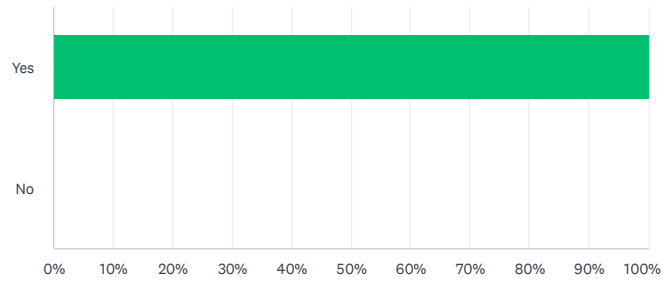


### Q1 Did you try one or more new digital initiatives since March 2020?

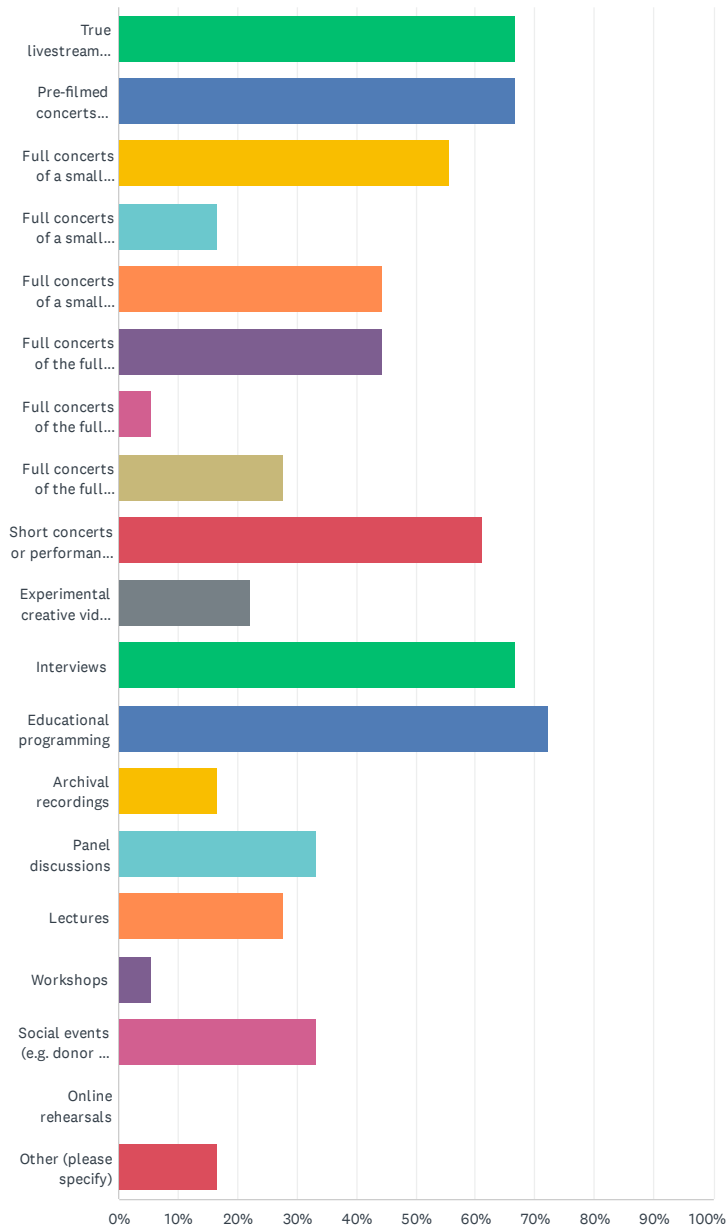
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	18
No	0.00%	0
TOTAL		18

### Q2 If yes, please select all that apply.

Answered: 18 Skipped: 0

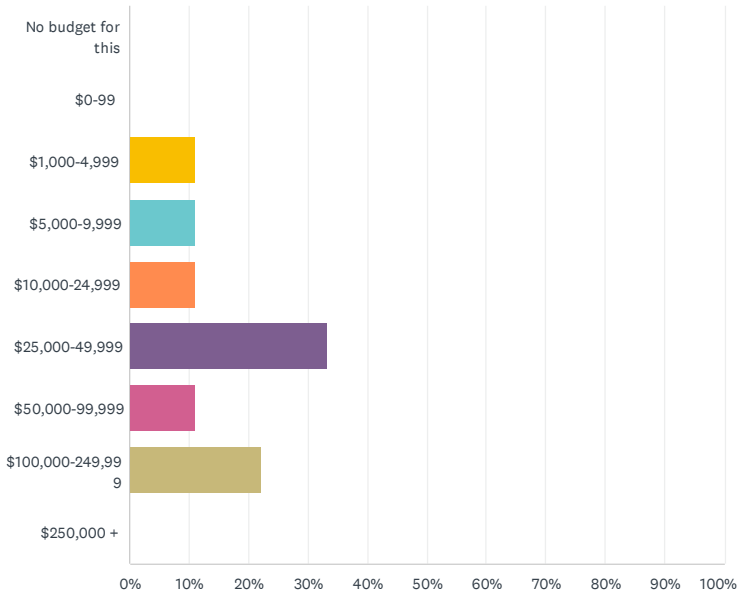


ANSWER CHOICES	RESPONSES	
True livestream (musicians performing in front of camera/s, broadcast live)	66.67%	12
Pre-filmed concerts (filmed, edited, and broadcast afterwards)	66.67%	12
Full concerts of a small ensemble (accessible by paid ticket or subscription)	55.56%	10
Full concerts of a small ensemble (accessible by donation)	16.67%	3
Full concerts of a small ensemble (accessible for free)	44.44%	8
Full concerts of the full orchestra (accessible by paid ticket or subscription)	44.44%	8
Full concerts of the full orchestra (accessible by donation)	5.56%	1
Full concerts of the full orchestra (accessible for free)	27.78%	5
Short concerts or performance videos (e.g. concert excerpts, short pieces)	61.11%	11
Experimental creative videos (e.g. music videos, animations set to music)	22.22%	4
Interviews	66.67%	12
Educational programming	72.22%	13
Archival recordings	16.67%	3
Panel discussions	33.33%	6
Lectures	27.78%	5
Workshops	5.56%	1
Social events (e.g. donor or subscriber events on Zoom)	33.33%	6
Online rehearsals	0.00%	0
Other (please specify)	16.67%	3
Total Respondents: 18		

#	OTHER (PLEASE SPECIFY)	DATE
1	capsules musicales	9/20/2021 3:11 PM
2	"virtual gala" fundraising events	9/2/2021 11:28 AM
3	Tapped concert available via Drive in theatre	8/24/2021 9:09 AM

Q3 How much did your orchestra invest in these new digital initiatives in total? (including filming, editing, distribution, new equipment, etc - not artistic or production costs that would have been otherwise incurred by live activity)

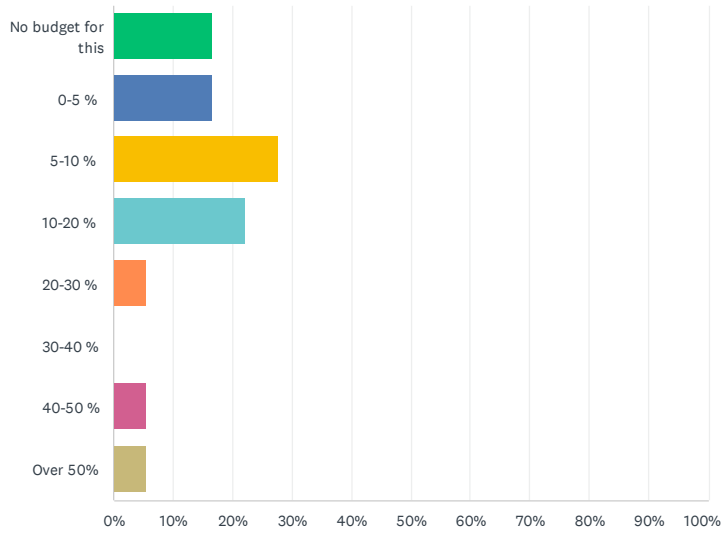
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES	
No budget for this	0.00%	0
\$0-99	0.00%	0
\$1,000-4,999	11.11%	2
\$5,000-9,999	11.11%	2
\$10,000-24,999	11.11%	2
\$25,000-49,999	33.33%	6
\$50,000-99,999	11.11%	2
\$100,000-249,999	22.22%	4
\$250,000 +	0.00%	0
<b>TOTAL</b>		<b>18</b>

### Q4 What percent of your orchestra's budget was allocated to these new digital initiatives?

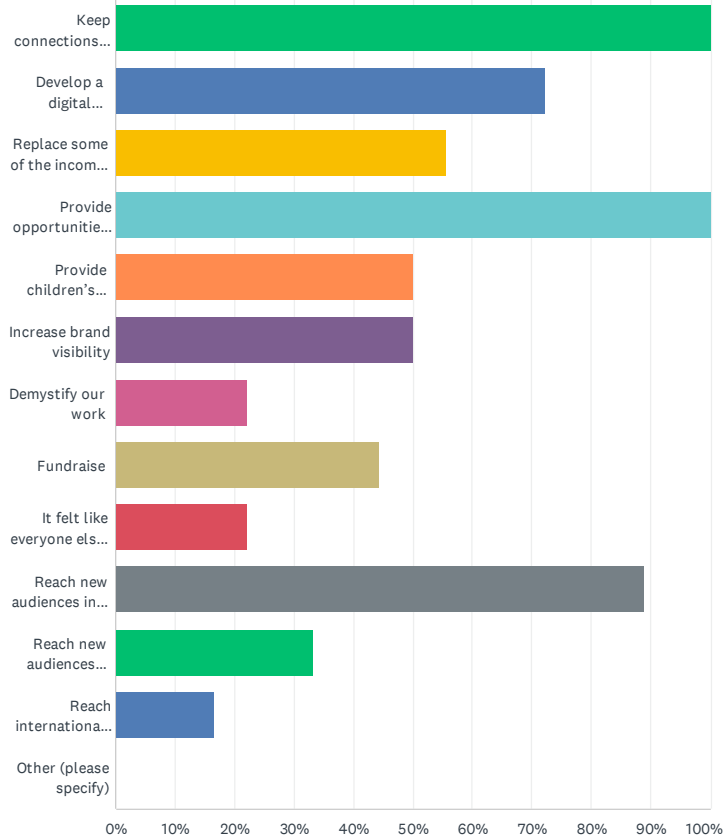
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES	
No budget for this	16.67%	3
0-5 %	16.67%	3
5-10 %	27.78%	5
10-20 %	22.22%	4
20-30 %	5.56%	1
30-40 %	0.00%	0
40-50 %	5.56%	1
Over 50%	5.56%	1
<b>TOTAL</b>		<b>18</b>

Q5 What were you trying to achieve? Please check all that apply.

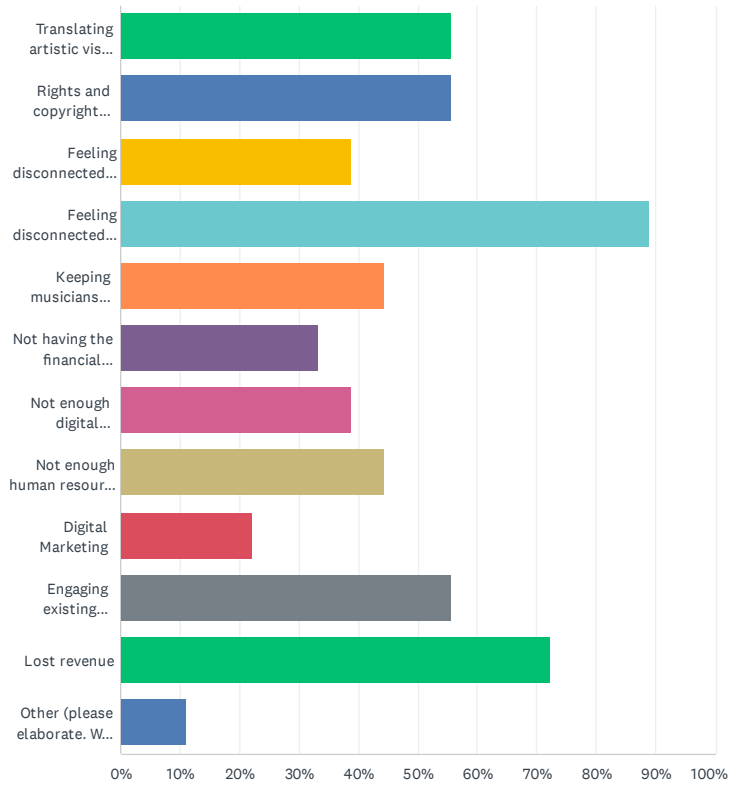
Answered: 18 Skipped: 0



ANSWER CHOICES		RESPONSES	
Keep connections with audience alive		100.00%	18
Develop a digital strategy		72.22%	13
Replace some of the income we couldn't generate through ticket sales		55.56%	10
Provide opportunities for musicians		100.00%	18
Provide children's resources		50.00%	9
Increase brand visibility		50.00%	9
Demystify our work		22.22%	4
Fundraise		44.44%	8
It felt like everyone else was doing it and we had to keep up!		22.22%	4
Reach new audiences in our region		88.89%	16
Reach new audiences elsewhere in Canada		33.33%	6
Reach international audiences		16.67%	3
Other (please specify)		0.00%	0
Total Respondents: 18			
#	OTHER (PLEASE SPECIFY)	DATE	
	There are no responses.		

### Q6 What challenges did you face as a result of COVID? (check all that apply)

Answered: 18 Skipped: 0

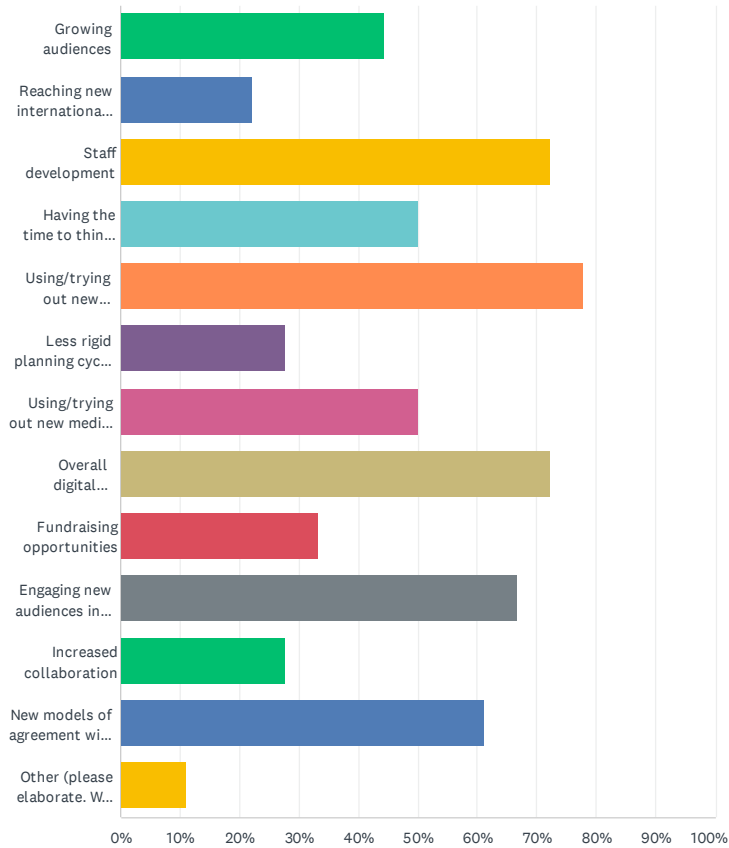


ANSWER CHOICES	RESPONSES
Translating artistic vision to digital medium	55.56% 10
Rights and copyright clearances	55.56% 10
Feeling disconnected from musicians	38.89% 7
Feeling disconnected from audiences	88.89% 16
Keeping musicians equitably engaged	44.44% 8
Not having the financial resources to create a digital offer	33.33% 6
Not enough digital expertise	38.89% 7
Not enough human resources or time	44.44% 8
Digital Marketing	22.22% 4
Engaging existing audiences in digital [e.g., patrons experiencing technical difficulties or lack of technical expertise, On-boarding existing audiences to digital]	55.56% 10
Lost revenue	72.22% 13
Other (please elaborate. We would love to hear more about the challenges you faced during the pandemic)	11.11% 2
Total Respondents: 18	

#	OTHER (PLEASE ELABORATE. WE WOULD LOVE TO HEAR MORE ABOUT THE CHALLENGES YOU FACED DURING THE PANDEMIC)	DATE
1	A huge amount of extra time and work required to apply for covid-relief programs and then manage implementations and reporting for those approved.	9/2/2021 11:28 AM
2	Lack of government support for acquisition of streaming components	8/24/2021 9:09 AM

### Q7 What new opportunities (if any) opened up for you as a result of COVID?

Answered: 18 Skipped: 0

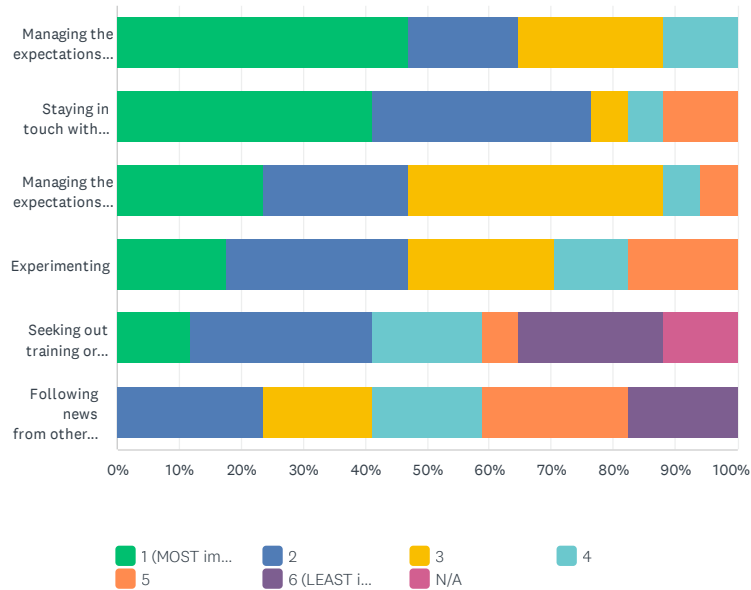


ANSWER CHOICES	RESPONSES
Growing audiences	44.44% 8
Reaching new international audiences	22.22% 4
Staff development	72.22% 13
Having the time to think strategically	50.00% 9
Using/trying out new platforms	77.78% 14
Less rigid planning cycles	27.78% 5
Using/trying out new mediums and formats (e.g. music videos)	50.00% 9
Overall digital development of the organization	72.22% 13
Fundraising opportunities	33.33% 6
Engaging new audiences in digital	66.67% 12
Increased collaboration	27.78% 5
New models of agreement with musicians regarding digital	61.11% 11
Other (please elaborate. We would love to hear more about the opportunities that your orchestra was presented with during the pandemic)	11.11% 2
Total Respondents: 18	

#	OTHER (PLEASE ELABORATE. WE WOULD LOVE TO HEAR MORE ABOUT THE OPPORTUNITIES THAT YOUR ORCHESTRA WAS PRESENTED WITH DURING THE PANDEMIC)	DATE
1	New level of engagement with patrons old and new	9/9/2021 8:46 PM
2	A real silver lining - the ability to carry out our mission of community engagement to a much greater extent than ever before, reaching out to student programs and retirement/LTC homes.	9/2/2021 11:28 AM

Q8 What did you find most helpful for coping, adjusting and moving forward during COVID? (Rank the importance of each option using the matrix below, 1 being most important and 6 being least important. Select N/A for any that do not apply.)NOTE: For each number on the ranking scale, please select only one option from the list. Please review your rankings before moving on to ensure they are complete.

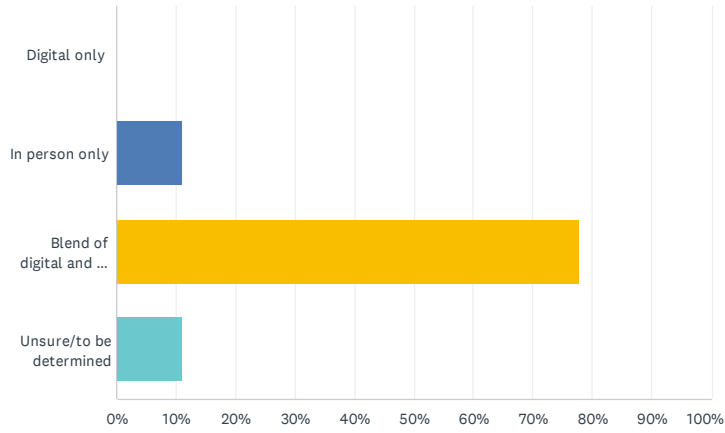
Answered: 18 Skipped: 0



	1 (MOST IMPORTANT)	2	3	4	5	6 (LEAST IMPORTANT)	N/A	TOTAL	WEIGHTED AVERAGE
Managing the expectations of our patrons/audiences	47.06% 8	17.65% 3	23.53% 4	11.76% 2	0.00% 0	0.00% 0	0.00% 0	17	5.00
Staying in touch with peers across the country	41.18% 7	35.29% 6	5.88% 1	5.88% 1	11.76% 2	0.00% 0	0.00% 0	17	4.88
Managing the expectations of our internal team (volunteer, staff, board)	23.53% 4	23.53% 4	41.18% 7	5.88% 1	5.88% 1	0.00% 0	0.00% 0	17	4.53
Experimenting	17.65% 3	29.41% 5	23.53% 4	11.76% 2	17.65% 3	0.00% 0	0.00% 0	17	4.18
Seeking out training or professional development	11.76% 2	29.41% 5	0.00% 0	17.65% 3	5.88% 1	23.53% 4	11.76% 2	17	3.47
Following news from other orchestras around the world	0.00% 0	23.53% 4	17.65% 3	17.65% 3	23.53% 4	17.65% 3	0.00% 0	17	3.06

### Q9 What format of content delivery are you planning for the 2021-22 season?

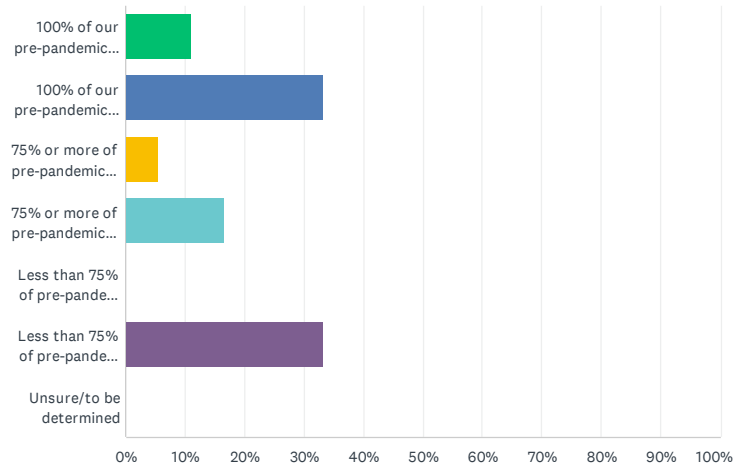
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES
Digital only	0.00% 0
In person only	11.11% 2
Blend of digital and in person (hybrid)	77.78% 14
Unsure/to be determined	11.11% 2
<b>TOTAL</b>	<b>18</b>

Q10 Please select the option that best describes your plans for the 2021-22 season.

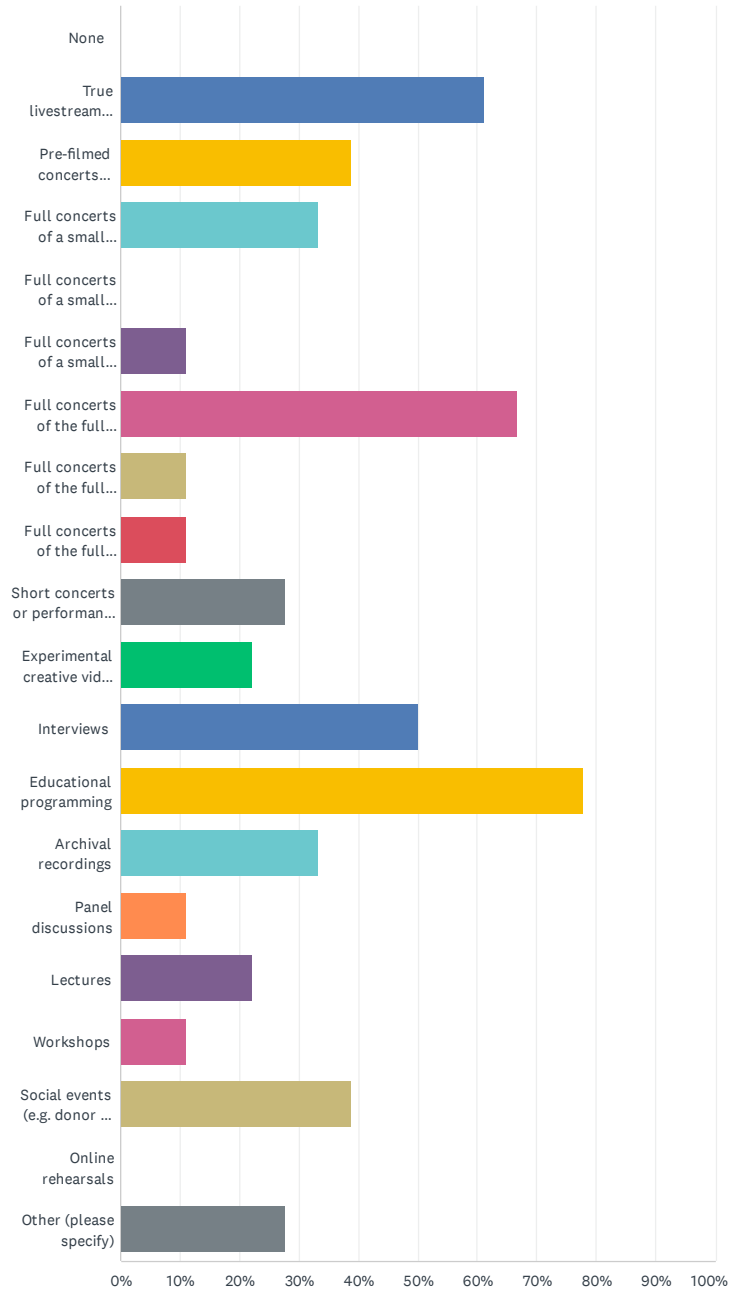
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES	
100% of our pre-pandemic level of in person performances, no digital	11.11%	2
100% of our pre-pandemic level of in person performances + digital	33.33%	6
75% or more of pre-pandemic level of in person performances, no digital	5.56%	1
75% or more of pre-pandemic level of in person performances + digital	16.67%	3
Less than 75% of pre-pandemic level of in person performances, no digital	0.00%	0
Less than 75% of pre-pandemic level of in person performances + digital	33.33%	6
Unsure/to be determined	0.00%	0
<b>TOTAL</b>		<b>18</b>

### Q11 What digital initiatives do you have planned for the 2021-22 season? (check all that apply)

Answered: 18 Skipped: 0

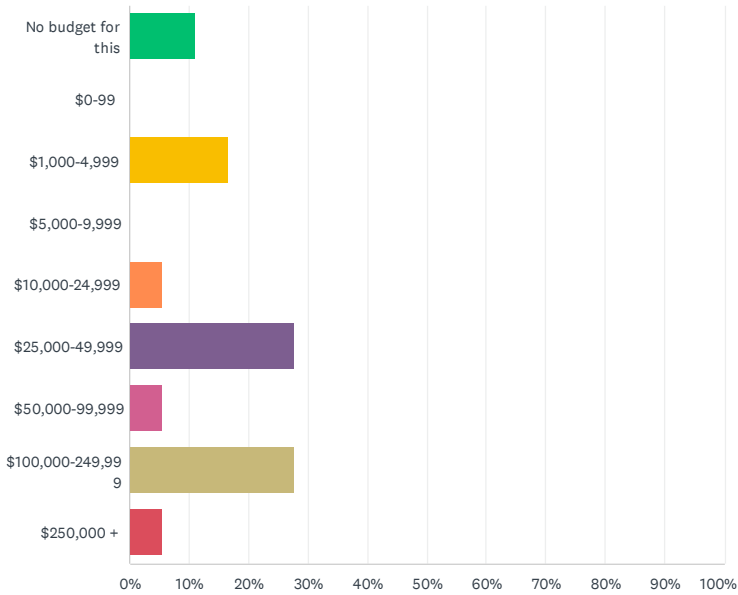


ANSWER CHOICES	RESPONSES	
None	0.00%	0
True livestream (musicians performing in front of camera/s, broadcast live)	61.11%	11
Pre-filmed concerts (filmed, edited, and broadcast afterwards)	38.89%	7
Full concerts of a small ensemble (accessible by paid ticket or subscription)	33.33%	6
Full concerts of a small ensemble (accessible by donation)	0.00%	0
Full concerts of a small ensemble (accessible for free)	11.11%	2
Full concerts of the full orchestra (accessible by paid ticket or subscription)	66.67%	12
Full concerts of the full orchestra (accessible by donation)	11.11%	2
Full concerts of the full orchestra (accessible for free)	11.11%	2
Short concerts or performance videos (e.g. concert excerpts, short pieces)	27.78%	5
Experimental creative videos (e.g. music videos, animations set to music)	22.22%	4
Interviews	50.00%	9
Educational programming	77.78%	14
Archival recordings	33.33%	6
Panel discussions	11.11%	2
Lectures	22.22%	4
Workshops	11.11%	2
Social events (e.g. donor or subscriber events on Zoom)	38.89%	7
Online rehearsals	0.00%	0
Other (please specify)	27.78%	5
Total Respondents: 18		

#	OTHER (PLEASE SPECIFY)	DATE
1	6 capsules musicales	9/20/2021 3:14 PM
2	Si la santé public ferme les salle de concert, nous retournerons au numérique sinon tout nos concerts seront en présentiel	9/20/2021 2:48 PM
3	we will also be offering on-demand access for one week after each concert date	9/15/2021 5:57 PM
4	recordings of livestream available for limited period of time following performance	9/10/2021 9:07 AM
5	online fundraising	9/2/2021 11:38 AM

### Q12 What is your total expense budget for digital initiatives in your 2021-22 season?

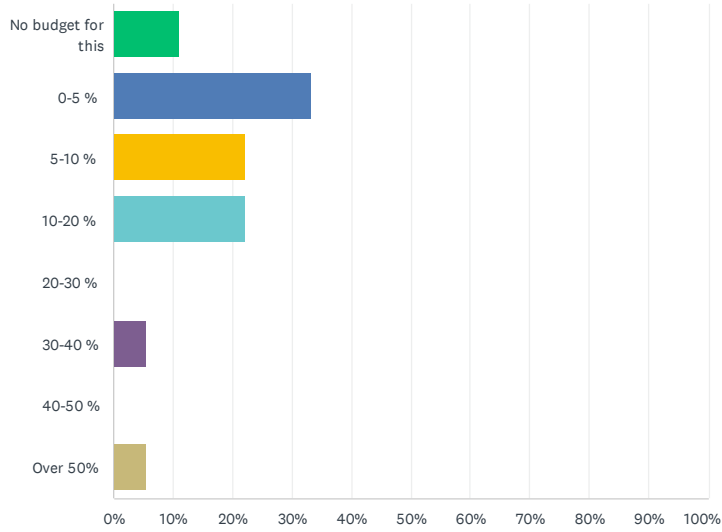
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES	
No budget for this	11.11%	2
\$0-99	0.00%	0
\$1,000-4,999	16.67%	3
\$5,000-9,999	0.00%	0
\$10,000-24,999	5.56%	1
\$25,000-49,999	27.78%	5
\$50,000-99,999	5.56%	1
\$100,000-249,999	27.78%	5
\$250,000 +	5.56%	1
<b>TOTAL</b>		<b>18</b>

### Q13 What percent of your orchestra's total budget does the number you selected in the previous question represent?

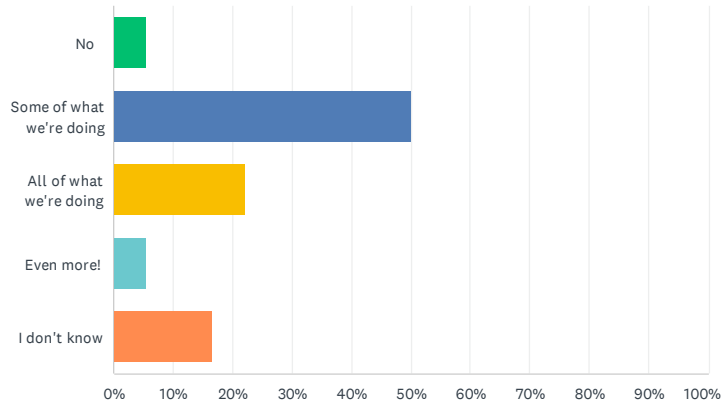
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES	
No budget for this	11.11%	2
0-5 %	33.33%	6
5-10 %	22.22%	4
10-20 %	22.22%	4
20-30 %	0.00%	0
30-40 %	5.56%	1
40-50 %	0.00%	0
Over 50%	5.56%	1
<b>TOTAL</b>		<b>18</b>

### Q14 Once full-capacity audiences are able to return to the concert hall, are you planning to sustain a level of digital activity?

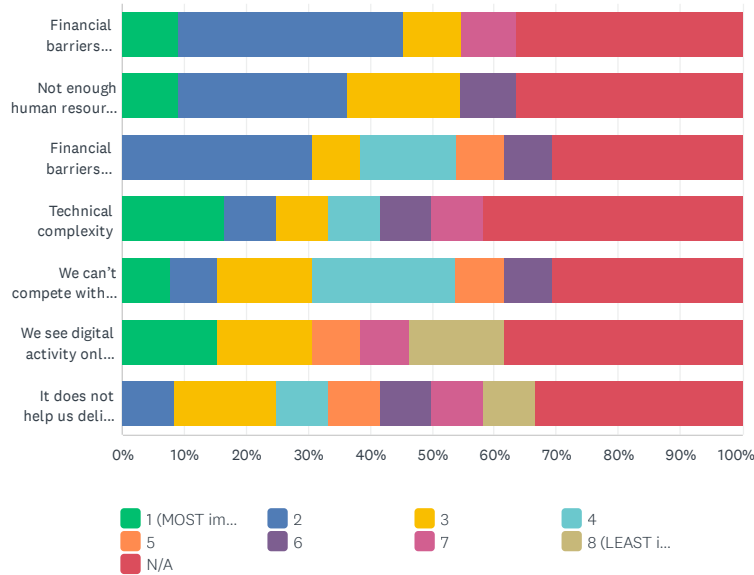
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES	
No	5.56%	1
Some of what we're doing	50.00%	9
All of what we're doing	22.22%	4
Even more!	5.56%	1
I don't know	16.67%	3
<b>TOTAL</b>		<b>18</b>

**Q15** If you're not planning to sustain any digital activity, why? (Rank the importance of each option using the matrix below, 1 being most important and 8 being least important. Select N/A for any that do not apply.)NOTE: For each number on the ranking scale, please select only one option from the list. Please review your rankings before moving on to ensure they are complete.

Answered: 13 Skipped: 5



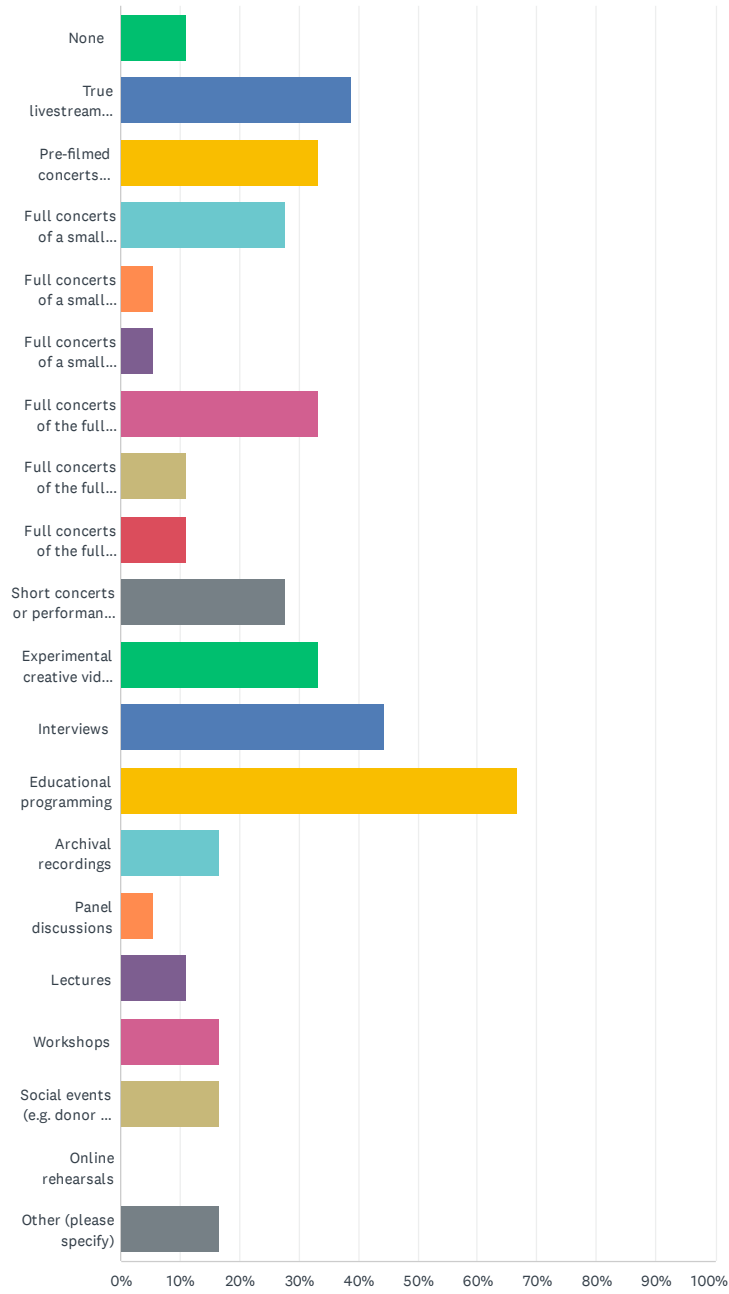
	1 (MOST IMPORTANT)	2	3	4	5	6	7	8 (LEAST IMPORTANT)	N/A	TOTAL	WEIGHTED AVERAGE
Financial barriers (other)	9.09% 1	36.36% 4	9.09% 1	0.00% 0	0.00% 0	0.00% 0	9.09% 1	0.00% 0	36.36% 4	11	6.29
Not enough human resources or time	9.09% 1	27.27% 3	18.18% 2	0.00% 0	0.00% 0	9.09% 1	0.00% 0	0.00% 0	36.36% 4	11	6.29
Financial barriers (Government funding drying up)	0.00% 0	30.77% 4	7.69% 1	15.38% 2	7.69% 1	7.69% 1	0.00% 0	0.00% 0	30.77% 4	13	5.67
Technical complexity	16.67% 2	8.33% 1	8.33% 1	8.33% 1	0.00% 0	8.33% 1	8.33% 1	0.00% 0	41.67% 5	12	5.57
We can't compete with other digital offerings	7.69% 1	7.69% 1	15.38% 2	23.08% 3	7.69% 1	7.69% 1	0.00% 0	0.00% 0	30.77% 4	13	5.44
We see digital activity only as a temporary measure until live performance returns	15.38% 2	0.00% 0	15.38% 2	0.00% 0	7.69% 1	0.00% 0	7.69% 1	15.38% 2	38.46% 5	13	4.50
It does not help us deliver on our mission	0.00% 0	8.33% 1	16.67% 2	8.33% 1	8.33% 1	8.33% 1	8.33% 1	8.33% 1	33.33% 4	12	4.25

#	OTHER (PLEASE SPECIFY)	DATE
1	Les concerts doivent se vivre en salle, les concerts numériques sont ennuyeux et ne permette pas au public d'apprécier le talent de nos musiciens. Pour nous c'était une mesure temporaire	9/20/2021 2:48 PM
2	our audience has not responded that well to digital	9/17/2021 2:59 PM
3	Musicians did not ratify IMAC agreement, so we do not know what is possible yet.	9/9/2021 11:35 PM



### Q16 What digital initiatives do you have planned for 2022-23 and beyond? (check all that apply)

Answered: 18 Skipped: 0

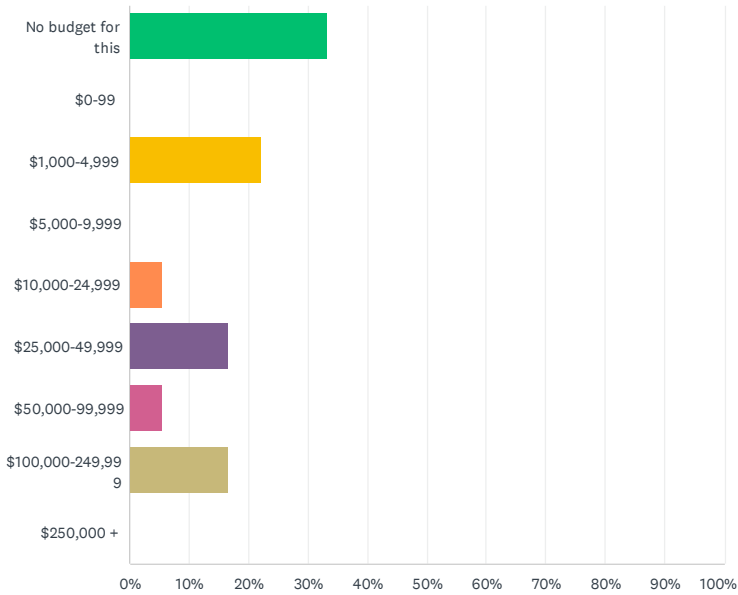


ANSWER CHOICES	RESPONSES	
None	11.11%	2
True livestream (musicians performing in front of camera/s, broadcast live)	38.89%	7
Pre-filmed concerts (filmed, edited, and broadcast afterwards)	33.33%	6
Full concerts of a small ensemble (accessible by paid ticket or subscription)	27.78%	5
Full concerts of a small ensemble (accessible by donation)	5.56%	1
Full concerts of a small ensemble (accessible for free)	5.56%	1
Full concerts of the full orchestra (accessible by paid ticket or subscription)	33.33%	6
Full concerts of the full orchestra (accessible by donation)	11.11%	2
Full concerts of the full orchestra (accessible for free)	11.11%	2
Short concerts or performance videos (e.g. concert excerpts, short pieces)	27.78%	5
Experimental creative videos (e.g. music videos, animations set to music)	33.33%	6
Interviews	44.44%	8
Educational programming	66.67%	12
Archival recordings	16.67%	3
Panel discussions	5.56%	1
Lectures	11.11%	2
Workshops	16.67%	3
Social events (e.g. donor or subscriber events on Zoom)	16.67%	3
Online rehearsals	0.00%	0
Other (please specify)	16.67%	3
Total Respondents: 18		

#	OTHER (PLEASE SPECIFY)	DATE
1	We have not yet begun to think about 22-23	9/17/2021 2:59 PM
2	no decision as yet, we're going to try more online adverts to see if we can split the audience into online & in-person / if it doesn't create revenue we'll drop the livestream & go back to taping for editing & sales online	9/15/2021 5:57 PM
3	We would like to do more and keep a blend of digital/live. It depends contract negotiations, budgets and revenue sources	9/10/2021 9:07 AM

### Q17 What is your budget for your digital initiatives for 2022-23 and beyond (per season)?

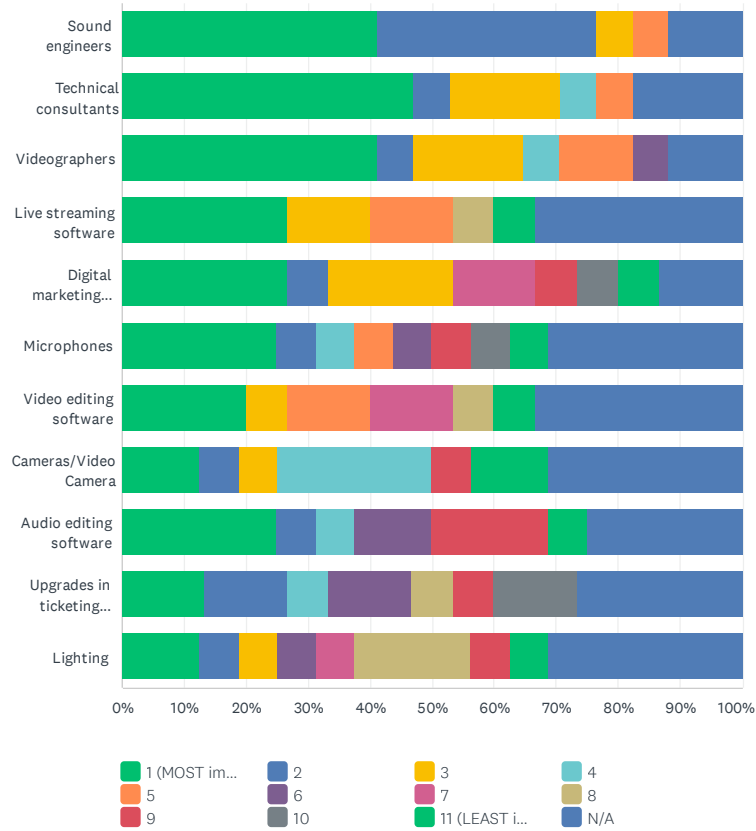
Answered: 18 Skipped: 0



ANSWER CHOICES	RESPONSES	
No budget for this	33.33%	6
\$0-99	0.00%	0
\$1,000-4,999	22.22%	4
\$5,000-9,999	0.00%	0
\$10,000-24,999	5.56%	1
\$25,000-49,999	16.67%	3
\$50,000-99,999	5.56%	1
\$100,000-249,999	16.67%	3
\$250,000 +	0.00%	0
<b>TOTAL</b>		<b>18</b>

Q18 What resources (hardware, software and human resources) will your organization need to do these digital initiatives better? (Rank the importance of each option using the matrix below, 1 being most important and 11 being least important. Select N/A for any that do not apply.)NOTE: For each number on the ranking scale, please select only one option from the list. Please review your rankings before moving on to ensure they are complete.

Answered: 17 Skipped: 1

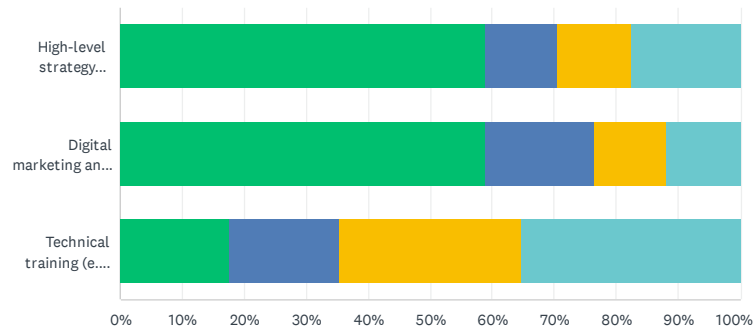


	1 (MOST IMPORTANT)	2	3	4	5	6	7	8	9	10	11 (LEAST IMPORTANT)
Sound engineers	41.18% 7	35.29% 6	5.88% 1	0.00% 0	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Technical consultants	47.06% 8	5.88% 1	17.65% 3	5.88% 1	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Videographers	41.18% 7	5.88% 1	17.65% 3	5.88% 1	11.76% 2	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Live streaming software	26.67% 4	0.00% 0	13.33% 2	0.00% 0	13.33% 2	0.00% 0	0.00% 0	6.67% 1	0.00% 0	0.00% 0	6.67% 1
Digital marketing professionals	26.67% 4	6.67% 1	20.00% 3	0.00% 0	0.00% 0	0.00% 0	13.33% 2	0.00% 0	6.67% 1	6.67% 1	6.67% 1
Microphones	25.00% 4	6.25% 1	0.00% 0	6.25% 1	6.25% 1	6.25% 1	0.00% 0	0.00% 0	6.25% 1	6.25% 1	6.25% 1
Video editing software	20.00% 3	0.00% 0	6.67% 1	0.00% 0	13.33% 2	0.00% 0	13.33% 2	6.67% 1	0.00% 0	0.00% 0	6.67% 1
Cameras/Video Camera	12.50% 2	6.25% 1	6.25% 1	25.00% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6.25% 1	0.00% 0	12.50% 2
Audio editing software	25.00% 4	6.25% 1	0.00% 0	6.25% 1	0.00% 0	12.50% 2	0.00% 0	0.00% 0	18.75% 3	0.00% 0	6.25% 1
Upgrades in ticketing software	13.33% 2	13.33% 2	0.00% 0	6.67% 1	0.00% 0	13.33% 2	0.00% 0	6.67% 1	6.67% 1	13.33% 2	0.00% 0
Lighting	12.50% 2	6.25% 1	6.25% 1	0.00% 0	0.00% 0	6.25% 1	6.25% 1	18.75% 3	6.25% 1	0.00% 0	6.25% 1

#	OTHER (PLEASE SPECIFY)	DATE
1	not thinking about this yet	9/17/2021 2:59 PM
2	we're not purchasing livestreaming equipment - our videographer is bringing what he needs	9/15/2021 5:57 PM
3	More operating grant support for digital expenses. The n/a responses are because we will not be doing this with our own staff, we will continue working with an outsourced videography team.	9/2/2021 11:38 AM
4	This question is difficult to answer as you can't claim that one technical aspect is more important than another	8/24/2021 9:14 AM

Q19 What training and support will your organization need to do these initiatives better? (Rank the importance of each option using the matrix below, 1 being most important and 3 being least important. Select N/A for any that do not apply.)NOTE: For each number on the ranking scale, please select only one option from the list. Please review your rankings before moving on to ensure they are complete.

Answered: 17 Skipped: 1



	1 (MOST IMPORTANT)	2	3 (LEAST IMPORTANT)	N/A	TOTAL	WEIGHTED AVERAGE
High-level strategy training (e.g. determining balance of digital and in person, how can digital help or distract from our mission)	58.82% 10	11.76% 2	11.76% 2	17.65% 3	17	2.57
Digital marketing and fundraising training	58.82% 10	17.65% 3	11.76% 2	11.76% 2	17	2.53
Technical training (e.g. content capture, audio/video editing)	17.65% 3	17.65% 3	29.41% 5	35.29% 6	17	1.82

#	OTHER (PLEASE SPECIFY)	DATE
1	not thinking about this yet	9/17/2021 2:59 PM
2	we need to add budget for hiring a digital marketing specialist	9/15/2021 5:57 PM
3	More marketing and fundraising knowledge is always helpful, but the tech training is n/a for us as we will continue working with an outsourced videography team.	9/2/2021 11:38 AM

**Q20 Are there orchestras or other organizations, in Canada or around the world, whose COVID-era digital efforts you've really admired? Please name them and describe their efforts.**

Answered: 9 Skipped: 9

#	RESPONSES	DATE
1	OSQ	9/20/2021 3:14 PM
2	Regina is brilliant - since I discovered what they're doing I'm totally trying to copy it...sadly, I'm not as talented as they are :-)	9/15/2021 5:58 PM
3	Detroit Symphony Orchestra is one	9/10/2021 9:08 AM
4	London Mozart players OModernt	9/9/2021 10:52 PM
5	CSO, VSO, Berlin	9/9/2021 6:35 PM
6	Vancouver Symphony, Regina Symphony, Orchestre Classique de Montreal, too many others to list... all because of excellent presentation and active presence. Also the Sydney Symphony for their very personal tone in messaging.	9/2/2021 11:40 AM
7	Berlin Philharmonic, VSO - both did a great job capitalizing on STRONG online capabilities. Lots to emulate and learn from here!	8/27/2021 8:37 AM
8	Vancouver Symphony, enjoy the functionality fo the digital concert hall.	8/24/2021 12:45 PM
9	Newfoundland Symphony, Kamloops Symphony	8/24/2021 10:03 AM

## Q23 Is there anything else you'd like to share?

Answered: 6 Skipped: 12

#	RESPONSES	DATE
1	n/a	9/17/2021 2:59 PM
2	It's been a wild first year & I'm looking forward to our recovery over the next five.	9/15/2021 6:00 PM
3		
4	Thanks Orchestras Canada to continuing to bring us all together to share ideas! We are all growing forward together!	8/27/2021 8:42 AM
5	Biggest challenge, perhaps not captured in here was a capacity issue with staff, while also figuring out how our regular subscribers tune in. Only 25% of our subscribers chose to participate in our digital programming, so it really was not sustainable.	8/24/2021 12:50 PM
6	Yes...this emphasis on development of digital programming runs counter to our goals and philosophy of delivering LIVE classical music to our audience. The digital revolution does little to advance this our mission and most important goal	8/24/2021 9:18 AM