

The Resilient Relaunch

# Orchestras

in a Post-Covid-19 World

Une reprise résiliente

# Les orchestres

après la COVID-19



Linda  
Nazareth

SLAVE LAKE FIRE STATION

LESSER SLAVE  
Regional Fire Service

Stage 1  
Étape 1

Stopping the Bleeding  
Arrêter l'hémorragie



A person wearing a grey sweater is holding a large, rectangular piece of cardboard. The cardboard has the words "LOOKING FOR A JOB" written on it in black, hand-painted capital letters. The person is standing outdoors, with a blurred background of green foliage and a concrete railing. The sign is held in front of their chest, and their hands are visible at the corners of the cardboard.

LOOKING  
FOR A  
JOB

This is About as  
Bad as it Could Be

À peu près le pire

This Phase is  
About Visibility

L'important à ce  
stade : la visibilité



But It Needs to be About  
Monetizing Too

Mais il faut aussi penser  
monétisation






**Stage 2** | The Transition  
**Étape 2** | La transition



This is the 'make money  
where you can' stage

L'important à ce stade  
est de faire de l'argent là  
où c'est possible

A photograph of three men in business suits on a high-rise observation deck. One man is walking across the foreground, while two others are standing and talking near a railing. The background shows a cityscape with a prominent skyscraper under construction, all viewed through large glass windows.

This Could be the  
'Sixty Percent'  
Economy

Il peut s'agir de  
l'économie à  
« 60 % »



A night scene of a restaurant terrace overlooking a city. The terrace is filled with people dining at tables with white tablecloths. In the background, a city skyline is visible with lights and a bridge over a body of water. The sky is dark with several large, colorful fireworks exploding. The text "Companies Will Pull Back" is overlaid on the left side of the image.

Companies Will  
Pull Back

Il y aura repli  
parmi les  
entreprises



And the 'Reverse  
Wealth Effect' Could  
Kick In

L'« effet de richesse  
inversé » pourrait se  
faire sentir



You Have the  
Advantage of Big  
Spaces

Vous avez  
l'avantage d'avoir  
de vastes  
espaces



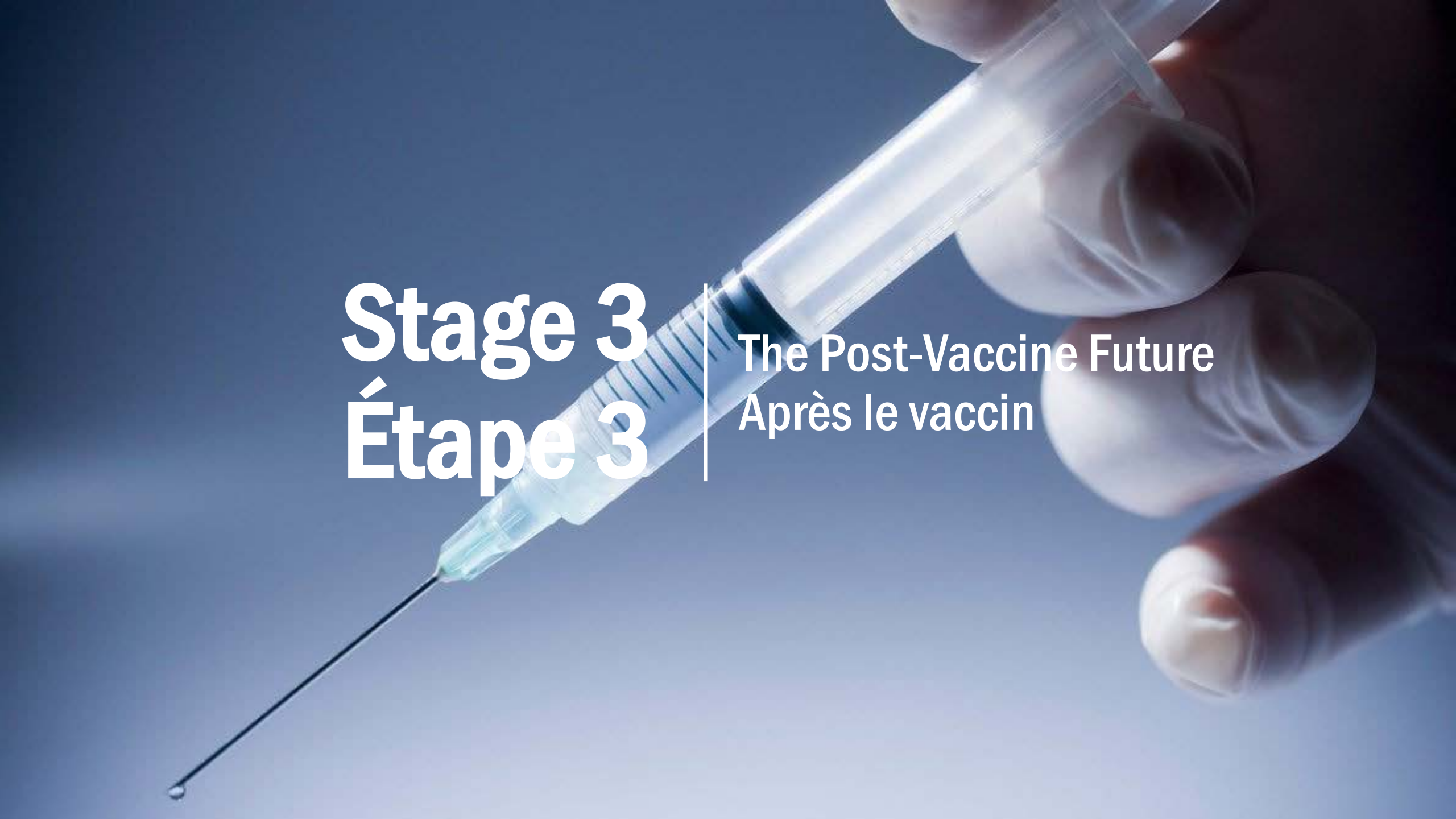
You Need to Include  
Your Core

Vous devez inclure  
votre public de base

Virtual Guests Can  
be Part of the  
Audience

Des invités virtuels  
peuvent faire partie  
du public





**Stage 3**  
**Étape 3**

The Post-Vaccine Future  
Après le vaccin

A detailed LEGO MOC of a Disney castle, likely Cinderella Castle, with multiple spires, blue roofs, and gold accents. The scene is set against a blue sky with white clouds. In the foreground, there are various LEGO minifigures and structures, including a street with a striped awning and a large red and white structure on the right. The text is overlaid on a dark blue background.

It Will Not be  
Like Before

Les choses ne  
seront plus  
comme avant

A close-up photograph of a dark-stained wooden dining table. On the table, there is a dark-colored tray containing a white napkin, a slice of citrus fruit, and a small purple container. Above the tray sits a round, light-colored wooden box with a dark handle. The background is slightly blurred, showing more of the dining area.

There Were Issues  
Pre-Pandemic

Il y avait des  
problèmes avant la  
pandémie

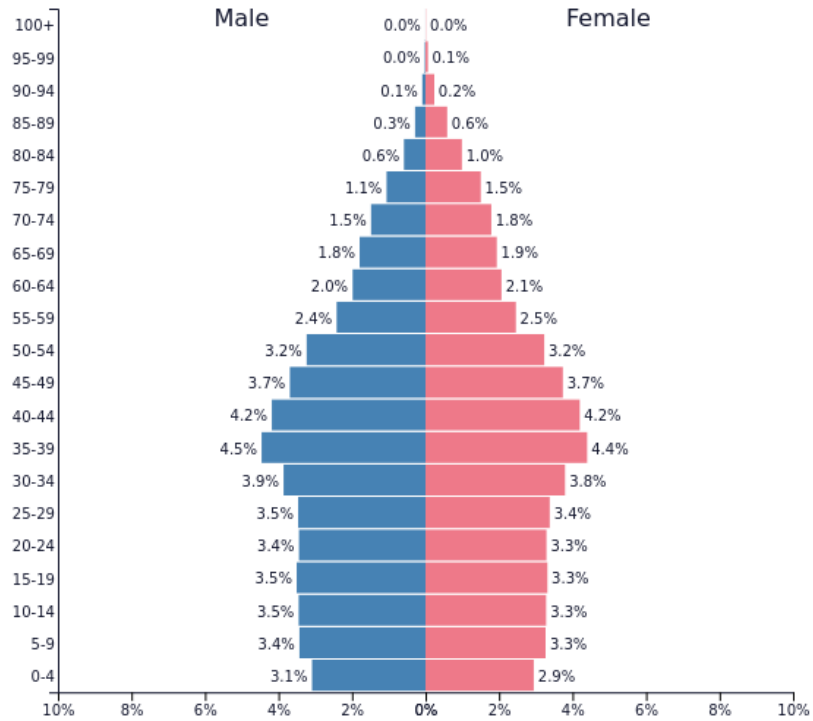




Starting With  
Demographics

À commencer par  
le profil  
démographique

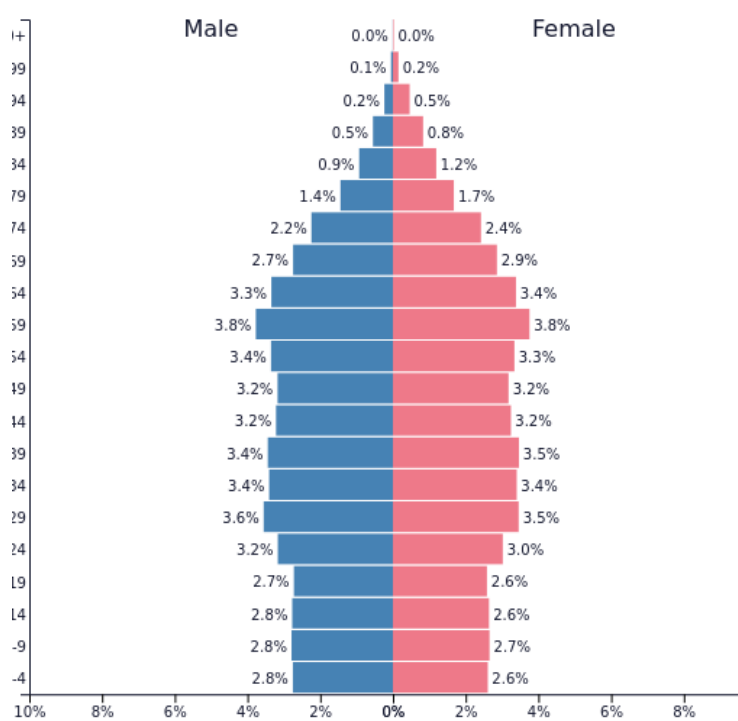
# But That Could Work for You | Mais cela pourrait jouer en votre faveur



PopulationPyramid.net

Canada - 1999  
Population: 30,420,216

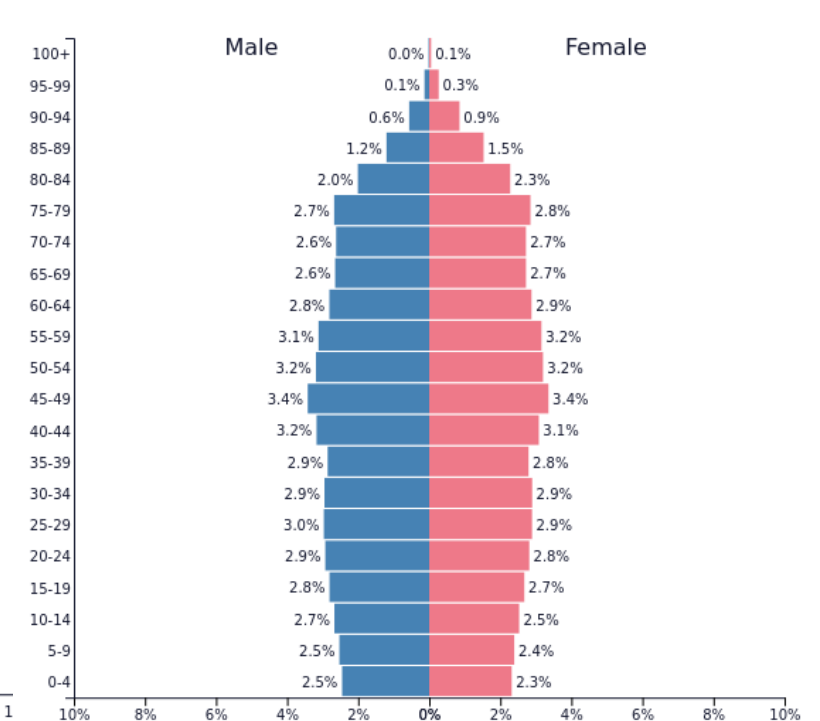
1999



PopulationPyramid.net

Canada - 2019  
Population: 37,283,000

2019



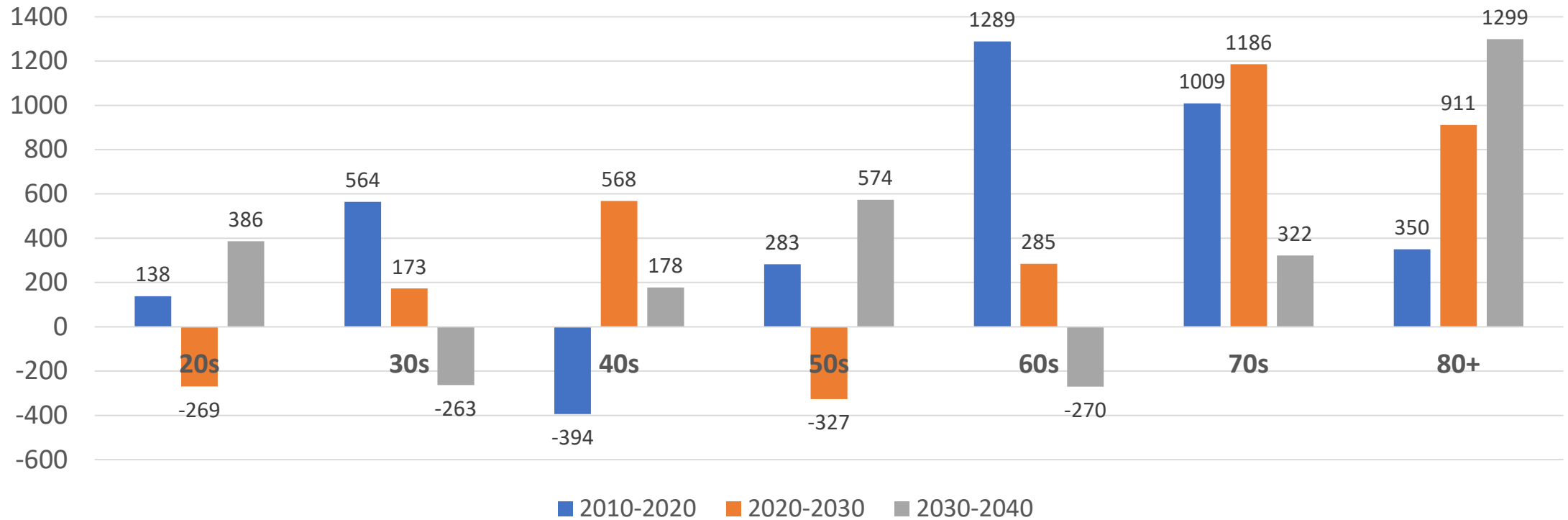
PopulationPyramid.net

Canada - 2039  
Population: 42,296,299

2039

# We Have an Aging Population | Nous avons une population vieillissante

Absolute Change in Population Segment (000)  
Changement absolu dans le segment de la population (en milliers)



A close-up photograph of a man with dark hair, a beard, and glasses, wearing a grey zip-up jacket. He is looking towards the right. In the foreground, a young boy with brown hair is also looking towards the right, his expression one of focused attention. The background is blurred, suggesting an indoor setting with other people.

Attracting Younger  
Audiences Can Wait

On peut reporter à plus  
tard les démarches pour  
attirer les publics plus  
jeunes

You Just Have to  
Get the Boomers  
Interested

L'important est  
d'attirer les baby-  
boomers





Unfortunately  
Recession Will Hit  
them Hard

Malheureusement, ils  
seront durement  
touchés par la  
récession



But It Will Hit Others Harder

Mais d'autres le seront  
encore plus

Arts organizations will  
see damage quickly

Les organismes  
artistiques constateront  
rapidement les  
dommages





Although They Could be an  
Alternative to Travel

Mais ils pourraient être  
une solution de recharge  
aux voyages





This is a Time to Re-Imagine  
the Model

Il est temps maintenant de  
réimaginer le modèle



Do You Want a Works  
Progress Administration-  
type model?





Envisagez-vous un modèle  
d'administration des progrès  
dans les travaux?

# This is the Fourth Industrial Revolution

## Nous en sommes à la quatrième révolution industrielle



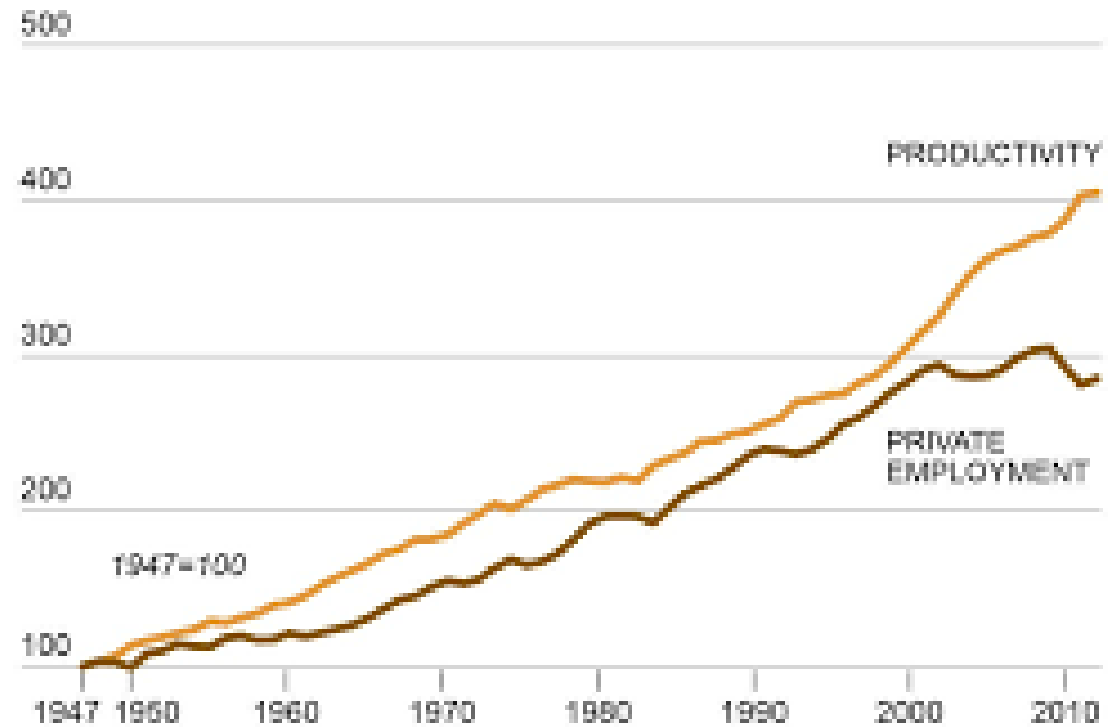
### Navigating the next industrial revolution

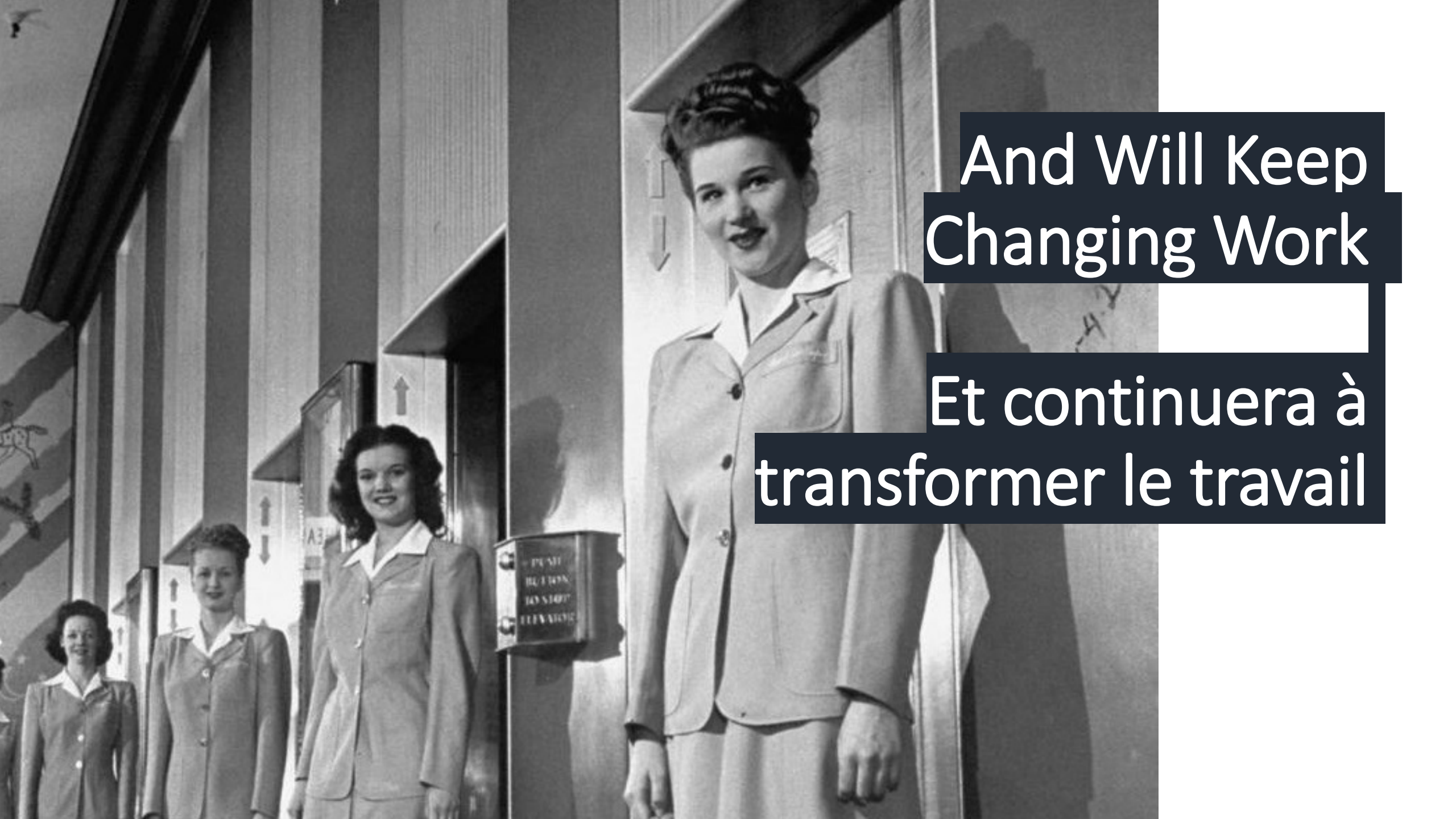
Revolution	Year	Information
	1	1784 Steam, water, mechanical production equipment <i>Vapeur, eau, matériel de production mécanique</i>
	2	1870 Division of labour, electricity, mass production <i>Division du travail, électricité, production de masse</i>
	3	1969 Electronics, IT, automated production <i>Électronique, TI, automatisation de la production</i>
	4	? Cyber-physical systems <i>Systèmes cyber-physiques</i>

It Has Already Hit  
Jobs

Cela a déjà eu un  
effet sur les emplois

Productivity and employment in the United States, 1947-2011





And Will Keep  
Changing Work

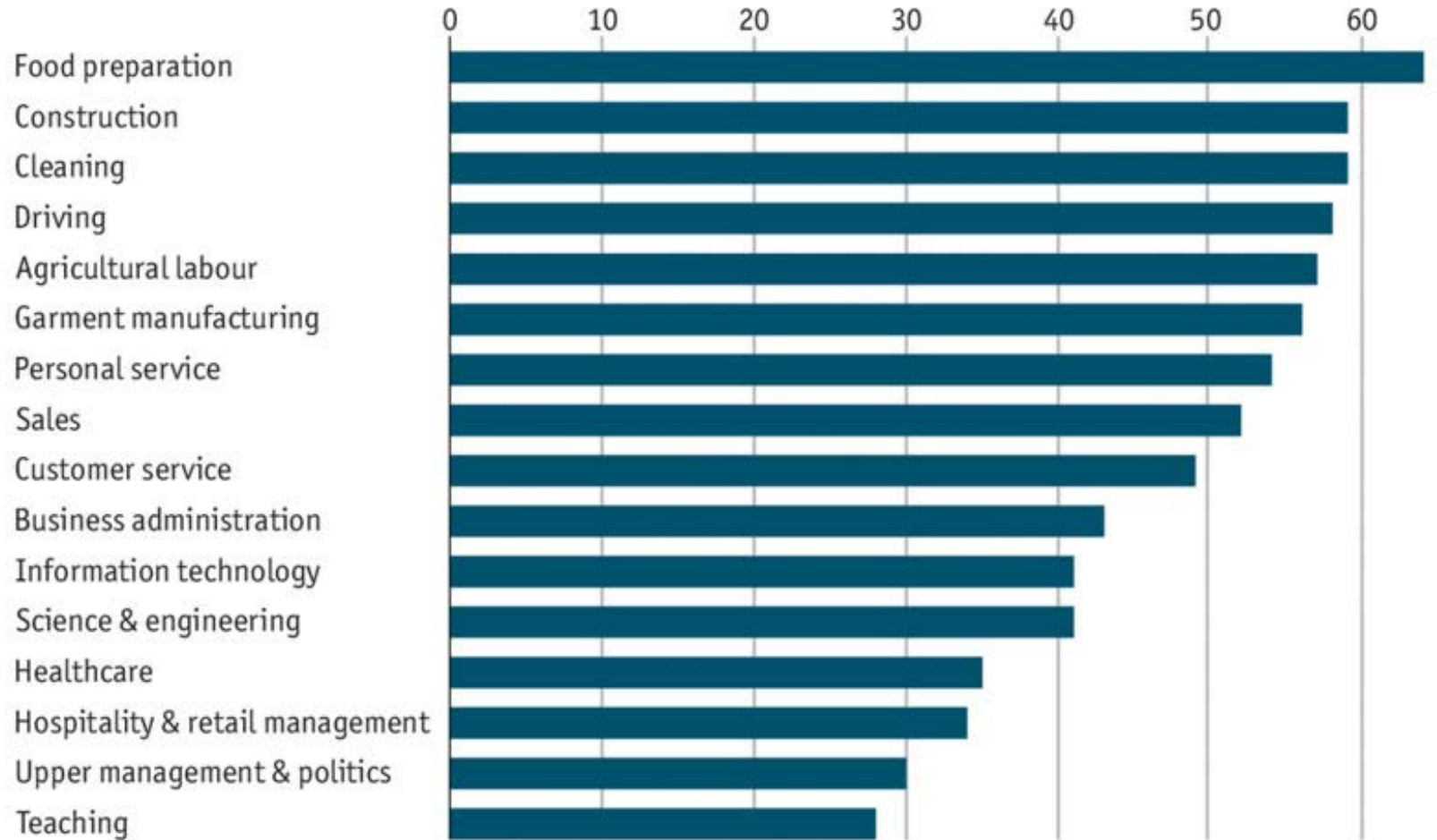
Et continuera à  
transformer le travail

Occupations at risk

Il y a des professions précaires

### Automated for the people

Automation risk by job type, %



Source: OECD

The background of the slide features a sunset scene. In the center, a man and a woman are silhouetted against the bright orange and yellow sky. The man is on the left, facing right, and the woman is on the right, facing left. They appear to be embracing. To the right, another silhouette is visible, that of a person holding a camera up to their eye, as if taking a photograph. The sun is a large, bright circle on the horizon, with a few birds flying in the sky above it. The overall mood is romantic and artistic.

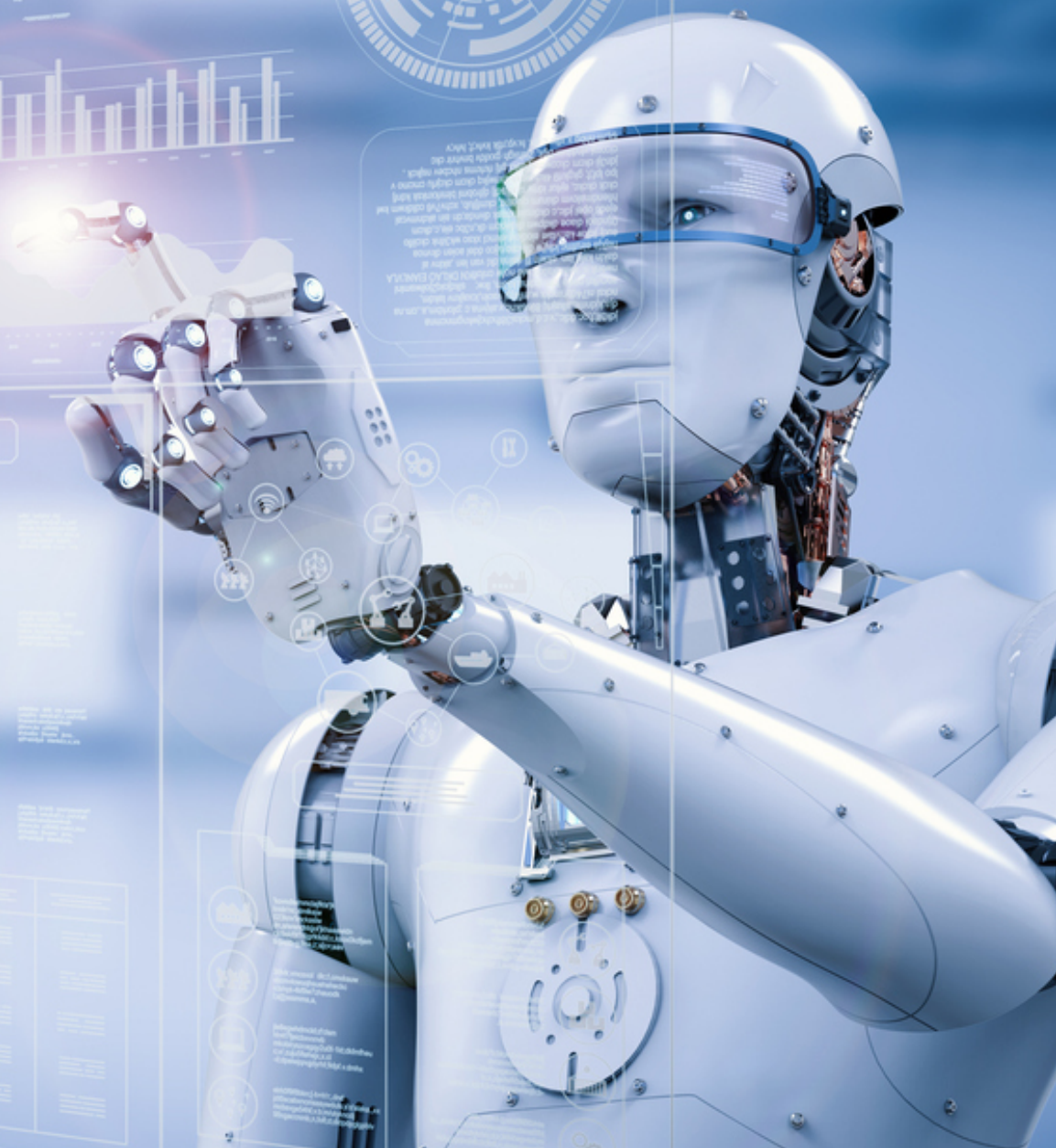
Polanyi's Paradox  
should work for  
the arts

Le paradoxe de  
Polanyi devrait  
s'appliquer aux arts



It is Giving Us Cool  
New Technology

Nous bénéficions  
d'une nouvelle  
technologie  
formidable





It Gives You Great  
Tools to Use

Qui nous donne des  
outils incroyables



Oh and then there's  
climate change

Ah oui... la question  
des changements  
climatiques

A close-up photograph of a musician's hands and arms playing a vibrant green electric guitar. The musician is wearing a dark t-shirt and a black wristband. The background is dark, illuminated by several out-of-focus stage lights in shades of yellow, red, and green. A microphone stand is visible on the left side of the frame.

And then work is  
changing...  
everywhere

Le travail aussi  
se transforme...  
partout

A cinematic film set with crew members and equipment in a hazy, dimly lit environment. The scene is filled with smoke or fog, and the lighting is dramatic, highlighting the silhouettes of the crew and the equipment. A person in the foreground is wearing a helmet with a light, and another person is operating a camera on a dolly. The overall atmosphere is professional and focused.

The Hollywood  
Model is the Future

Le modèle  
hollywoodien est  
celui de l'avenir



But Maybe We Need  
to Think of 'Jobs'  
Differently

Mais peut-être devons-  
nous repenser la notion  
d'« emploi»



# FOUR SEGMENTS OF INDEPENDENT WORKERS

*"Independent work is my ..."*

## PRIMARY INCOME

## SUPPLEMENTAL INCOME

### PREFERRED CHOICE

#### FREE AGENTS

Derive their primary income from independent work and actively choose this working style

*Example: A self-employed plumber or a chiropractor in private practice*

#### CASUAL EARNERS

Use independent work to supplement their income and do so by choice. Some have traditional primary jobs, while others are students, retirees, or caregivers.

*Example: A hobby crafter who sells scarves or a professor who gives paid speeches*

### NECESSARY CHOICE

#### RELUCTANTS

Derive their primary income from independent work but would prefer traditional jobs

*Example: A short-term temporary worker who would prefer a more permanent job*

#### FINANCIALLY STRAPPED

Do independent work to supplement their income but would prefer not to have to do side jobs to make ends meet

*Example: A janitor who doubles as a housepainter on the weekends*



Where Will  
Musicians Fit?

Où les musiciens  
se situent-ils  
dans tout cela?



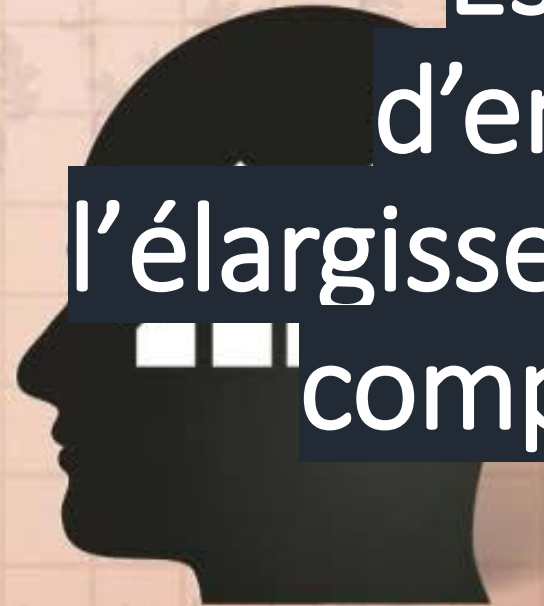
The World Will  
Favour Certain  
Workers

Le monde  
favorisera certains  
travailleurs





Time to Encourage  
Broader Skills?



Est-il temps  
d'encourager  
l'élargissement des  
compétences?



This will be a tough era for management

Ce sera une période difficile pour les cadres

Constant Curation  
is Ahead

L'avenir sera à la  
préparation et  
l'organisation  
constantes des  
contenus



You Also Need a Plan  
for Different  
Generations



Il vous faudra aussi  
un plan pour chaque  
génération



It is a Huge  
Challenge for  
Orchestras

Le défi pour les  
orchestres est  
énorme



The Business Model  
Was Flawed

Le modèle  
opérationnel était  
imparfait

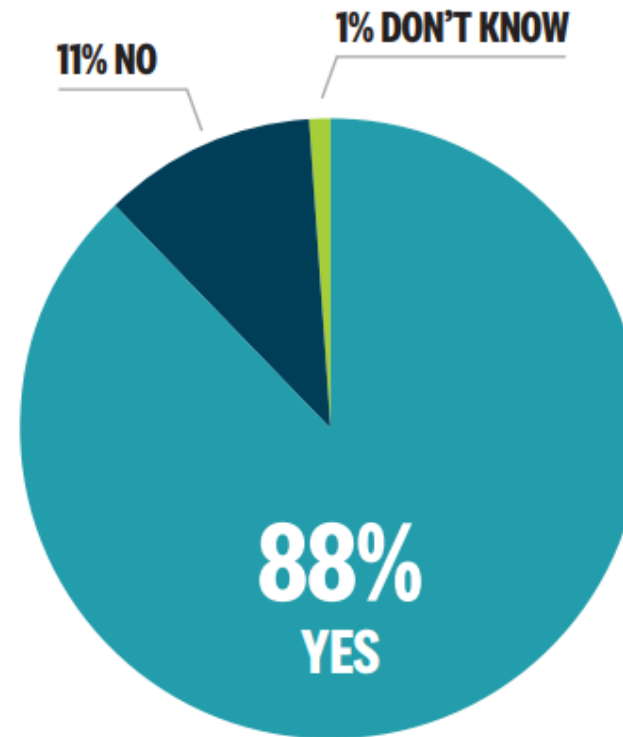
Disruption is  
Everywhere

La perturbation  
est partout

FIGURE 1

## DISRUPTION IS PERVASIVE

Is your organization currently experiencing a disruption?

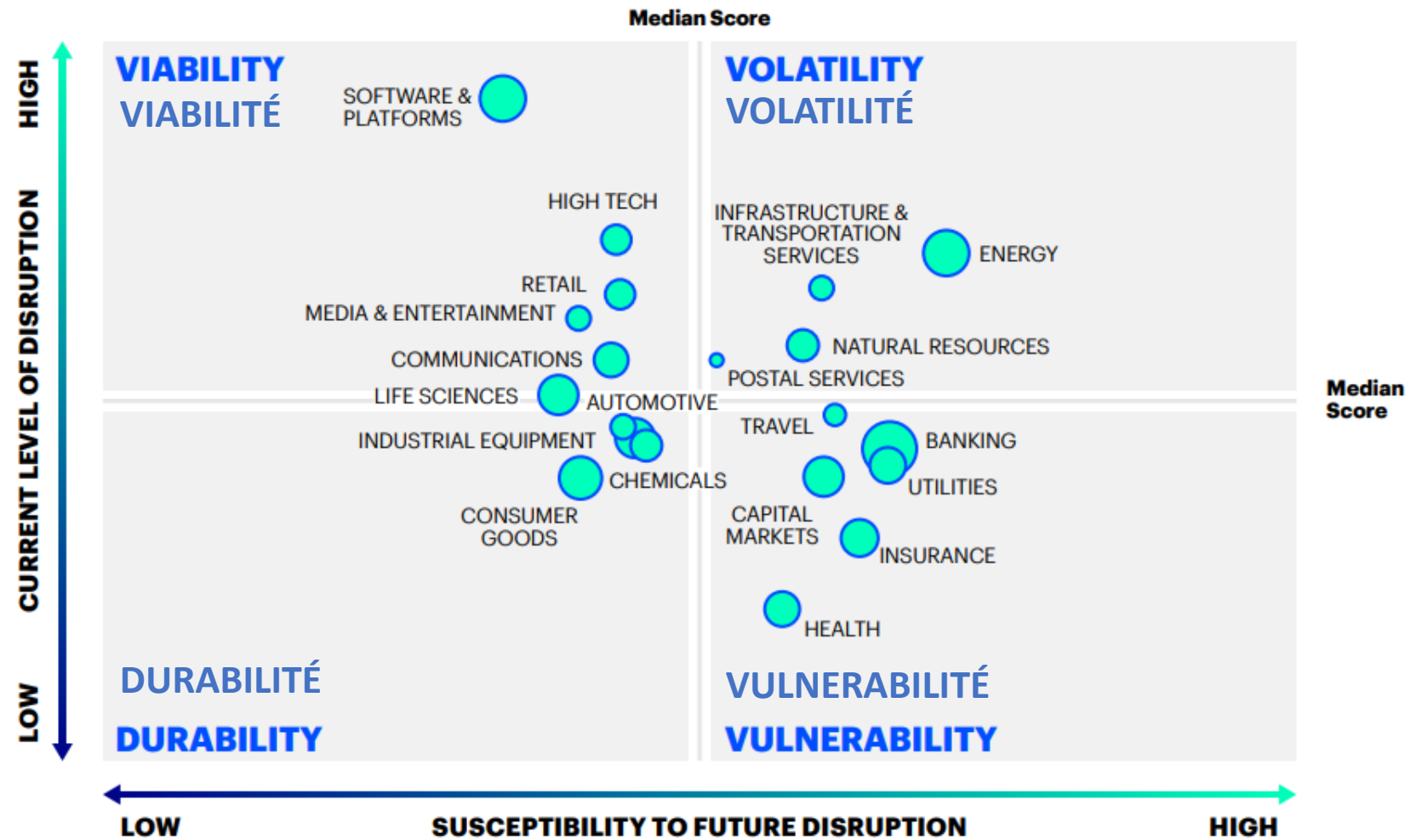


SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, JULY 2017



There are  
Different  
Stages of It

Différents  
stades



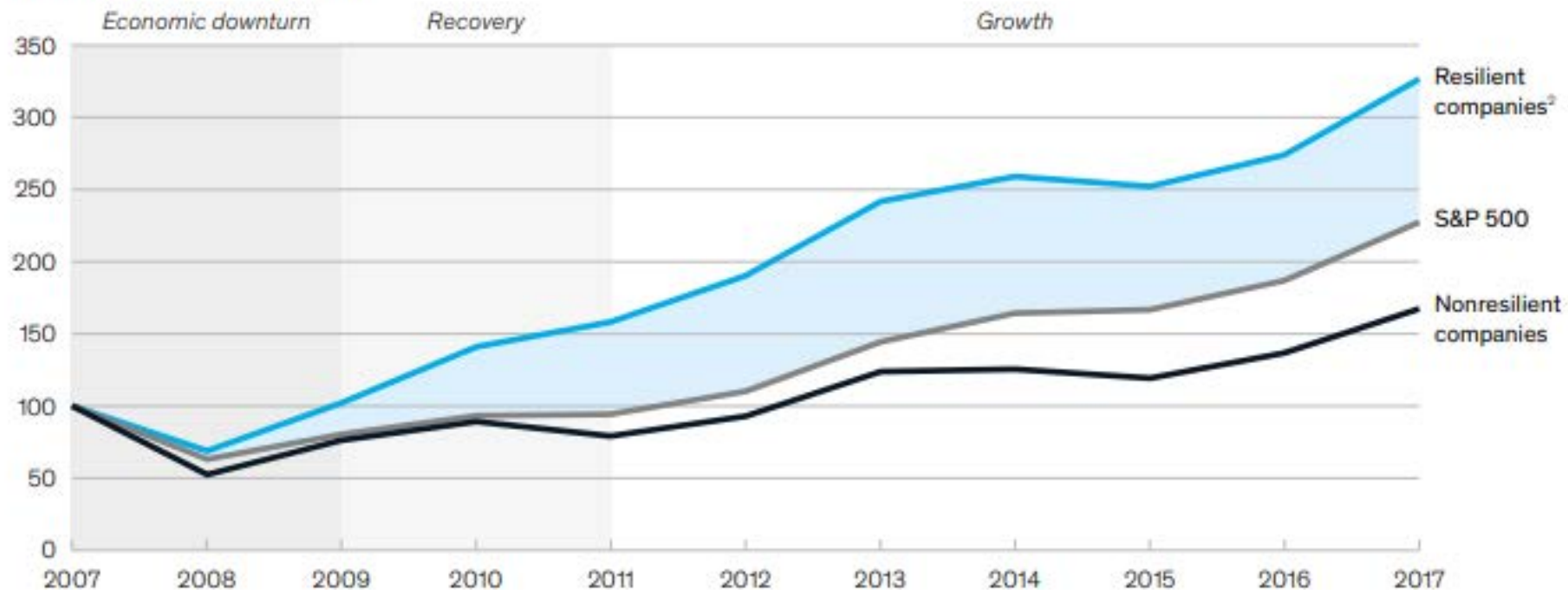
Susceptibilité à une perturbation future

Source: Accenture

# Resilient Organizations Do Better

## Les organisations résilientes s'en sortent mieux

Cumulative TRS performance<sup>1</sup>



<sup>1</sup> TRS = total returns to shareholders; calculated as average of subsectors' median performance within resilient and nonresilient categories; n = 1,140 companies; excludes financial companies and real-estate investment trusts.

<sup>2</sup> Resilient companies defined as being in top quintile of TRS performance by sector.

Source: S&P Capital IQ; McKinsey analysis

A woman with long brown hair, wearing a grey blazer and blue jeans, stands on the left side of the frame, gesturing with her hands as if presenting. She is facing a group of people seated at a long table. The room has a white brick wall and large windows in the background. The lighting is bright and natural. The text 'They Invest in their Client Base' is overlaid on a dark grey rectangular background on the left side of the image.

They Invest in  
their Client Base

Elles investissent  
dans leur  
clientèle

They are  
Innovative

Elles innovent



*Think different*



They Give their  
Workers 'Body  
Armour'

Elles donnent à  
leurs travailleurs  
une « armure »



They  
Communicate

Elles  
communiquent

So Is it About  
Pushing Through?

Est-ce donc une  
question de foncer?



It is More About  
Stopping and Starting

C'est plutôt une  
question d'arrêter et  
de repartir








Creating Positive Relationships is Part of It

Un aspect fondamental est de créer des relations positives

Charting Success  
is Part of  
Resiliency

Un aspect de la  
résilience consiste  
à consigner les  
réussites



A close-up photograph of a group of diverse children. In the foreground, a young girl with dark skin and braided hair is smiling warmly, looking towards the right. Behind her, other children are visible, some looking in the same direction. The background is softly blurred, suggesting an indoor setting like a classroom or community center. The overall mood is positive and hopeful.

Resiliency Means  
Finding a Sense  
of Purpose

■

Pour être  
résilient, il faut se  
donner un but  
précis



It is Not (Just) About  
the Project in Front of  
You

Il ne s'agit pas  
(seulement) du projet  
immédiat



It Isn't Even (Just)  
About the Larger  
Project

Il ne s'agit même  
pas (seulement) du  
projet global



*"It always seems impossible until it's done."*

*"Cela semble toujours impossible jusqu'à ce que ça soit terminé."*

**Nelson Mandela**



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Podcast: Work and the Future, launching June 1st

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