

Metrics to Capture the Impact of COVID-19 on your site or organization...

IMMEDIATE/ SHORT-TERM OPERATIONAL ISSUES:

- **Any notes on insurance cancellation policies, emergency reserve funds, credit facility, etc.**
- **Any notes on cash-flow and the immediacy** of your financial need
- **Contingency, safety plans, innovations, and support for physical/mental health and wellbeing** that your organization has put in place

MID-TERM ISSUES:

Financial:

- **Anticipated revenue lost**, value and proportion of your overall revenue that this represents
 - Earned revenue:
 - Ticket and admission sales
 - Residency and training fees
 - Rentals
 - Intellectual property sales
 - Market sales
 - Refunds
 - Etc.
 - Fundraising
 - Donations
 - Sponsorships
 - Interest on endowments funds (annual disbursement, overall value, etc.)
 - Etc.
 - Precariousness of government and council grants
 - Cashflow
 - Future applications
 - Return of funds
 - Etc.

- **Unrecoverable expenses (operating and project) incurred as a result of COVID19 response**
 - Contractual obligations
 - Contingency planning
 - Delays in programming (e.g. having to start rehearsals over again in the future)
 - Extra cleaning staff
 - Public relations response
 - Work-from-home technology costs
 - Rent and mortgage
 - Project costs for capital projects
 - Travel costs
 - Etc.

- **Travel cancellations** - artists, workers, etc. Including touring, international stakeholders (e.g. workers, talent) coming *to* your organization and *from* your organization to return to their respective international home)

- **Impact on workers** (reduced hours and/or lay-offs. The total value of losses for your workers and the proportion of your workforce that is affected. EI eligible and ineligible.
 - Permanent employees (FT, PT, salaried, hourly wage)
 - Those who are contracted and/or self-employed
 - reduced hours and/or lay-offs. The total value of losses for your workers and the proportion of your workforce that is affected. EI eligible and ineligible

Audience Engagement/Public Programming:

- **The number of, and/or details for, programs and activities either 1) cancelled, 2) delayed, and/or 3) change of scope** (including events, workshops, donor campaigns, community and educational programs, etc.). Consider your current season and projections into Summer.

MID-LONG TERM PLANNING CONSIDERATIONS

- **Anticipated ripple effects in the mid-long term** - risk-averse audiences; challenges in spinoff economy with transit/restaurants/bars, supply chain; partnerships and collaborations with other community and arts organizations, etc.