
18.9%	7	Not sure
	37	<b>TOTAL Responses</b>

<b>Over the next six months...</b>		
42.2%	27	Plan to hold in-person meetings
34.4%	22	Plan to hold in-person workshops
29.7%	19	Plan to hold in-person presentations
29.7%	19	Plan to hold in-person access to services
21.9%	14	Plan to hold in-person classes/lessons
15.6%	10	Plan to hold in-person conferences
14.1%	9	Plan to hold in-person tours
12.5%	8	Plan to hold in-person performances
9.4%	6	Plan to hold in-person camps
1.6%	1	Plan to hold in-person festival
	64	<b>TOTAL Responses</b>

**COVID-19 RECOVERY PLANNING:**

**Summary:**

As of May 15, half of the respondents (50.0%) had developed a plan to respond to the COVID-19 crisis. The remainder did not have a plan, but most of the others (48.7%) felt they would develop a plan shortly. There were several respondents who noted they would not be holding any in-person programming over the next six months. While the majority were uncertain or considering their options based on the timeline for government imposed public health restrictions. The majority (75.7%) were basing their plans on the phases of the province’s re-opening strategy; another 5.4% said their plans were not based on the government phases, and 18.9% said they were not sure.

Over the next six months, by October 2020, less than half of respondents are looking at in-person activities. A small portion of respondents (42.2%) plan to hold in-person meetings; 34.4% plan to hold in-person workshops; 29.7% plan to hold in-person presentations and/or provide in-person access to services; 21.9% plan to hold in-person classes or lessons and 15.6% plan to hold conferences. Groups are less confident about their ability to hold in-person tours, performances, camps, and only one respondent was hoping to hold an in-person festival. Some groups listed specific in-person activities

they feel might go ahead by October, such as AGMs, meetings, rehearsals, tournaments and art markets.

When asked about public safety adaptations, 46.1% said they were able to adapt, while 38.7% said they were adaptable in some ways, and 16.1% said they were unable to adapt. The majority 83.9% felt they would adapt by offering online programming. Of those interested in offering in-person programming, 43.6% said they would include physical distancing strategies, and 37.1% said they would hold programs in small groups of under 10 (22.7% said groups of 11 – 20). Only 24.2% said they would include handwashing/sanitizing stations and only 17.8% would require masks. In the comments, there was not a great deal of confidence in in-person safety protocol plans going forward, but that may be based on the uncertainty of holding programs within this time period. Most appear to be waiting for government direction.

### **Key Comment Areas:**

#### **Postponed or not planning in-person programming**

- In person programs and services suspended until further notice.
- No in-person programming will occur.
- The Re-Open Sask plan places galleries in phase four which has yet to be assigned a date. Our organization cannot be open to the public until the provincially mandated closure of galleries has been lifted. Without more information the timing of phase 4 it is uncertain when we will be able to provide in person activities.
- Doubtful, depends on provincial health orders.
- Social distancing and public gathering restrictions will dictate our activity, currently all in person programming has been postponed.
- Nothing will happen until quarantine lifted.
- We have no plans at this point of any in-person programming; however, we are exploring online options.
- We are not sure as we may not be encouraged to interact in groups in the next six months. As of today, no plans to hold in person program options.

#### **Those still uncertain**

- Not sure at this point. We have until November for our next in-person event.
- We do not know. We had originally planned to do most of the items listed, but now we are not sure we can do any of that in-person.
- We think, but again there are many unknowns.
- This is not a good questions: no one can answer as no one has information how many people we can bring together month to month.
- Too early to say.
- Difficult to determine as we do a lot in the community and this will be dependent upon provincial regulations and the “opening up of the province”.
- Not known until time and extent of re-opening is known.

- Still working out how to move forward. Feeling overwhelmed with uncertainty. In-person is always best. Online is a definite avenue.

#### **Those considering options**

- All areas of interest and potential: some being implemented and others a curiosity, but no certainty.
- As restrictions allow. However, even if government regulations allow, we are choosing not to run our children's summer day camp indoor programs as we do not feel it is safe without a vaccine. This is a management decision.
- We have no idea. Things change daily. Our hope is to province access to in-person exhibitions and boutique, plus that our exhibit can be seen at Gallery. We hope to be able to hold [craft sale] in November and face to face board meetings. I'm so tired of Zoom meetings.
- Our curator planning is more focused on offering opportunities at a distance. As the plan evolves, we will determine when we will re-open our office, and begin to offer smaller workshops and events.
- Provided they are permissible and advisable related to COVID-19
- We are planning to open in some capacity but will adapt to this health authorities recommendation on gathering numbers.

#### **Types of in-person programming that may continue**

- AGM
- We may hold in-person meetings. We have programs scheduled later in the year – still determine whether to run or hold online. There were originally many camps, workshops, programs and festivals scheduled throughout the year.
- Continue planning arts market for December.
- Scholarship awards to young musicians.
- In person rehearsals
- In person speech/debate tournaments



<b>Ability to adapt programming to include social/physical distancing practices</b>		
46.0%	34	Able to adapt
16.2%	12	Not able to adapt
37.8%	28	Adaptable in some areas
	74	<b>TOTAL</b>

<b>Ways of adapting programs/services</b>		
83.9%	52	Adapting programming to be online
43.6%	27	Increase social/physical distancing in programs/services
37.1%	23	Hold smaller groups (under 10)
22.6%	14	Hold smaller groups (11-20)
24.2%	15	Include handwashing stations
17.8%	11	Wear masks
	74	<b>TOTAL</b>

**ADAPTING PROGRAMS AND SERVICES:**

**Will establish public safety protocols**

- We are currently holding programming online including augmenting our newly launched website with original content, and holding live weekly session with instructions from our digital labs. We are currently developing a plan that carefully considers the structures we will need to have in place to ensure the safety of our staff and audiences in delivery our program streams.
- Modified art fair, some in-person components that could be dropped if needed.
- May be virtual meetings, next regular meetings not scheduled until September.
- Consideration for touching in program supplies
- Offering virtual programs.
- All these considerations, but I sell products as well as lead scavenger hunts; I carry a first aid kit which can include hand sanitizers and masks.
- Held in smaller groups: whenever is mandated at the time.

**Uncertain**

- I don't know
- Only if capacity/re-opening allows
- Probably a bit early to tell for sure on these answers
- We're still working on what we might be able to do.
- We are going through changes that are not related to COVID-19 so I don't know.
- All to be determined by re-opening, timing, capacity, etc.
- We're not sure if we'll wear masks. We're taking everything one step at a time.
- We don't have a budget for masks or sanitizers.
- I'm unsure of the last two options with member groups. At this point, our board has been meeting online.

- The operation of libraries is key to our response – as yet unknown.

**Not holding programs**

- We are a trip culture organization who cannot afford putting our members and artists at risk at this stage. Many articles are surfacing that speak to the danger of aerosolization through singing and heightened speech being synonymous with sport, we are standing by to see if performance development and presentation space will become high risk environments that we cannot participate in.
- No in-person activities are planned prior to September
- As we are closed, the other options have not been explored to date.
- Main programming is concerts, so distancing not possible.
- 

Needs going forward		
71.0%	44	New program design
71.0%	44	New training, skill development for existing staff
67.4%	42	New technologies
54.8%	34	New equipment/supplies
17.7%	11	Additional HR support
32.3%	20	Unsure at this time
0	0	Said nothing new
		<b>TOTAL</b>

**CHANGES NEEDED TO PROGRAMS GOING FORWARD:**

**Summary:**

Many recognize the programs may need to be adapted for the rest of the year, or longer. The majority (71%) feel the main areas of change will be in new program design, as well as additional training and skill development for staff. Technology, and the ability to work with new technology, are seen as important factors (67% identified changes to technology). Only 17.7% were concerned about human resource support. However 54.8% of respondents identified the need for new equipment and supplies, which may or may not be the need for enhanced sanitizing and space requirements. Not surprisingly, 32.3% were unsure at this time.

**Comments:**

- Again...there is a lot of uncertainty; therefore cannot ensure this with confidence, the boxes checked are certainties
- We’re changing all the time.
- Program re-design will impact some direct program and many sub-group programs
- Possibly new technology
- Unsure what else going forward. Ones listed we have been dealing with right now.

- New mindset
- Until we have a clear view of the restrictions in place, we can only guess.
- Understanding from funders and our board of directors.

<b>SaskCulture support in order of importance</b>		
4.92	82.0%	Funding Flexibility
4.19	69.8%	Special Project Funds
3.61	60.2%	Technological Assistance
2.94	49.0%	Planning Support
2.80	46.7%	Training for Staff and Boards
2.5	41.7%	HR Support
	69	<b>TOTAL Respondents</b>

### **ADDITIONAL COMMENTS TO SASKCULTURE**

#### **Summary:**

The input from members is important to SaskCulture’s planning process, so the responses to this question in particular were greatly appreciated. When asked what SaskCulture could do for them in response to COVID-19 impacts, the majority of respondents (82.0%) identified funding flexibility. This is not a surprising response, considering 70% of the respondents receive some form of funding support from SaskCulture funding programs. Tied to this is the need for some resolution around the wage subsidy issue for those using the Admin Centre pay roll. Secondly, another 48.6% identified the need for SaskCulture to develop special project funds, such as funding for technological improvements and training, which could help support these changing times. Several comments identified some form of support for program change or relief funds. Several respondents expressed concern around funding going forward, whether from the stability of Sask Lotteries funding going forward or the need to address other options and concern over limited fundraising opportunities.

Third on the list, 60.2% of respondents identified technological assistance, most likely as a result of the move to virtual programming and connections. Close to half of the respondents (49.0%) identified planning support, which has become increasingly important in changing times. A further 46.7% ranked training for staff and boards, and 41.7% human resources support as least needed at this time. Many comments identified the need for SaskCulture to share resources and leading practices – particularly those being developed in different cultural areas or sectors.

The comments section provided even more feedback and expectations of SaskCulture. Many respondents encouraged SaskCulture to maintain communications with groups, individually and in network settings. It is understandable that smaller cultural groups may be feeling isolated at this time. In addition to communicating with members, many encouraged SaskCulture to increase its advocacy, particularly with government around the importance of the sector.

## Key Comment Area:

### Communicate

- Maintain communication – one-on-one, small and large group discussions, COVID-19 updates
- Yes. Talk less. Listen more. Ask questions. Listen to the diverse concerns of the community including the art and cultural representatives within that community. Listen to the voices of those communicating from their lived experiences. Ask them questions. Do not ask people who represent them only. Do not create boxes in which individuals or organizations have to fit into to qualify for support. Respond to needs for not only survival but sustainability. Be patient. Do not add pressure to an already stressful time. Be a compassionate partners who values health and well-being of the people within the arts and cultural sector. This means process over productivity for the short term – at least. This means time to consider, reflect and response. This means considering intersectionality and the complexities with expected “fixes” or “move it forward” ideals.
- We appreciate the frequency of communication that SaskCulture has been maintaining since the pandemic began. The opportunity to hold meetings with Program Officers to clarify expectations with regard to our AGF is also helpful.
- Not at this time. If the event is a go in December, we would appreciate the advertising strength of SaskCulture to help spread the word.
- Communicate by email.
- Regularly hosting ECO ED Zoom sessions to share ideas with colleagues in our sector, for the future: Include in the new strategic plan significant increase in sector specific research that will assist ECOs adapt to the new reality. Create some form of endowment funding for ECOs to have access to in order to bridge the short term federal programs and re-establishing more regular fundraising revenues.
- Keep the lines of communication open and tell us what you are doing. Thanks.
- Maintain open communication.
- Keeping open lines of communication and providing resources and information regarding all levels of support, including municipal, provincial and federal.
- Keep the lines of communication open and thank you for understanding the importance of each and every group under your umbrella.
- As everyone navigates this, we all need to stay in touch and know that we can support one another. I find as a senior management, even having other managements to talk to would help so that those of us having to make decisions can lean on one another and direct one another to resources that would be helpful.
- I understand that everyone and every organization has had to re-adjust and rethink what they are doing and how they are doing it. I also understand that SaskCulture is going through a significant change (new CEO) but this survey seems a bit late coming. I also want to see outcomes from this survey – I don't want to spend time filling in a survey unless the information is going to be used to inform decisions. Please ensure that this information is provided back to the membership. Thank you.

## Funding Support/Flexibility

- Help in securing additional funds to cover the shortfall in self-generated revenues from program entries/ member affiliations.
- In 12 years and over several applications, we have received very few grants from SaskCulture. We are one of the largest arts and culture presenters in the province. If SaskCulture can ever help us understand how to be more easily seen as a viable partner by them, it would be a long-term helpful.
- Increased funding is realistically the need. Other strategies are to minimal effect.
- Continue work as a supportive “cheerleader” work to continue providing a safe and stable funding environment so organization can focus their full energy on adapting to the new situation in creative ways.
- From the information received so far, I feel SaskCulture is supportive of programs using funds to make alternate plans for their funding. I feel it is their intention to support everyone, and to date, I feel that there is somebody at the other end of the phone line who wants to help. I’d say as your plans evolve from your organization, share what you discovered on the chance that your ECOs can help us with some of your ideas.
- SaskCulture has been very supportive. I hope this spirit is maintained when we all return to “normal”. It will take a while for the sector to recover and I want to make sure we’re not pushed too hard to present, but are allowed to make a slow and thoughtful re-entry.
- Funding
- Honestly, we have not found this to be a “down” time instead it has been creative and super busy. We have acted fast to move to meet needs and are continuing to adapt and act. Support for organizations to be creative and response...without administrative burdens or fear of funding being clawed back is key to this creative sector making the most of its creativity. New opportunities are presenting themselves almost daily, many we would never have seen without this crisis, so please just support all organizations in their effort to be creative, responsive and flexible. That will be key! Most are also likely trying to keep the “human” in our resource management and are very sensitive to the employment and funding support we provide others, so ensuring our support remains to keep that a reality is very important as well.
- At this point, it is the financial hit that will be the hardest to overcome
- It may take years for us to get back to where we were when COVID hit. Please consider being flexible with funding and providing supports after the pandemic has passed.
- Assuring funding for next three year. We know arts and culture is the first casualty sector when our government deals with growing debt...we NEED a strong and forceful leadership in those times.
- Providing relief funding specifically to the ECOs who have lost revenue should be a priority. This could be in the form of special grants for adapting program but would prefer access to funds for things like technology upgrades, skill upgrades, program adaptation etc. It is important that organizations who need the most help – get the most help. Other areas of support could be resources developed specifically for ECOs or Saskatchewan cultural groups. Crisis communication templates, COVID risk management templates or worksheets, how to management economic impacts of COVID. Even just sorting through all the resources that are already out there and compiling into a single place would be helpful right now.

- Small project funding (for virtual programming/projects, post-COVID programs), micro-grants to pursue visibility and engagement enhancement activities.
- Maintain flexibility as everything is very fluid
- I appreciate the flexibility SaskCulture has shown thus far in the flexibility of the funding – this is much appreciate at this challenging time.
- I'm very concerned about our ability to bring in donations due to the impact this is having on the economy.

#### **Solve Wage Subsidy access issue/payroll**

- Solve the problem of access to the Wage Subsidy program. This affects all organizations which have their payroll done through Sask Sport. This is critical.
- Please communicate with federal emergency funding agencies that the organizations SaskCulture handles payroll functions for should not be disqualified from the same aid other, larger art organizations receive. Thank you.
- Work with Canada Revenue Agency and the Admin Centre for Sport, Culture and Recreation to ensure that we can qualify for both CEBA and CEWS. We are being unfairly exclude from accessing those funds because of using a service that is endorsed by SaskCulture. Getting this resolved and communicating to your affected members what you are doing in order to rectify the situation is essential at this time.
- Help keep groups informed of Federal and provincial directive and possible funding support.
- Appreciate the support and resources already given.

#### **Advocacy to government/community**

- Help advocate on behalf of members/ artists.
- Advocating for the arts and culture sector, especially as non-profits expect donations and sponsorships to be down for the next several years.
- Advocate for clear directions from government.
- Advocacy to the provincial government for support of non-profit cultural industry. The government \$5,000 small and medium business grant is a nice idea, but does not meet the challenges (for example Cameco Covid-19 Relief Fund awarded \$1m in support – they received \$17.5 m in applications at a max of \$50k per request) the resources available do not meet the demand: cultural industries need additional investment – not for programming but rather to maintain operations – it will be tough to develop and produce programs if there are not any staff to do the work. Now is not the time to worry about deficits.
- Advocate for clarity around re-open plans: for example what about libraries (not referenced in current provincial plans.)
- SaskCulture does amazing advocacy work for our sector. The province partially funds the artsVest program which is completely tied to finding sponsorships dollars. This has added a lot of stress and anxiety to our plates at this time and economic recovery will likely take years to recover which will make sponsorships acquisition even more difficult. I don't think that program is worth the province's investment and the funds would be better distributed through SaskCulture or the SK Arts Board to support arts organizations and artists.

### **Provide resources and leading practices**

- We look forward to participating in the Lifecycles lab program
- Share best practices for holding meetings, programs for the public online to continue community engagement.
- Keep up the good communication and positive sharing of best practices.
- Tech support for online programming
- Keeping organizations in the know about assistance resources is vital guidance for arts/cultural groups and personnel in these uncharted times; support funding for smaller cultural groups that don't fit into larger patterns.
- Providing guidance and funding support to help organizations make the technology leap for program admin and delivery.
- List of links and resources.
- Online training courses for the new normal, like using technology, articles on the important of museums throughout the media.
- Partner with us to offer virtual programming.
- We need a better, more user-friendly website.

### **Anything else we need to know?**

- We need a bigger venue so few can social distance, but still enjoy our concerts.
- I appreciate your efforts to begin this conversation and wish you well within this time of instability and uncertainty. Something I am using as a platform question at this time is "are you willing to have less in order to others to have enough? We are asking this on panels, in interviews, within an articles being written presently, in conferences and within our organizational programming and membership. Although the answer does not have to be yeas. It is a question that needs action as an answer in order to serve the better good of the community as a whole. We must keep an eye open to smaller essential organizations and groups that stand to lose potential to sustain because only larger and more established organizations stand to gain the support necessary.
- Devastating
- We plan to have a Board meeting.
- It is tricky for the individual SaskCulture member, as we are an organization of one. A lot of these questions did not exactly relate to my situation and I am sure I am not the only one this applies to. Thus, I don't know if I answered the questions in a way that make sense.
- We in Canada will survive and hopefully there will be more interest in staying home for staycations therefore more Saskatchewan museums, galleries etc. will have more traffic.

### **Thanks to SaskCulture**

- SaskCulture is greatly supporting us already.
- Many thanks for all you do for us!
- Thanks. And thanks to Rose for all her hard work, and to Dean, whose experience in the organization will be a great asset.

- On behalf of myself and the BOD and staff, we thank you for being here and your continued support to our Association.
- Thank you for listening.
- Thank you!
- Congrats to Dean!!
- Thanks! Take care.

**Nothing at this time**

- Not at this time.
- No
- Don't know at this time.
- Not sure at this time.
- No suggestions at this time.
- Nothing that hasn't been identified in prior questions.
- No at this time. Thank you!
- Uncertain at this time.
- I didn't feel qualified to do this survey, but as the only staff member left, I did as best as I could.
- Not at this time.
- No
- No, stay healthy and safe.
- 

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SaskCulture Member Survey on COVID.Results Summary.docx*