



REPORT FOR ACTION WITH CONFIDENTIAL ATTACHMENT

Audience Analytics Collective Project

Date: November 5, 2019

To: Audit Committee and the Board of Directors of TO Live

From: President & CEO

REASON FOR CONFIDENTIAL INFORMATION

The attachment to this report contains financial information supplied in confidence to the Board of Directors of TO Live, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

SUMMARY

The purpose of this report is to seek Board approval to receive Canada Council for the Arts funding and for approval of expenditures over \$100,000, as per Finance Policy 303 - Financial Delegation of Authority.

RECOMMENDATIONS

The President & CEO recommends that the Board of Directors of TO Live:

1. Accept receipt of the Canada Council for the Arts grant, as per Confidential Attachment 1.
2. Approve a purchase order in the amount of \$190,000 for one vendor, as more specifically noted in Confidential Attachment 2.
3. Approve a purchase order, if required, over \$100,000 and not to exceed \$371,000 for any one vendor, as more specifically noted in Confidential Attachment 2.
4. Direct that Confidential Attachment 1 be released publicly once the Canada Council for the Arts posts the funds awarded.

5. Direct that Confidential Attachment 2 remain confidential in its entirety because if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

FINANCIAL IMPACT

TO Live was successful in its submission to The Canada Council for the Arts Digital Strategy Fund (Confidential Attachment 1), therefore there is no financial impact as most expenses are covered by the grant or are budgeted.

DECISION HISTORY

This is a new initiative.

COMMENTS

TO Live, along with 16 other arts organizations, have formed the Audience Analytics Collective ("AAC") to undertake a three-year collaborative project in analyzing audience digital information which will be led by a leading expert in this field.

The AAC would establish a framework for institutions to safely pool data to gain a richer understanding of arts audiences. Analytics would be based on best practices in data collection, segmentation, testing, and analysis - leveraging local/global expertise. One to three audience analytics demonstration projects would be incubated, each with a steering committee and workplan. Data would be organizational e.g. ticketing, social, transactional and use secondary sources e.g. surveys. Findings would be actionable to inform investments in online and in-person engagement, campaigns and outreach to equity-seeking groups.

This undertaking has benefits in the following sectors:

TORONTO'S ARTS SECTOR: This initiative helps to develop the critical mass of knowledge that will benefit the organizations. Acting together will help level the playing field vs. global platforms and service providers. By working collectively, persistent barriers (e.g., data availability, integration with third parties, sharing, trust, privacy concerns, costs and training) can be addressed. Through this initiative cultural organizations would take a digital leap and develop more effective audience engagement campaigns. Participating organizations would accelerate digital learning and capacity for experimentation (while cutting costs and sharing risks).

CANADA'S CULTURAL SECTOR: Results would be shared across the Canadian culture sector to support digital intelligence advancement. Building international brand and reputation – which is a way to attract distributors who will develop the market in

Canada as well as globally. Further, these platforms, if proven, may have the potential to scale across Canada's culture sector as a future step towards sustainability.

THE PUBLIC: Ultimately the goal is for participating cultural organizations to better understand existing and potential audiences. There is also the chance for analytics to shed light on how to engage audience segments such as equity-seeking groups, individuals/families outside Toronto's Downtown Core and/or of a lower socio-economic status. Actionable audience insights should help organizations improve their reach and welcome a broader audience. While only one part of the customer development ecosystem, the demonstration projects will result in expanded, more engaged audiences.

CONTACT

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SIGNATURE

Clyde Wagner
President & CEO

ATTACHMENTS

1. Confidential Attachment 1 - Canada Council Grant Confirmation
2. Confidential Attachment 2 - Audience Analytics Collective Agreement