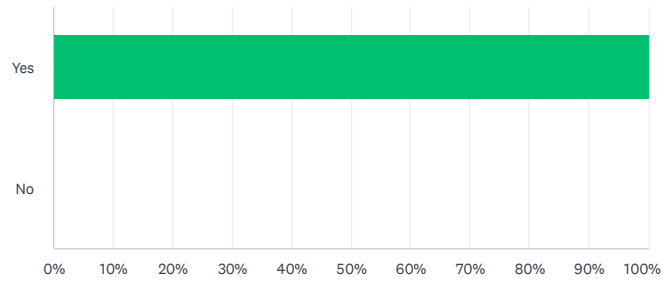


### Q1 Did you try one or more new digital initiatives since March 2020?

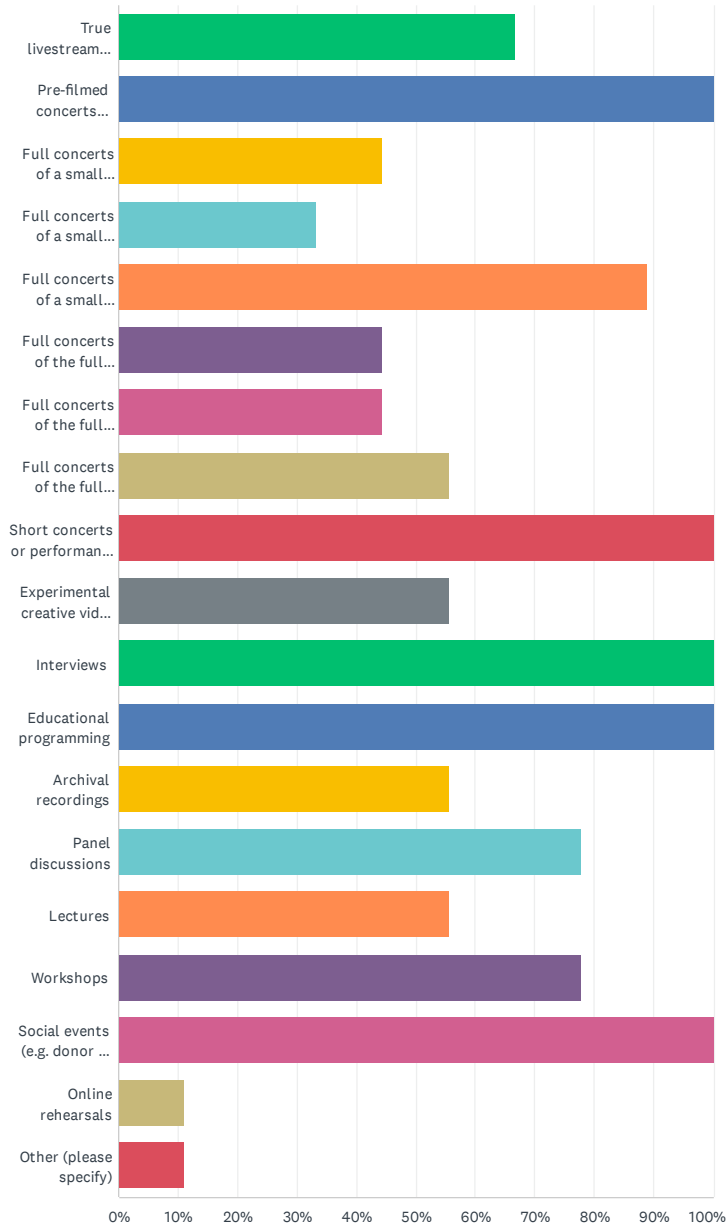
Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	9
No	0.00%	0
TOTAL		9

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

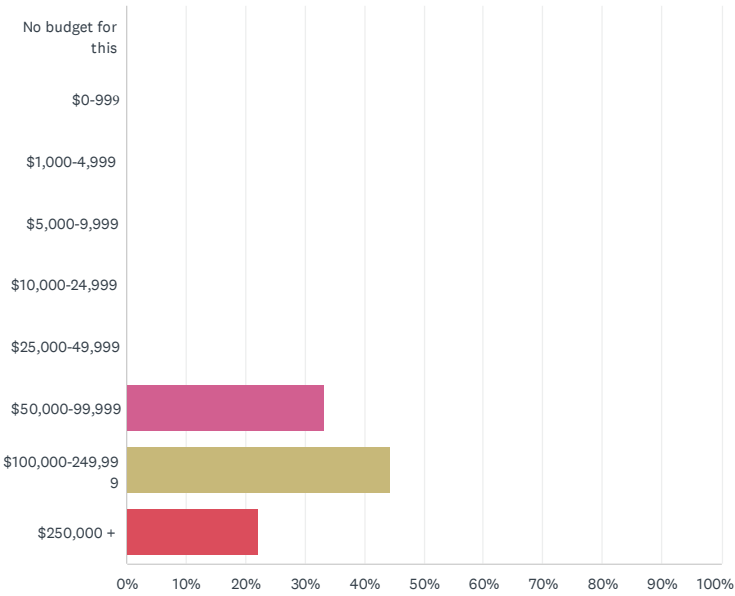
Answered: 9 Skipped: 0



ANSWER CHOICES		RESPONSES	
True livestream (musicians performing in front of camera/s, broadcast live)		66.67%	6
Pre-filmed concerts (filmed, edited, and broadcast afterwards)		100.00%	9
Full concerts of a small ensemble (accessible by paid ticket or subscription)		44.44%	4
Full concerts of a small ensemble (accessible by donation)		33.33%	3
Full concerts of a small ensemble (accessible for free)		88.89%	8
Full concerts of the full orchestra (accessible by paid ticket or subscription)		44.44%	4
Full concerts of the full orchestra (accessible by donation)		44.44%	4
Full concerts of the full orchestra (accessible for free)		55.56%	5
Short concerts or performance videos (e.g. concert excerpts, short pieces)		100.00%	9
Experimental creative videos (e.g. music videos, animations set to music)		55.56%	5
Interviews		100.00%	9
Educational programming		100.00%	9
Archival recordings		55.56%	5
Panel discussions		77.78%	7
Lectures		55.56%	5
Workshops		77.78%	7
Social events (e.g. donor or subscriber events on Zoom)		100.00%	9
Online rehearsals		11.11%	1
Other (please specify)		11.11%	1
Total Respondents: 9			
#	OTHER (PLEASE SPECIFY)	DATE	
1	capsules vidéos des musiciens (médias sociaux), 1 épisode baladodiffusion, création d'un générique webdiffusion, interviews pré-concert pour les webdiffusions, programmes de concerts numériques	9/9/2021 1:29 PM	

**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)**

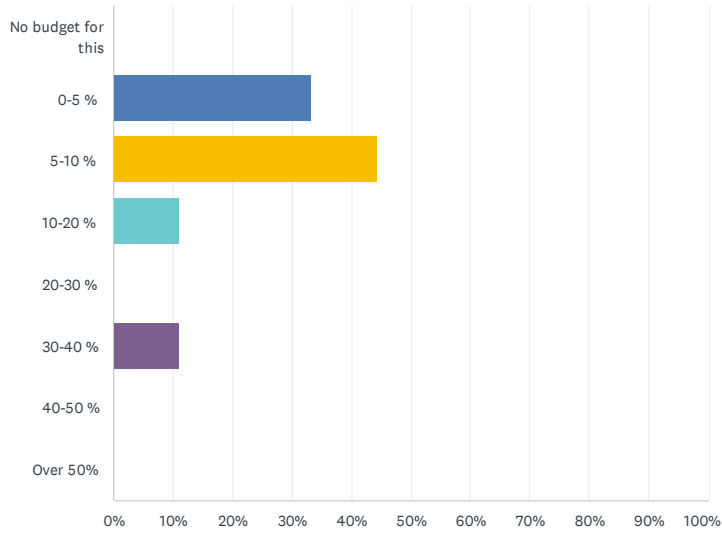
Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
No budget for this	0.00%	0
\$0-999	0.00%	0
\$1,000-4,999	0.00%	0
\$5,000-9,999	0.00%	0
\$10,000-24,999	0.00%	0
\$25,000-49,999	0.00%	0
\$50,000-99,999	33.33%	3
\$100,000-249,999	44.44%	4
\$250,000 +	22.22%	2
<b>TOTAL</b>		<b>9</b>

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

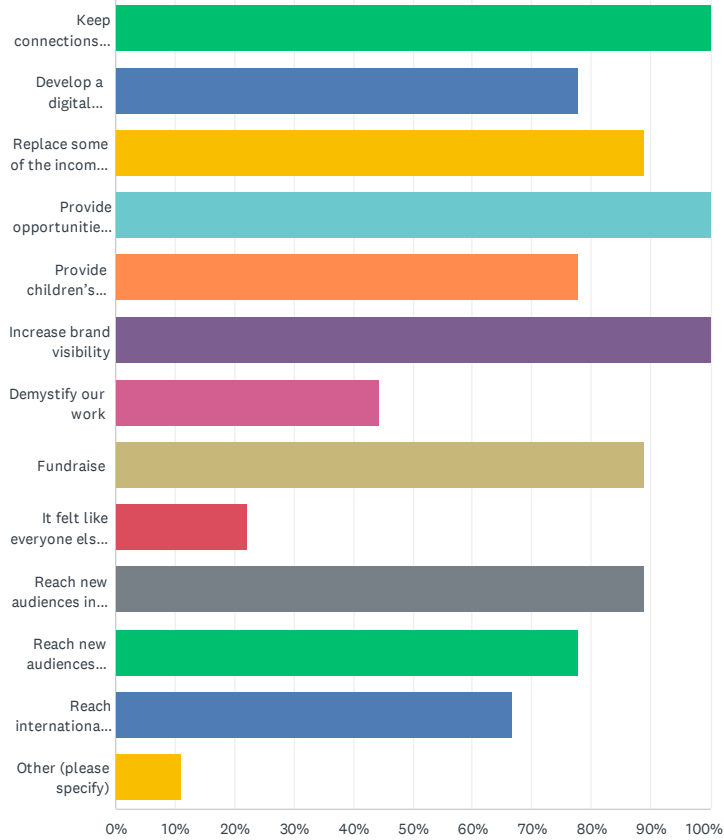
Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
No budget for this	0.00%	0
0-5 %	33.33%	3
5-10 %	44.44%	4
10-20 %	11.11%	1
20-30 %	0.00%	0
30-40 %	11.11%	1
40-50 %	0.00%	0
Over 50%	0.00%	0
<b>TOTAL</b>		<b>9</b>

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

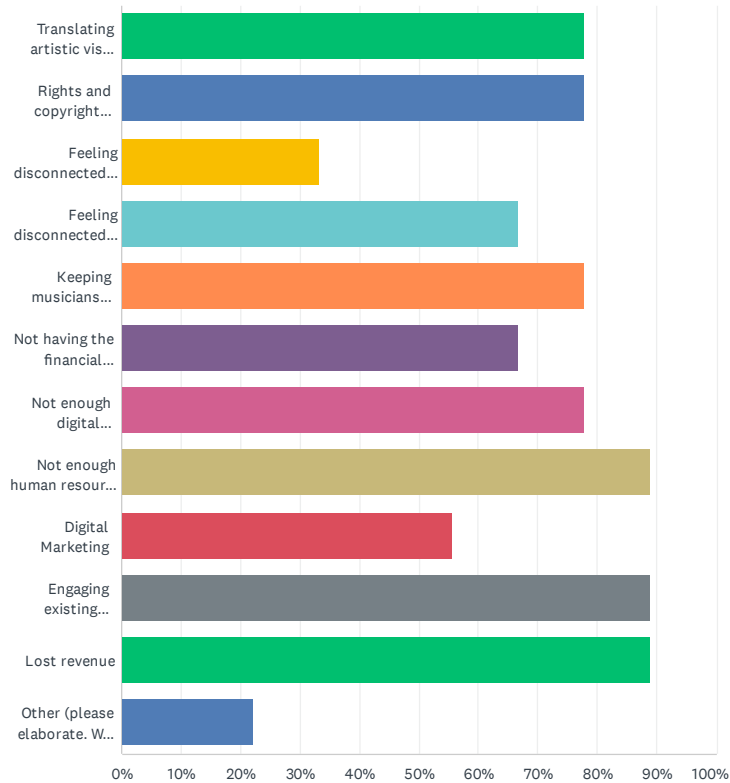
Answered: 9 Skipped: 0



ANSWER CHOICES		RESPONSES	
Keep connections with audience alive		100.00%	9
Develop a digital strategy		77.78%	7
Replace some of the income we couldn't generate through ticket sales		88.89%	8
Provide opportunities for musicians		100.00%	9
Provide children's resources		77.78%	7
Increase brand visibility		100.00%	9
Demystify our work		44.44%	4
Fundraise		88.89%	8
It felt like everyone else was doing it and we had to keep up!		22.22%	2
Reach new audiences in our region		88.89%	8
Reach new audiences elsewhere in Canada		77.78%	7
Reach international audiences		66.67%	6
Other (please specify)		11.11%	1
Total Respondents: 9			
#	OTHER (PLEASE SPECIFY)	DATE	
1	Maintenir les revenus des commandites	9/9/2021 1:29 PM	

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

Answered: 9 Skipped: 0

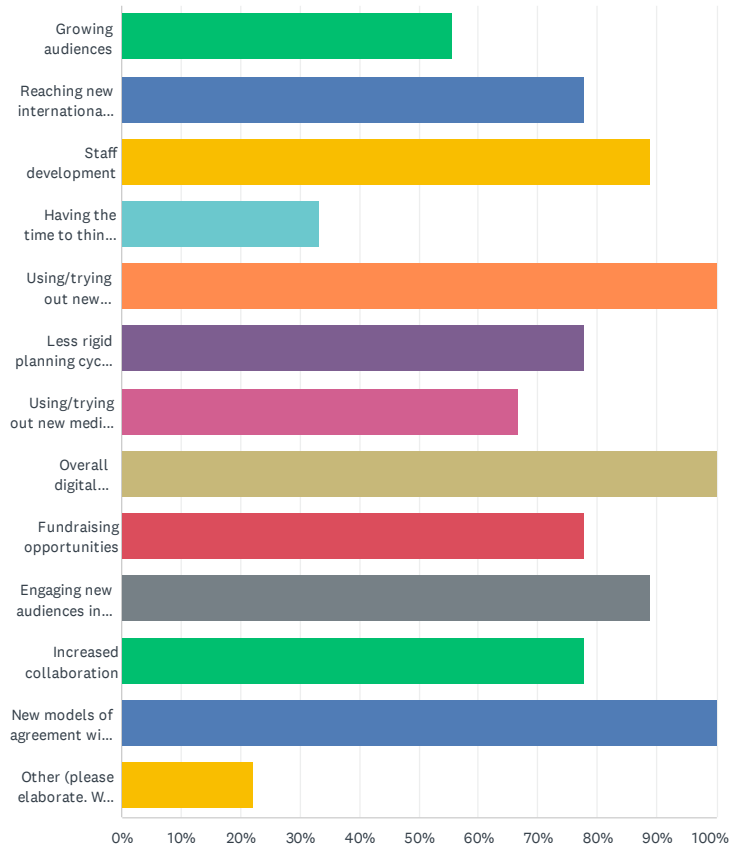


ANSWER CHOICES	RESPONSES
Translating artistic vision to digital medium	77.78% 7
Rights and copyright clearances	77.78% 7
Feeling disconnected from musicians	33.33% 3
Feeling disconnected from audiences	66.67% 6
Keeping musicians equitably engaged	77.78% 7
Not having the financial resources to create a digital offer	66.67% 6
Not enough digital expertise	77.78% 7
Not enough human resources or time	88.89% 8
Digital Marketing	55.56% 5
Engaging existing audiences in digital [e.g., patrons experiencing technical difficulties or lack of technical expertise, On-boarding existing audiences to digital]	88.89% 8
Lost revenue	88.89% 8
Other (please elaborate. We would love to hear more about the challenges you faced during the pandemic)	22.22% 2
Total Respondents: 9	

#	OTHER (PLEASE ELABORATE. WE WOULD LOVE TO HEAR MORE ABOUT THE CHALLENGES YOU FACED DURING THE PANDEMIC)	DATE
1	Provincial restrictions. Looking over the digital productions of orchestra over the last 18 months, it is very telling of what restrictions we were under at different times. Example: months with no recordings because we couldn't gather, or the types of instruments allowed to perform are limited, etc.	9/10/2021 1:45 PM
2	Maintenir l'intérêt de notre public envers l'offre numérique sur plusieurs mois	9/9/2021 1:29 PM

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

Answered: 9 Skipped: 0



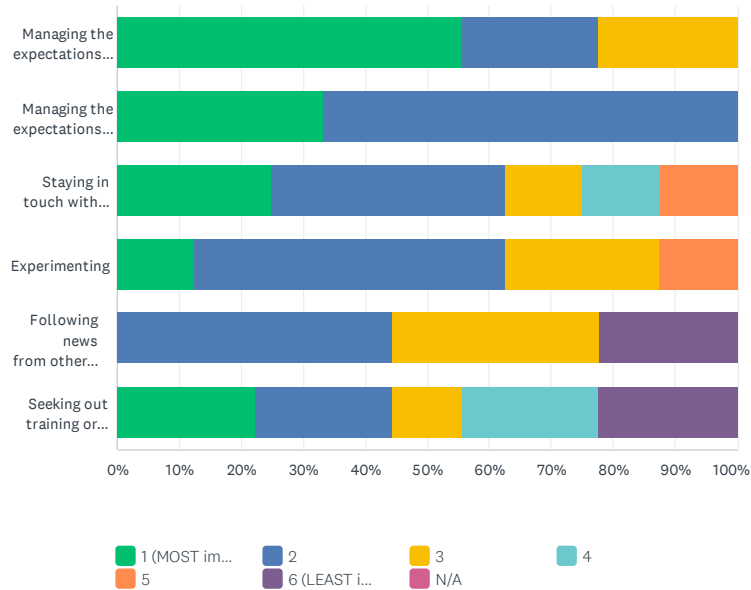
ANSWER CHOICES	RESPONSES
Growing audiences	55.56% 5
Reaching new international audiences	77.78% 7
Staff development	88.89% 8
Having the time to think strategically	33.33% 3
Using/trying out new platforms	100.00% 9
Less rigid planning cycles	77.78% 7
Using/trying out new mediums and formats (e.g. music videos)	66.67% 6
Overall digital development of the organization	100.00% 9
Fundraising opportunities	77.78% 7
Engaging new audiences in digital	88.89% 8
Increased collaboration	77.78% 7
New models of agreement with musicians regarding digital	100.00% 9
Other (please elaborate. We would love to hear more about the opportunities that your orchestra was presented with during the pandemic)	22.22% 2
Total Respondents: 9	

#	OTHER (PLEASE ELABORATE. WE WOULD LOVE TO HEAR MORE ABOUT THE OPPORTUNITIES THAT YOUR ORCHESTRA WAS PRESENTED WITH DURING THE PANDEMIC)	DATE
1	While we learned a huge amount about the digital medium, the administration was stretched to the breaking point. We had less resource for doing more and it was epically challenging.	9/9/2021 4:46 PM
2	Nouvelles initiatives de diplomatie culturelle sur la scène internationale, partage de connaissances avec nos pairs	9/9/2021 1:29 PM



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.

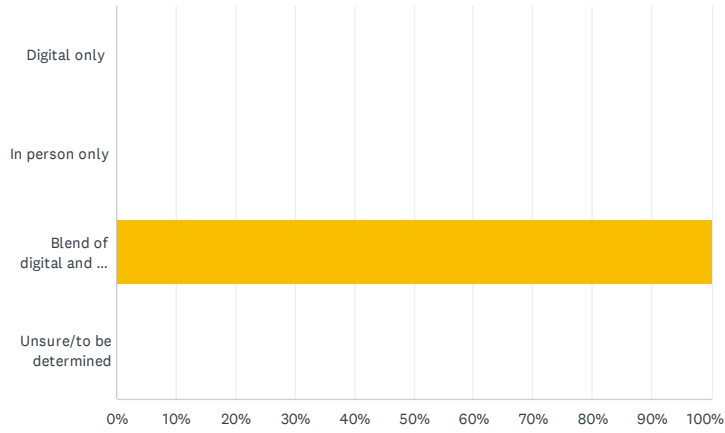
Answered: 9 Skipped: 0



	1 (MOST IMPORTANT)	2	3	4	5	6 (LEAST IMPORTANT)	N/A	TOTAL	WEIGHTED AVERAGE
Managing the expectations of our internal team (volunteer, staff, board)	55.56% 5	22.22% 2	22.22% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	9	5.33
Managing the expectations of our patrons/audiences	33.33% 3	66.67% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	9	5.33
Staying in touch with peers across the country	25.00% 2	37.50% 3	12.50% 1	12.50% 1	12.50% 1	0.00% 0	0.00% 0	8	4.50
Experimenting	12.50% 1	50.00% 4	25.00% 2	0.00% 0	12.50% 1	0.00% 0	0.00% 0	8	4.50
Following news from other orchestras around the world	0.00% 0	44.44% 4	33.33% 3	0.00% 0	0.00% 0	22.22% 2	0.00% 0	9	3.78
Seeking out training or professional development	22.22% 2	22.22% 2	11.11% 1	22.22% 2	0.00% 0	22.22% 2	0.00% 0	9	3.78

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

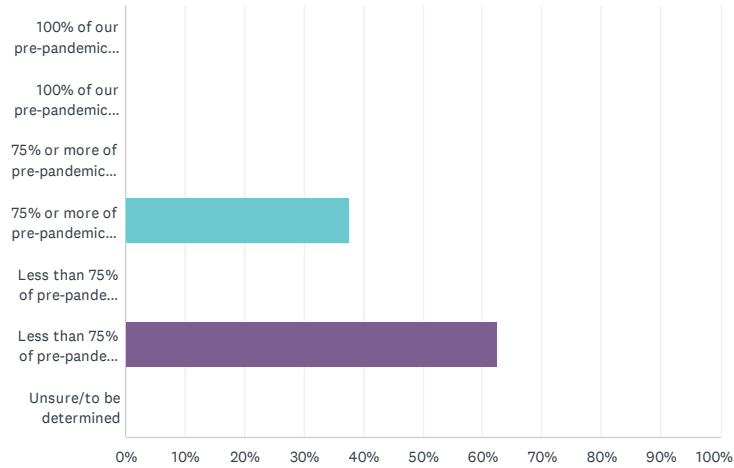
Answered: 8 Skipped: 1



ANSWER CHOICES	RESPONSES	
Digital only	0.00%	0
In person only	0.00%	0
Blend of digital and in person (hybrid)	100.00%	8
Unsure/to be determined	0.00%	0
<b>TOTAL</b>		<b>8</b>

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

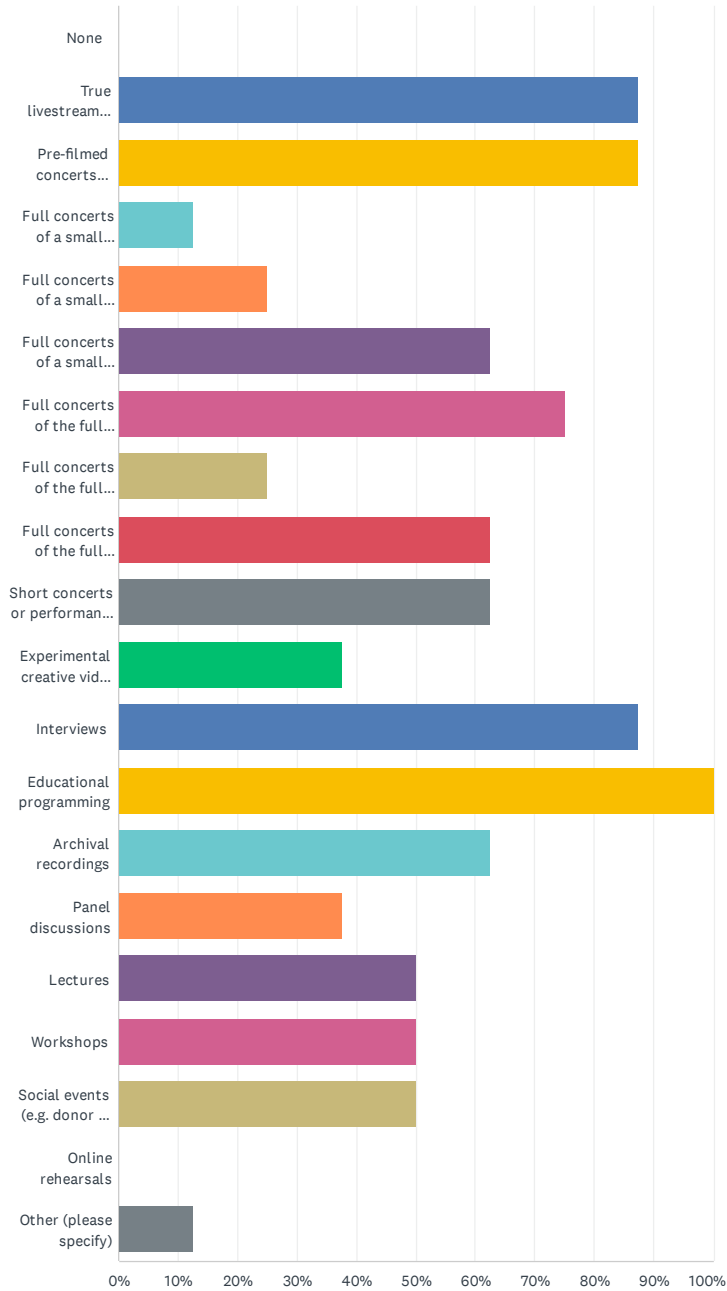
Answered: 8 Skipped: 1



ANSWER CHOICES	RESPONSES	
100% of our pre-pandemic level of in person performances, no digital	0.00%	0
100% of our pre-pandemic level of in person performances + digital	0.00%	0
75% or more of pre-pandemic level of in person performances, no digital	0.00%	0
75% or more of pre-pandemic level of in person performances + digital	37.50%	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	62.50%	5
Unsure/to be determined	0.00%	0
<b>TOTAL</b>		<b>8</b>

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

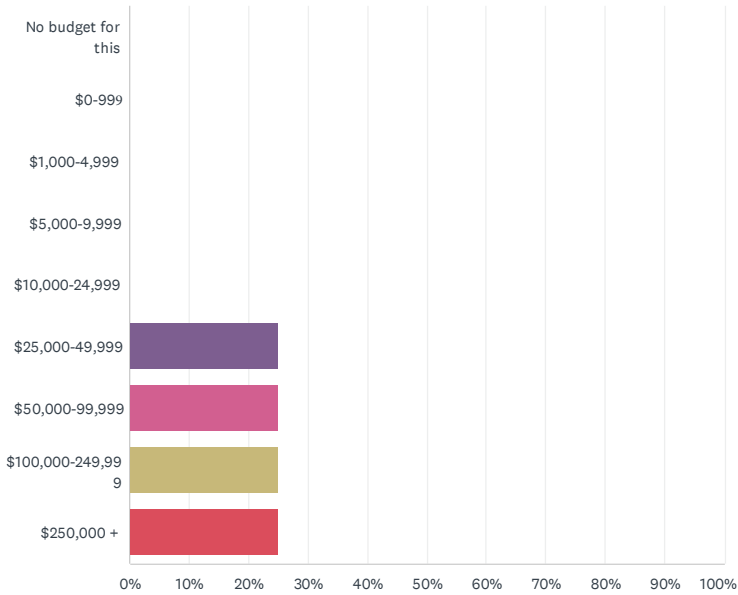
Answered: 8 Skipped: 1



ANSWER CHOICES		RESPONSES	
None		0.00%	0
True livestream (musicians performing in front of camera/s, broadcast live)		87.50%	7
Pre-filmed concerts (filmed, edited, and broadcast afterwards)		87.50%	7
Full concerts of a small ensemble (accessible by paid ticket or subscription)		12.50%	1
Full concerts of a small ensemble (accessible by donation)		25.00%	2
Full concerts of a small ensemble (accessible for free)		62.50%	5
Full concerts of the full orchestra (accessible by paid ticket or subscription)		75.00%	6
Full concerts of the full orchestra (accessible by donation)		25.00%	2
Full concerts of the full orchestra (accessible for free)		62.50%	5
Short concerts or performance videos (e.g. concert excerpts, short pieces)		62.50%	5
Experimental creative videos (e.g. music videos, animations set to music)		37.50%	3
Interviews		87.50%	7
Educational programming		100.00%	8
Archival recordings		62.50%	5
Panel discussions		37.50%	3
Lectures		50.00%	4
Workshops		50.00%	4
Social events (e.g. donor or subscriber events on Zoom)		50.00%	4
Online rehearsals		0.00%	0
Other (please specify)		12.50%	1
Total Respondents: 8			
#	OTHER (PLEASE SPECIFY)	DATE	
1	Série de baladodiffusions	9/9/2021 1:42 PM	

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

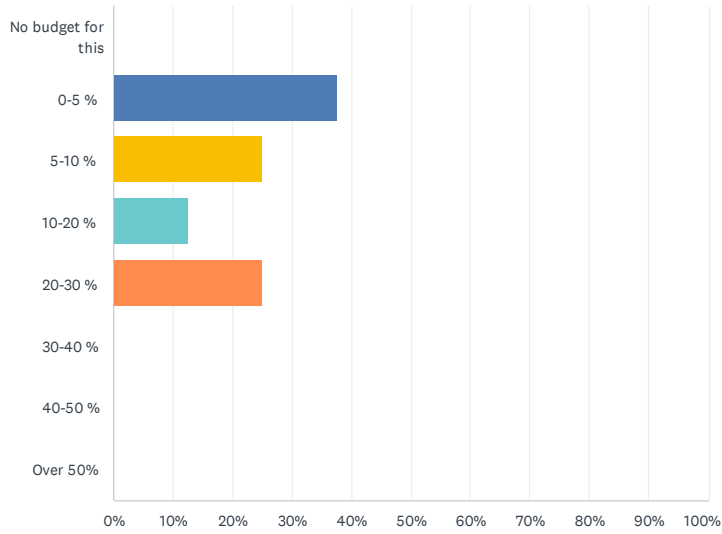
Answered: 8 Skipped: 1



ANSWER CHOICES	RESPONSES	
No budget for this	0.00%	0
\$0-999	0.00%	0
\$1,000-4,999	0.00%	0
\$5,000-9,999	0.00%	0
\$10,000-24,999	0.00%	0
\$25,000-49,999	25.00%	2
\$50,000-99,999	25.00%	2
\$100,000-249,999	25.00%	2
\$250,000 +	25.00%	2
<b>TOTAL</b>		<b>8</b>

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

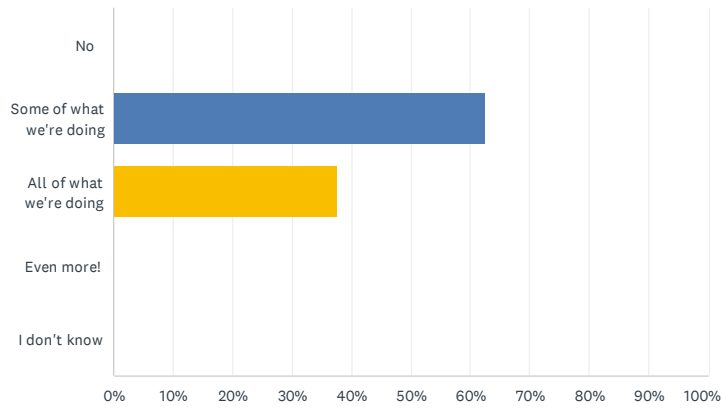
Answered: 8 Skipped: 1



ANSWER CHOICES	RESPONSES	
No budget for this	0.00%	0
0-5 %	37.50%	3
5-10 %	25.00%	2
10-20 %	12.50%	1
20-30 %	25.00%	2
30-40 %	0.00%	0
40-50 %	0.00%	0
Over 50%	0.00%	0
<b>TOTAL</b>		<b>8</b>

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

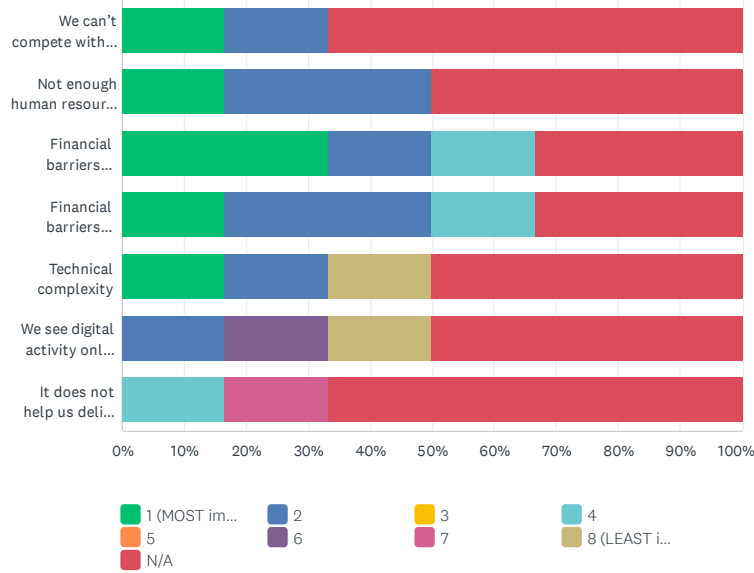
Answered: 8 Skipped: 1



ANSWER CHOICES	RESPONSES	
No	0.00%	0
Some of what we're doing	62.50%	5
All of what we're doing	37.50%	3
Even more!	0.00%	0
I don't know	0.00%	0
<b>TOTAL</b>		<b>8</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: 6 Skipped: 3

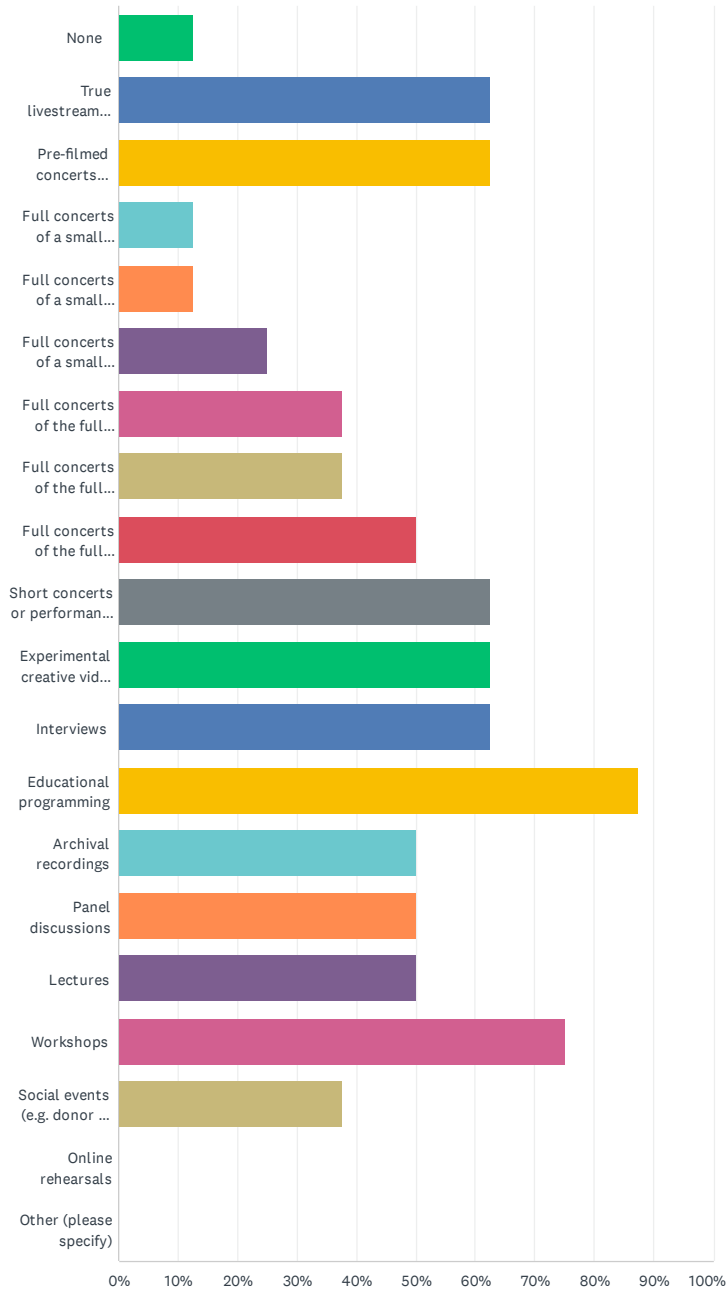


	1 (MOST IMPORTANT)	2	3	4	5	6	7	8 (LEAST IMPORTANT)	N/A	TOTAL	WEIGHTED AVERAGE
We can't compete with other digital offerings	16.67% 1	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 4	6	7.50
Not enough human resources or time	16.67% 1	33.33% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 3	6	7.33
Financial barriers (other)	33.33% 2	16.67% 1	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	6	7.00
Financial barriers (Government funding drying up)	16.67% 1	33.33% 2	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	6	6.75
Technical complexity	16.67% 1	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	50.00% 3	6	5.33
We see digital activity only as a temporary measure until live performance returns	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	16.67% 1	50.00% 3	6	3.67
It does not help us deliver on our mission	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	16.67% 1	0.00% 0	66.67% 4	6	3.50

#	OTHER (PLEASE SPECIFY)	DATE
1	The largest barrier to streaming past the 2021-22 season is the	9/16/2021 2:24 PM

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

Answered: 8 Skipped: 1

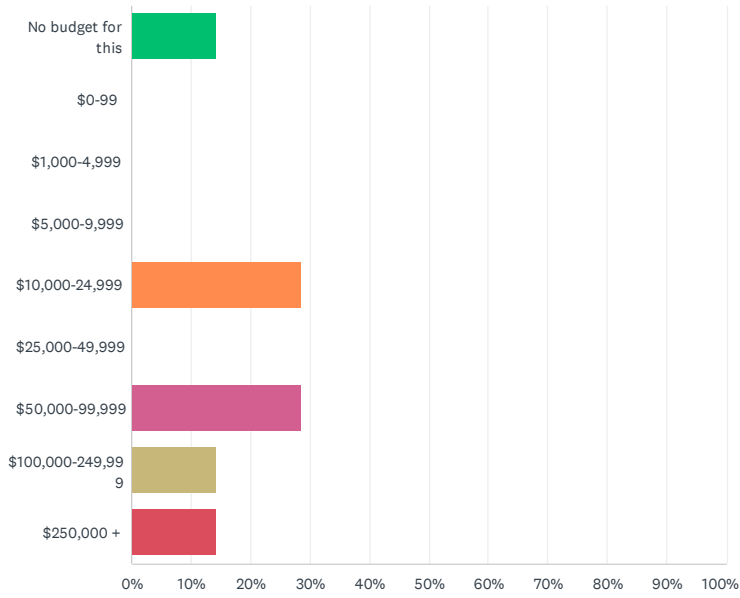


ANSWER CHOICES	RESPONSES	
None	12.50%	1
True livestream (musicians performing in front of camera/s, broadcast live)	62.50%	5
Pre-filmed concerts (filmed, edited, and broadcast afterwards)	62.50%	5
Full concerts of a small ensemble (accessible by paid ticket or subscription)	12.50%	1
Full concerts of a small ensemble (accessible by donation)	12.50%	1
Full concerts of a small ensemble (accessible for free)	25.00%	2
Full concerts of the full orchestra (accessible by paid ticket or subscription)	37.50%	3
Full concerts of the full orchestra (accessible by donation)	37.50%	3
Full concerts of the full orchestra (accessible for free)	50.00%	4
Short concerts or performance videos (e.g. concert excerpts, short pieces)	62.50%	5
Experimental creative videos (e.g. music videos, animations set to music)	62.50%	5
Interviews	62.50%	5
Educational programming	87.50%	7
Archival recordings	50.00%	4
Panel discussions	50.00%	4
Lectures	50.00%	4
Workshops	75.00%	6
Social events (e.g. donor or subscriber events on Zoom)	37.50%	3
Online rehearsals	0.00%	0
Other (please specify)	0.00%	0
Total Respondents: 8		

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

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

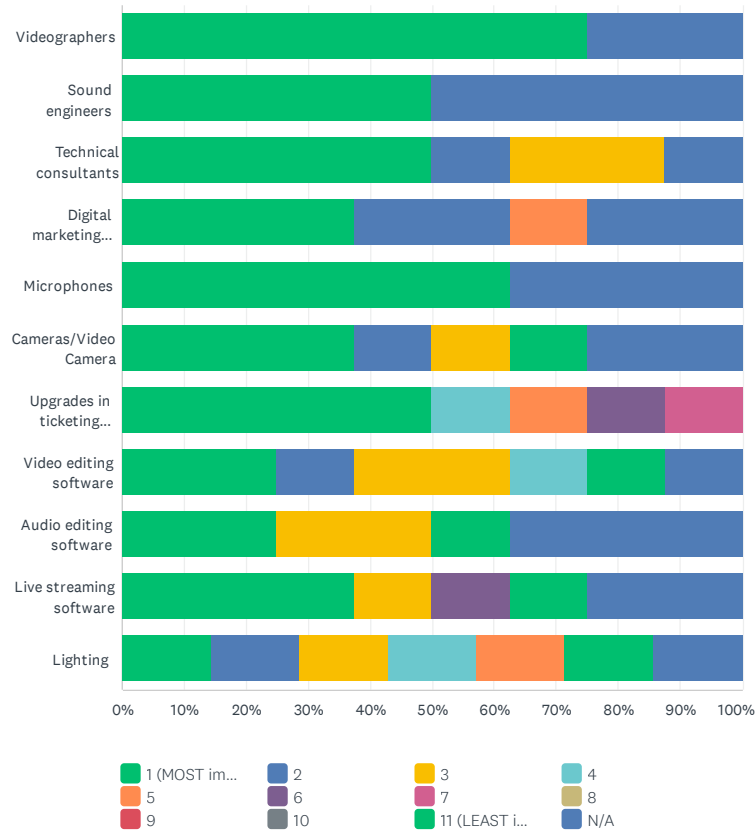
Answered: 7 Skipped: 2



ANSWER CHOICES	RESPONSES	
No budget for this	14.29%	1
\$0-99	0.00%	0
\$1,000-4,999	0.00%	0
\$5,000-9,999	0.00%	0
\$10,000-24,999	28.57%	2
\$25,000-49,999	0.00%	0
\$50,000-99,999	28.57%	2
\$100,000-249,999	14.29%	1
\$250,000 +	14.29%	1
<b>TOTAL</b>		<b>7</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: 8 Skipped: 1

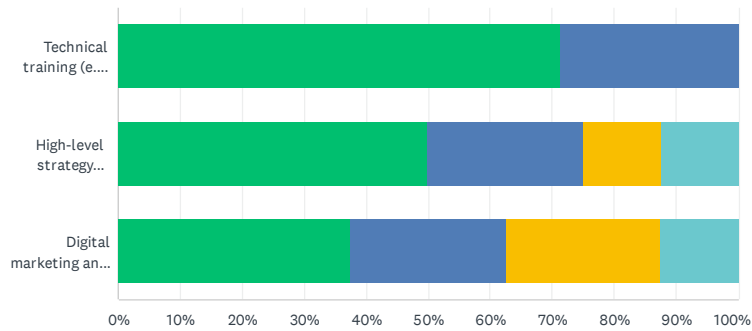


	1 (MOST IMPORTANT)	2	3	4	5	6	7	8	9	10	11 (LEAST IMPORTANT)
Videographers	75.00% 6	25.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Sound engineers	50.00% 4	37.50% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Technical consultants	50.00% 4	12.50% 1	25.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Digital marketing professionals	37.50% 3	25.00% 2	0.00% 0	0.00% 0	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Microphones	50.00% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	12.50% 1
Cameras/Video Camera	37.50% 3	12.50% 1	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	12.50% 1
Upgrades in ticketing software	50.00% 4	0.00% 0	0.00% 0	12.50% 1	12.50% 1	12.50% 1	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Video editing software	25.00% 2	12.50% 1	25.00% 2	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	12.50% 1
Audio editing software	25.00% 2	0.00% 0	25.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	12.50% 1
Live streaming software	37.50% 3	0.00% 0	12.50% 1	0.00% 0	0.00% 0	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	12.50% 1
Lighting	14.29% 1	14.29% 1	14.29% 1	14.29% 1	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1

#	OTHER (PLEASE SPECIFY)	DATE
1	Les besoins en terme d'équipements sont moins importants dans la mesure où on embauche des spécialistes à l'externe	9/9/2021 1:42 PM
2	We will not invest in cameras, audio editing software, etc, as we plan to use external professionals for this. We will require some software for the internal work we do.	8/24/2021 9:20 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: 8 Skipped: 1



1 (MOST im... 2 3 (LEAST i... N/A

	1 (MOST IMPORTANT)	2	3 (LEAST IMPORTANT)	N/A	TOTAL	WEIGHTED AVERAGE
Technical training (e.g. content capture, audio/video editing)	71.43% 5	28.57% 2	0.00% 0	0.00% 0	7	2.71
High-level strategy training (e.g. determining balance of digital and in person, how can digital help or distract from our mission)	50.00% 4	25.00% 2	12.50% 1	12.50% 1	8	2.43
Digital marketing and fundraising training	37.50% 3	25.00% 2	25.00% 2	12.50% 1	8	2.14

**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: 6 Skipped: 3

#	RESPONSES	DATE
1	San Francisco Symphony, Detroit Symphony, Vancouver Symphony,	9/16/2021 2:24 PM
2	NACO - The collaboration with CBC for Undisrupted. Against the Grain Theatre - Messiah/Complex New World Symphony - their Aug. Reality and interactive digital offerings.	9/10/2021 3:23 PM
3	Early Music Vancouver's Digital Concert Hall, Detroit Symphony, Orchestre Metropolitain	9/9/2021 4:59 PM
4	La programmation numérique de l'OSM: une quarantaine de webdiffusions en 2020-2021, bonifiées d'une signature de marque originale qui se démarque (générique et contenu bonifié: entrevues, médiation, programmes numériques augmentés, etc.) VSO Digital Concert Hall Platform Événement bénéfice du théâtre Espace Go de 5h, mise en scène par Serge Denoncourt Captations du TNM (mise en scène et captation en symbiose, capté du centre de la scène)	9/9/2021 1:50 PM
5	Sadly, no. Though, apparently like many colleagues, I have been less inclined to consume other organizations' digital product than I would have attended live events in the pre-COVID time.	8/31/2021 2:51 PM
6	Toronto Symphony Orchestra's Messiah with Against the Grain	8/24/2021 9:21 AM

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

Answered: 2 Skipped: 7

#	RESPONSES	DATE
1	The digital collaborations we embarked on that built relationships with community groups in our region were invaluable connections that we are excited to maintain and grow in the future. I feel that is worthy of note. It wasn't just new audiences, but we strengthened our presence in the community and revealed the accessibility for those smaller arts orgs to reach out and create music with us in new ways.	9/10/2021 3:50 PM
2	Les orchestres canadiens auront besoin de financement supplémentaire pour maintenir le contact avec le public par le biais d'une offre numérique de qualité, les budgets d'opérations s'avérant rapidement limités afin de développer de nouvelles initiatives inévitablement coûteuses. Les organisations n'ont d'autres choix que de faire appel à des équipes d'experts externes malgré les faibles revenus générés par la webdiffusion.	9/9/2021 1:59 PM