

# **Toronto Arts of Tomorrow Initiative (TATI) Partnership Case Study**

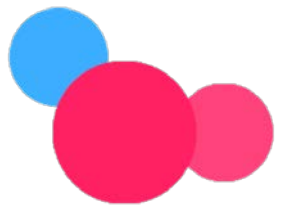
June 2019

Prepared by:

**Nordicity**

Project Partners:

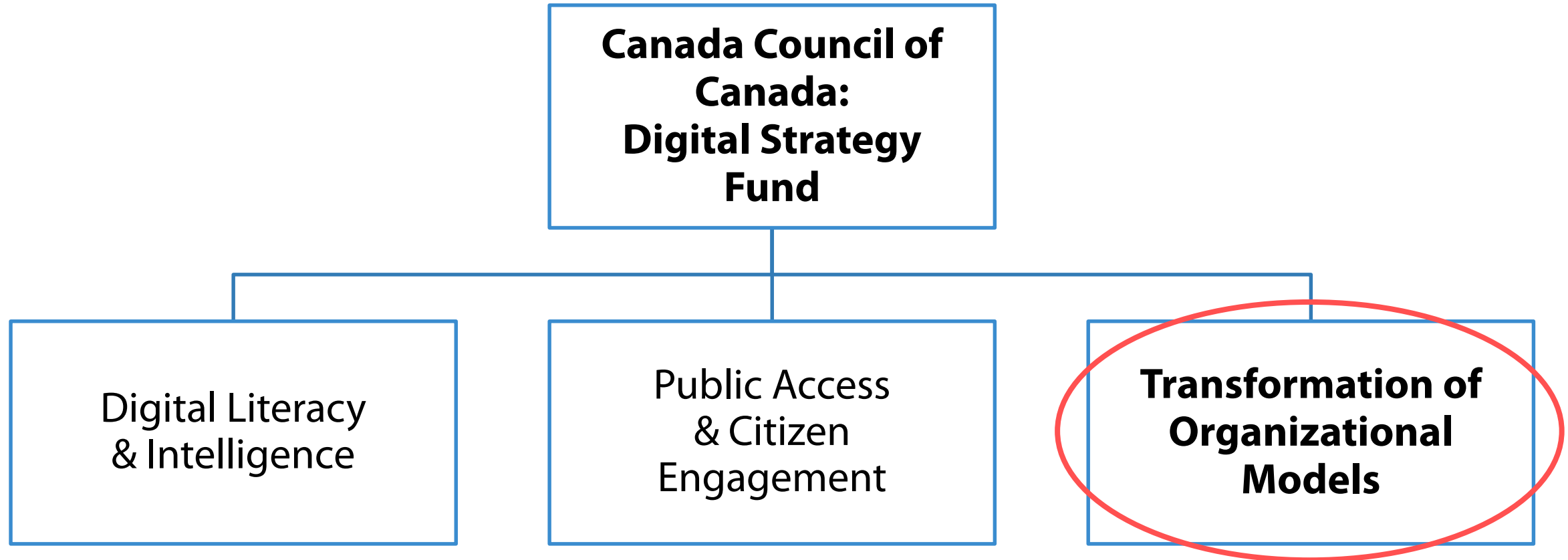
**Lord Cultural Resources  
and OCADU**

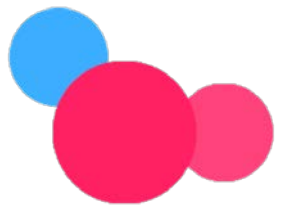


# TATI Project Goals

1. Explore the use of digital technology to enable the transformation of major cultural organizations
2. Contemplate the nature of arts participation in 2025 and – with support from experts in strategic foresight and digital strategies – envisage scenarios for successful cultural organizations
3. Assess needs, gaps and opportunities to thrive beyond 2025
4. Identify joint-initiatives with the potential to radically transform engagement and access to the arts

# Toronto Arts of Tomorrow Initiative





# TATI Participants

## Lead Consultant



## Lead Organization

© Harbourfront centre

## Consulting Partners



## Funders



Canada Council  
for the Arts

Conseil des arts  
du Canada



## Participating Organizations



LUMINATO



canadianstage



*Tafelmusik*

Baroque Orchestra and Chamber Choir

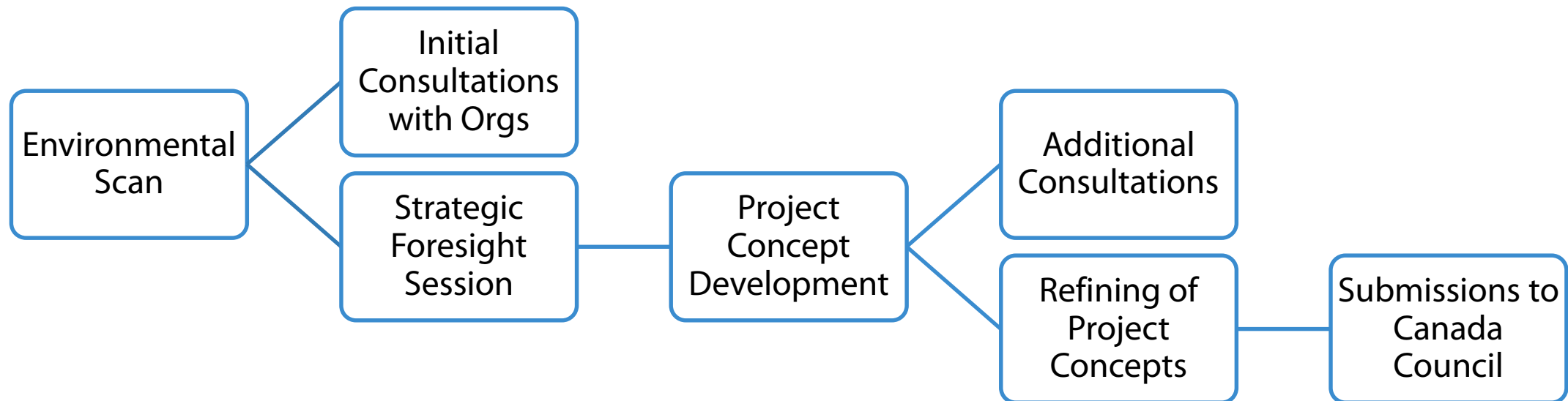


THE  
NATIONAL  
**Ballet**  
OF CANADA  
  
Karen Kain  
Artistic Director

# Methodology

TATI's process was framed around **preparing Toronto arts organizations for a future digital world**. By thinking through what organizations and audiences may demand in 2025, TATI became a starting point for envisioning strategic transformation at Toronto's cultural institutions.

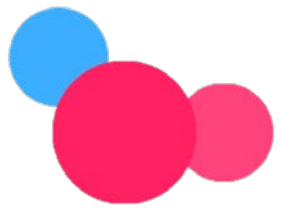
The TATI project was conducted along the following major phases:





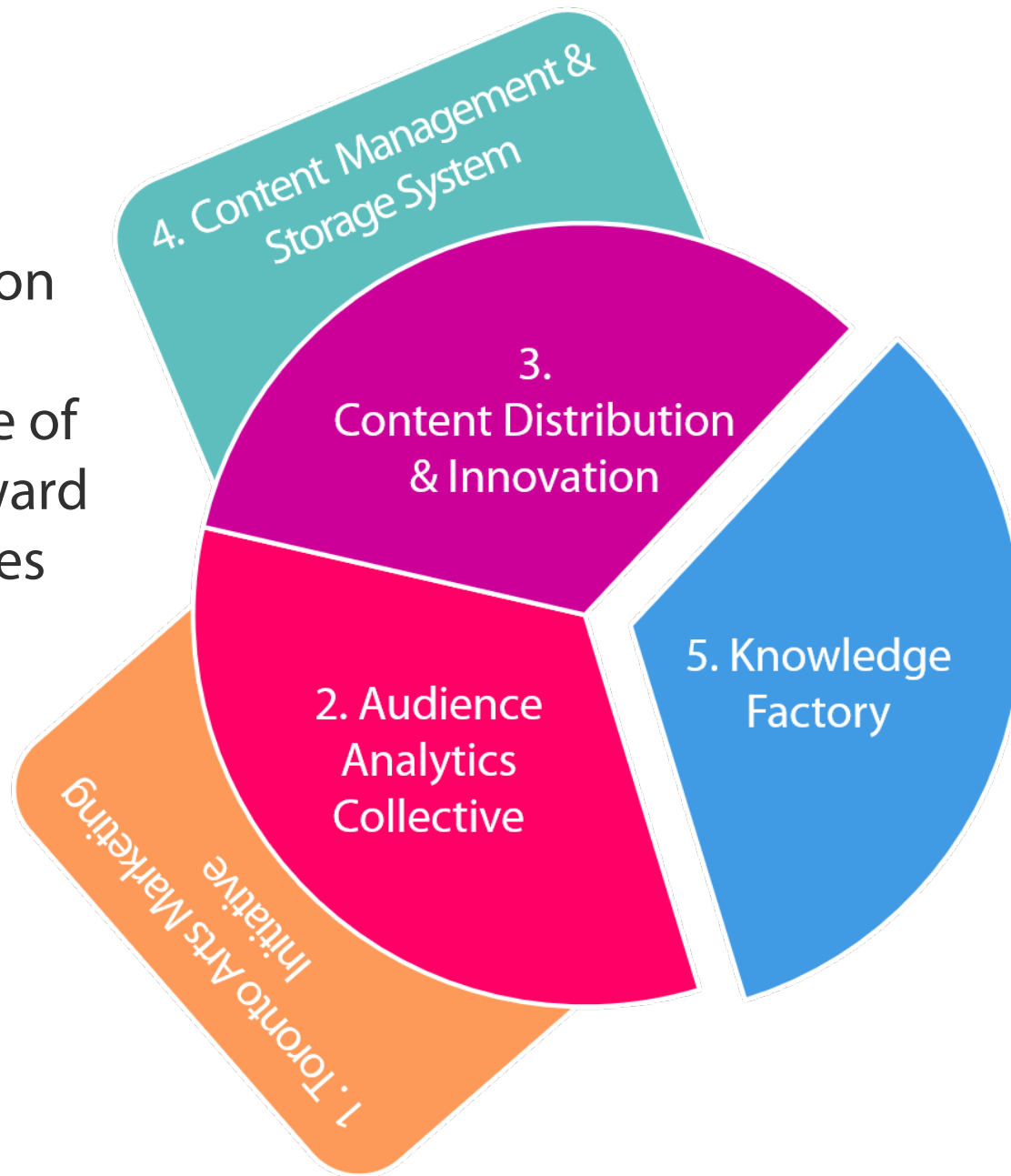
# TATI Achievements

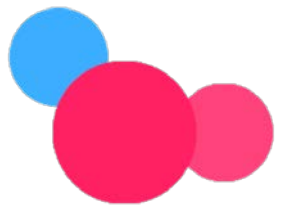
- Demonstrated that major arts institutions can come together to discuss common challenges and work toward the **transformation of organizations**
- Showed that **knowledge-sharing and awareness-building** is a first-stage benefit of cross-sector collaboration in a digital world
- **Crystallized project priorities** and enlisted ~15 Toronto-based arts institutions for each application
- Consulted **specialist vendors, technical suppliers and outside experts** to jumpstart the next stage of projects, identifying **concrete outcomes** that can be realized if appropriately funded/organized



# Proposed Projects

All projects were based on the premise of **sharing results** and the principle of **inclusion**, bringing forward TATI's founding principles





# TATI Challenges and Ways to Overcome Them

## 1. Finding time for cross-institutional initiatives is tough, particularly when leadership is in a state of flux...

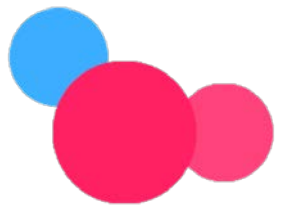
- Senior-level encouragement and clarity regarding benefits to their institution is vital

*To unite around a common project there needs to be a clearly defined payoff for the organization and flexibility on how to structure participation*

## 2. Institutions are at different stages of transformation, making multi-year projects that respond to needs *across* organizations a challenge...

- Future collaborations will need to incorporate organizational mentoring and peer-learning. Pilot projects need ramp-up time to build trust and refine concepts





# TATI Challenges and Ways to Overcome Them

## 3. There are many points of competition for arts institutions...

- Arts organizations need to build bridges and develop areas for collaboration. There is conceptual buy-in to transformation but no model. Institutions and funders should moderate expectations and be patient about results

## 4. Major projects will cost participants millions and go beyond DSF as primary funder...

- Other sources of funding need to be considered to make sure collaborative projects are realized

*Partnerships and collaborations are one avenue to accessing greater funding for more ambitious projects*

# Acknowledgements



Canada Council  
for the Arts

Conseil des arts  
du Canada

We acknowledge the support of the Canada Council for the Arts.  
Nous remercions le Conseil des arts du Canada de son soutien.



Produced with the support of the City of Toronto.

What is **#digitalarts2025**? *This hashtag is where Nordicity shares digital transformation success stories, thought pieces, tips and learnings that we find from local and international sources. The aim is to provide you useful content as we continue to work towards transforming arts organizations for the audiences of 2025. Follow along!*

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**@NordicityGlobal**  
**#DigitalArts2025**

