digital shift »

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Agenda

- **ArtsPond overview**
- **ASOs + DASOs**
  - Typical services, structures, and challenges
  - Emerging platforms and issues
- **Case Study: Artse United**
- **Implications of digital transformation for ArtsPond**
- **Q&A**

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Share well.
Live well.

- **Community-engaged, multi-arts services** startup with an entrepreneurial mentality devoted to **positive ripple effects of shared platforms** across all artistic disciplines
- Cross-sectoral **accessibility and collaboration is the rule**, not the exception
- Nascent, grassroots entity established in 2014, federally incorporated as a non-profit in 2016

Prosperity in.
Precarity out.

- Status quo of growing **socioeconomic precarity in the arts is unacceptable**
- Utilize models of social innovation and collective impact to attain **population-level, whole systems change on-the-ground and in-the-cloud**
- Initial focus shifted in 2016 after failed attempt to become a Shared Charitable Platform / Charitable Venture Platform
  https://www.youtube.com/watch?v=FnvAb7NmxDU
  https://artspond.com/2018/04/14/futureworks/

groundstory

ON-THE-GROUND

- Launched in 2017, a collective impact effort to **uproot the adverse effects of gentrification on the arts** and other vulnerable groups in Ontario
- Facilitated in collaboration with 130+ cross-sectoral community partners and advisors
- Supported by Ontario Trillium Foundation's Collective Impact Fund and Canada Council for the Arts' Sector Innovation & Development

Groundstory.ca

DigitalASO

IN-THE-CLOUD

- Launched in 2016, empowering the **digital transformation of Canadian arts services through digital literacy research, training, platform and alliance-building**
- Cross-sectoral collaboration between arts, business, design, and technology
- Digital literacy actions supported by Canada Council for the Arts' Digital Strategy Fund

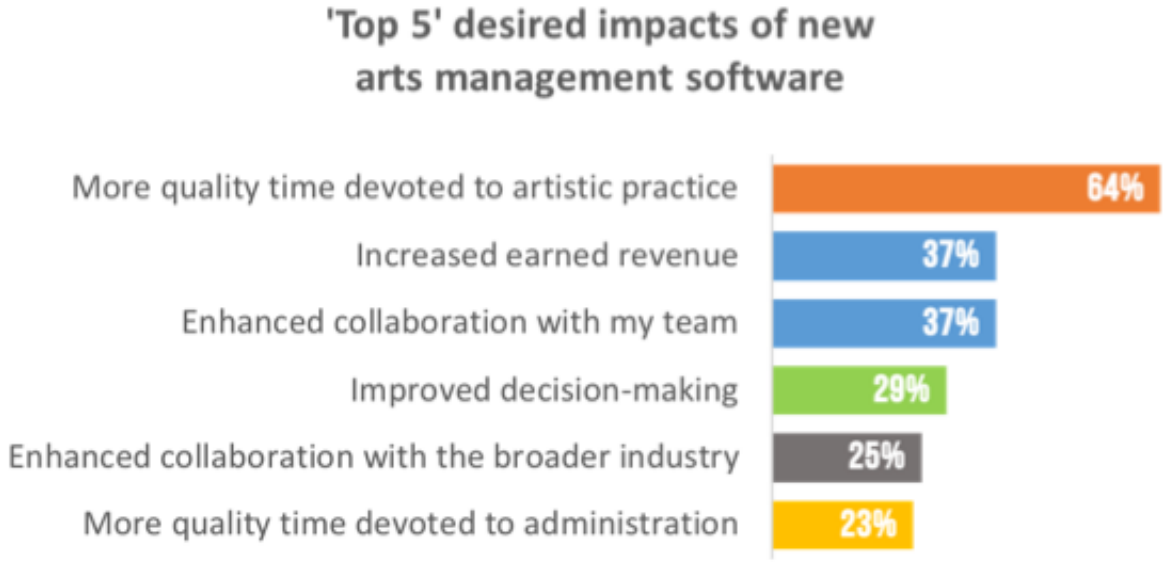
DigitalASO.ca

DigitalASO RESEARCH

Managing Creativity in a Digital World Survey

National digital needs survey disseminated to 3,500 artists and producers in all disciplines across Canada in 2017. Follow-up surveys planned for 2019 and 2021.

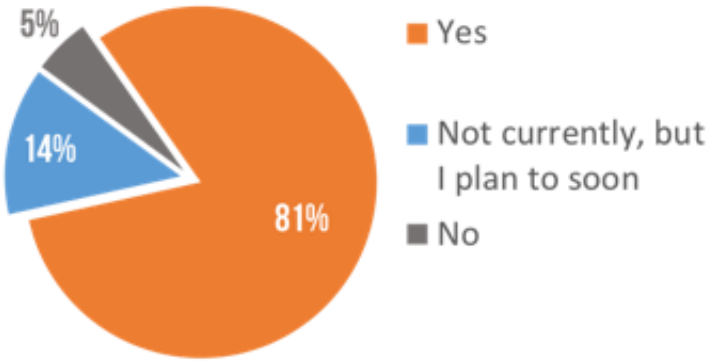
Highlights:



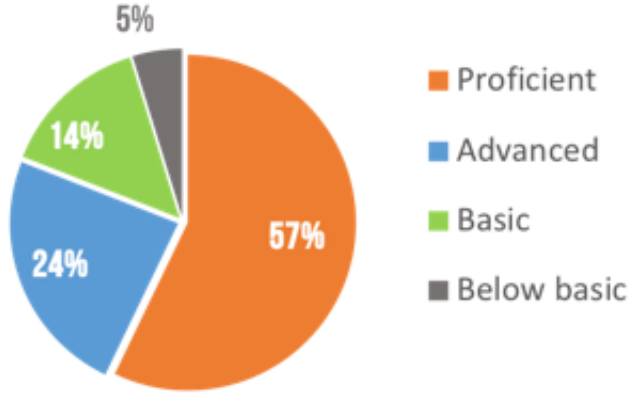
DigitalASO RESEARCH

Managing Creativity in a Digital World Survey

Use digital apps regularly to manage arts career/organization



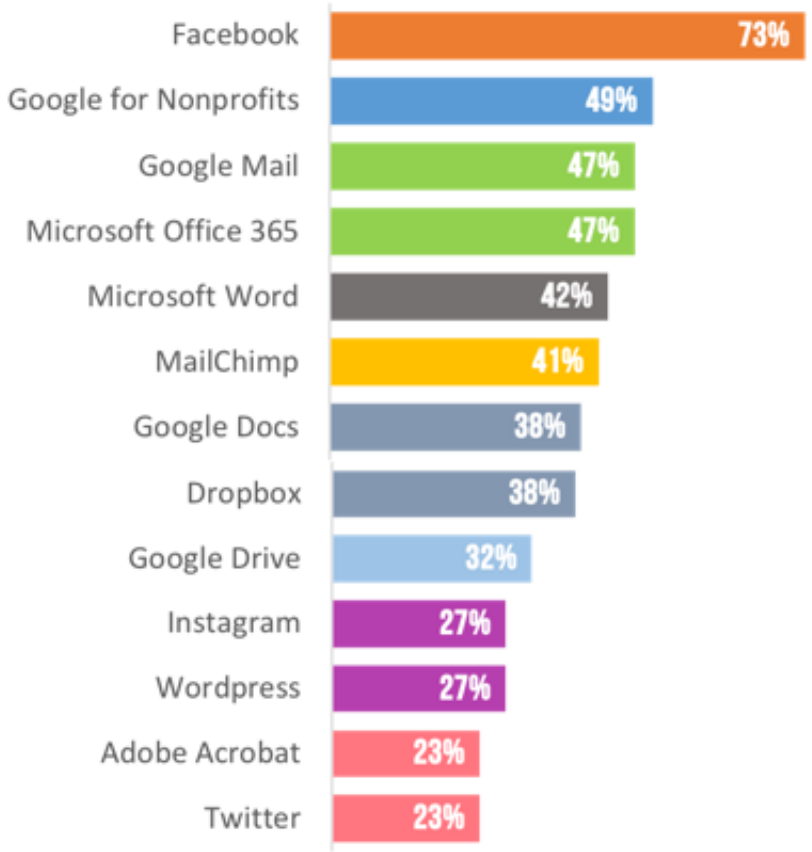
Skill level in using digital apps to manage arts career/organization (self assessed)



DigitalASO RESEARCH

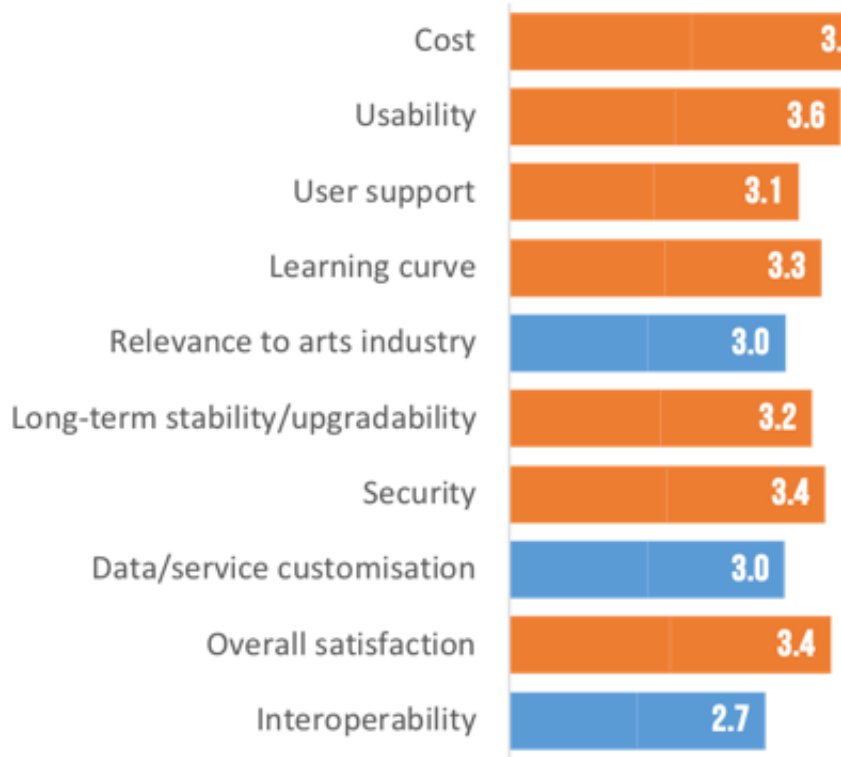
Managing Creativity in a Digital World Survey

Ranking of software as one of 'Top 10' for managing arts career/organization



Average satisfaction with 'Top 10' apps currently using to manage arts career/organization

(1= not at all satisfied, 5 = very satisfied)



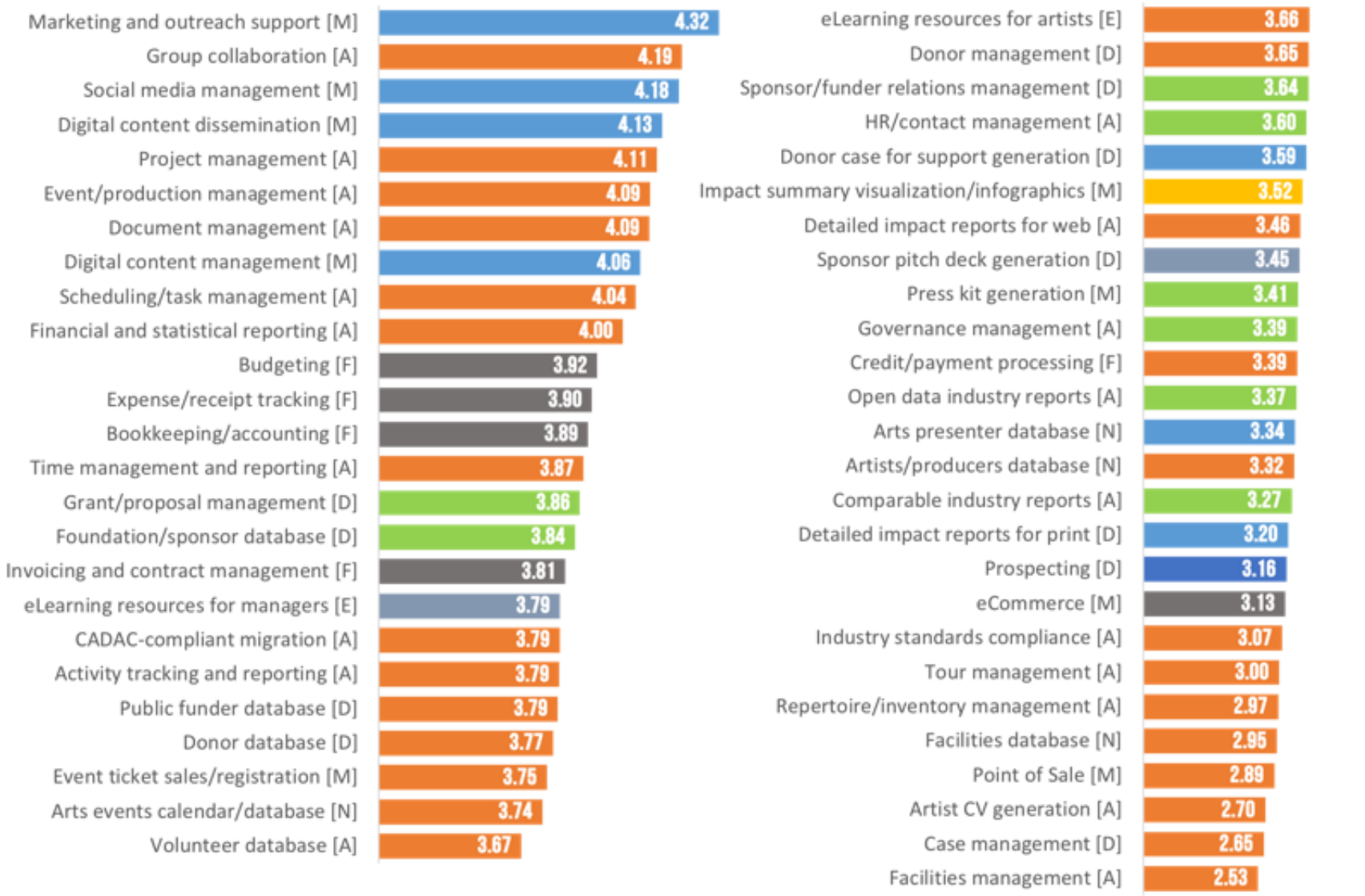
DigitalASO RESEARCH

Managing Creativity in a Digital World Survey

Average priority ranking for potential services of new arts management software

(1= very low priority, 5 = very high / mission critical priority)

[M] Marketing [D] Development [N] Networking
[A] Administration [F] Finance [E] Education



DigitalASO LITERACY

Digital Arts Services Symposium 2017

3-day digital literacy conference presented **November 2017** in Toronto and Ottawa, supported by Ontario Arts Council

Highlights:

- **16 speakers and 75 participants over 3 days**
- Presented by ArtsPond in association with **BeMused Network** and **Canadian Arts Presenting Association**
- Keynote by **Catherine Moore** (University of Toronto), *"In a Glass Darkly: Illuminating value assessment in the arts"*
- Additional presentations including *"Kvetching the Commons"*, *"Planning for Innovation"*, *"Incubating New Digital Initiatives"*, and *"Managing Digital Initiatives"*

"I loved the mix of formats, panels, presentations, and breakouts"

"Buzzing with ideas and excited by the connections made at DASS17!"

DigitalASO LITERACY

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BEMUSED NETWORK CONNECT. GROW. THRIVE.

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Canada Council for the Arts | Conseil des arts du Canada

Digital Arts Services Symposium 2019

6-day digital literacy conference at Toronto Reference Library, March 15-20, 2019.

Highlights include:

- 3-day hackathon with a $5,000 grand prize
- 3-day bootcamp for aspiring digital devotees
- 3-day main conference with themes local, national and international keynote speakers, panels, workshops, marketplace, networking
- Themes including “inspirational stories”, “critical reflection”, “practical transformation”

DigitalASO.ca/DASSAN19

DigitalASO

ALLIANCE + PLATFORM-BUILDING

Digital Arts Services Alliance

Planning and outreach activities to establish a cross-disciplinary, national network with a mandate to collectively steward the evolution of shared digital literacy, resources, and knowledge within Canadian arts services. The first convening takes place at DASSAN19.

Artse United

Incubation of an open source, open data arts management and business intelligence platform cooperative for small to mid-sized creators and producers across all artistic disciplines.

Impact Chain

EFFICIENCY OF ADMIN

PROJECT MANAGEMENT

Less time spent on administration by artists

Increased time in the studio for artists to develop their creative practices

Improved internal awareness of core artistic vision and potential

Enhanced external marketing communications of artistic vitality to audiences

CONSTITUENCY RELATIONSHIP MANAGEMENT

Increased connectivity between artists and audiences

Increased public attendance and support of the arts

Increased earned and private sector revenues for the arts

Enhanced financial sustainability of the arts

ASSET AND COLLABORATION MANAGEMENT

Improved security in physical and digital spaces for artists and administrators

Increased collaboration, risk-taking, and innovation by artists and administrators

Improved insights and decision-making for the arts

More quality time devoted to administration of the arts

BUSINESS INTELLIGENCE ANALYTICS

Improved impact data for advocates of the arts

Improved public policies for the arts

More resilient arts industry

More inspired and engaged society

EXCELLENCE IN IMPACT PRACTICES

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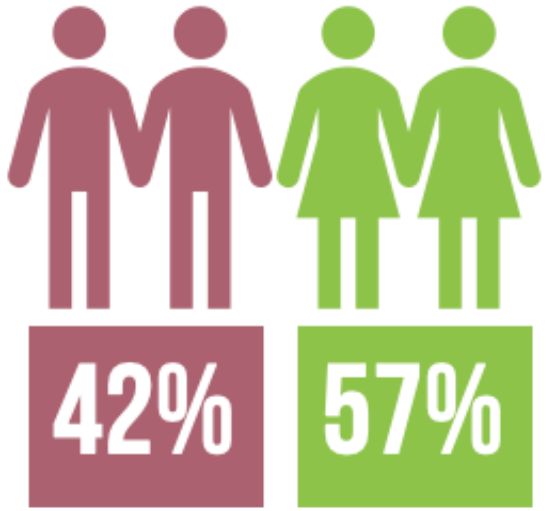
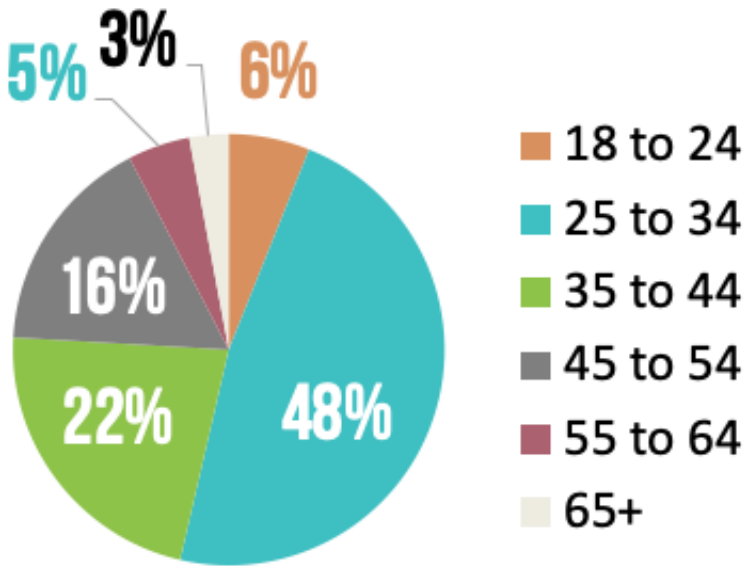
Demographics

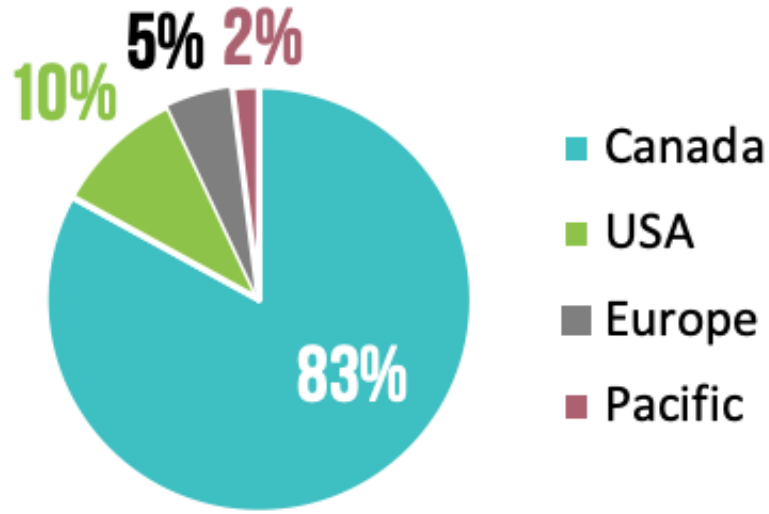
GENDER



AGE



NATIONALITY



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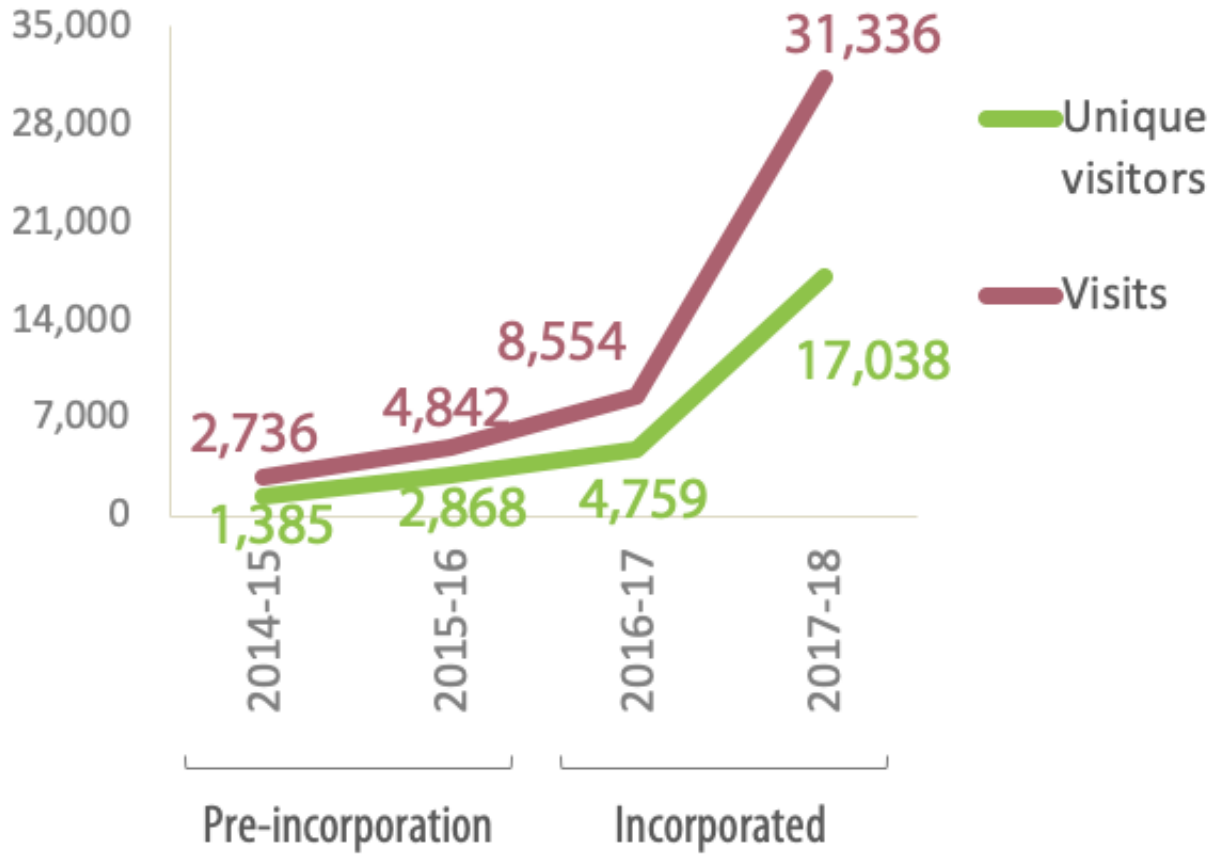
Media impressions

Media impressions (2018 actual)	
Unique website visitors	17,038
Total website visits	31,336
Social media followers (Twitter, Facebook, Instagram, Mailchimp)	1,469
Total media impressions	**170,303**

Growth in website impressions (2014 to 2018 actual)



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Operating budget

	2016-17 (Actual)	2017-18 (Actual)	2018-19 (Projected)
REVENUES	**$94,584**	**$156,979**	**$320,000**
Earned revenues	-	22,656	120,000
Public sector revenues	1,582	34,074	20,000
Private sector revenues	93,003	100,249	180,000
EXPENSES	**$94,587**	**$155,890**	**$320,000**
Artistic fees and expenses	-	3,578	45,000
Programming fees and expenses	168	62,975	241,000
Fundraising fees and expenses	16,920	22,765	24,000
Marketing fees and expenses	18,905	23,166	45,000
Administration fees and expenses	58,594	43,406	80,000

What are **ASOs?**

Arts Service Organizations

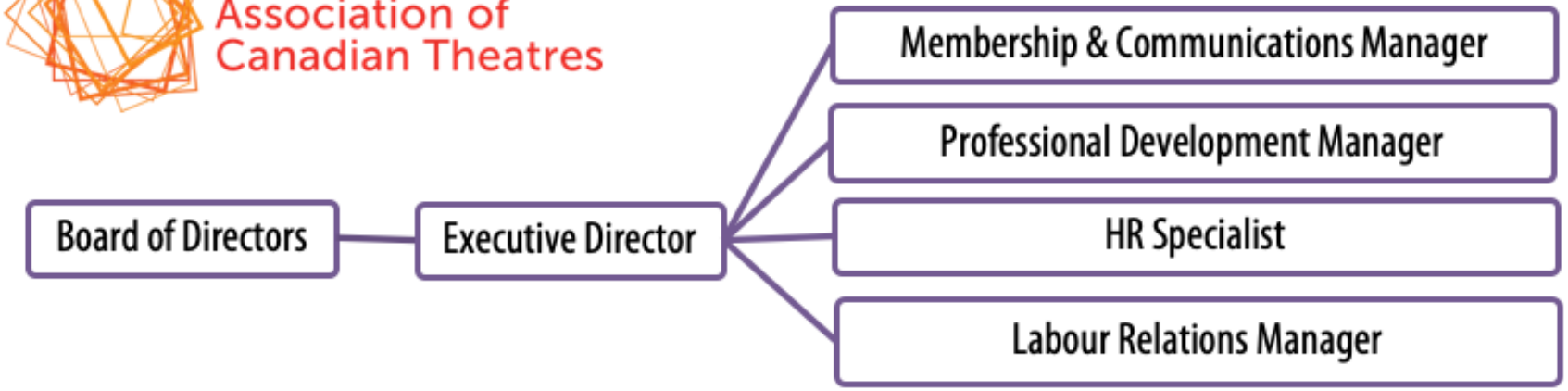
What are ASOs?

- Local, regional, provincial, national non-profit organizations
- Traditionally concentrated in a single discipline or region with services including:
  - Professional development
  - Advocacy and promoting public awareness of the arts
  - Setting fees and standards
  - Networking, research and analysis
- Major challenges:
  - Growing robust membership with affordable dues for members
  - Lack of financial resources, staff turnover and burnout

What are ASOs?

Organizational Chart

Professional Association of Canadian Theatres



What are **DASOs?**

Digital Arts Services Organizations

What are DASOs?

- Digital networks, platforms, initiatives, and interventions that address:
  - Longstanding challenges of traditional ASOs on-the-ground
  - New, emerging challenges or opportunities in-the-cloud
  - Combinations of both
- Corporate structures:
  - Most viable with cross-disciplinary, cross-sectoral, hyper-local, hyper-global reach and impact
  - Mixture of public, for-profit, non-profit, social enterprise and cooperative structures
- Technologies:
  - Open source, open data, big data, cloud computing
  - Linked open data and semantic web
  - AI, machine learning, deep learning, neural networks
  - Algorithms, chatbots
  - Virtual and augmented reality

What are DASOs?

- Current solutions:
  - XaaS (as a Service): SaaS, PaaS, IaaS, DBaaS, DaaS, etc
  - Content dissemination and constituency engagement
  - Project/event management
  - Funding and incubators
  - Business intelligence
  - Professional development and networking
- Most compelling models:
  - **Platform cooperatives,** non/for-profit, owned + governed by members (revenue sharing in for-profit)
  - **Big data**, **business intelligence** of quantitative and qualitative impacts using machine learning and artificial intelligence of structured and unstructured data
  - **Data trusts** and advancing **discoverability** and **shareability** of arts data in **machine-friendly** formats via linked data + semantic web

What are DASOs?

- Benefits of platform cooperatives
  - Accessibility and fairness
  - Transparency
  - Diversity
  - Shared governance
  - Democratic versus extractive ownership (Marjorie Kelly)
  - Income security (for-profit revenue sharing)

  - *Coop conversions:* https://www.buytwitter.org/
  - *Platform coop network:* https://platform.coop/
  - *Platform coop explainer:* https://www.shareable.net/blog/a-shareable-explainer-what-is-a-platform-co-op
  - *Stocksy United feature*: https://www.shareable.net/blog/with-a-focus-on-artists-the-platform-cooperative-stocksy-is-redefining-stock-photography

What are DASOs?

Biggest challenges

- Monopolies of Amazon, Netflix, Spotify, et al
- Intellectual property, ownership, security, and privacy
- Development costs and scalability of minimum viable platforms
- Freeware and long-term sustainability
- Non-charitable benefits > are arts services prepared to go private?
- Gaps in digital literacy and skilled human resources – we don't know what we don't know
- No long-term commitments from funders > do funders' strategies align with industry skills and needs ? i.e., resource websites, ticketing platforms not funded > new tech trend-following, not mandate-flowing?
- No long-term strategies to support cross-disciplinary collaboration, shared knowledge and resources > i.e., building a robust domain ontology to support interoperability
- Lack of awareness, high salaries, and high competition to attract technology professionals to the arts from other industries

What are DASOs?

Emerging issues

Developing digital strategies, alliances and networks

- https://www.artscouncil.org.uk/blog/introducing-digital-culture-network
- Plan culturel numérique du Québec http://culturenumeriqc.qcnum.com/ and http://culturenumerique.mcc.gouv.qc.ca/

Ethics and social dimensions of artificial intelligence

- Artificial Intelligence Impact Alliance http://allianceimpact.org/
- http://policyoptions.irpp.org/magazines/january-2018/ethical-and-social-dimensions-of-ai/

Data governance and smart cities - relevance of 'civic data trusts'

- https://timothy-banks.com/2018/10/23/will-sidewalk-labs-civic-data-trust-hush-critics-of-waterfront-toronto/

What are DASOs?

Emerging issues

Openness of cultural data when screens are no longer needed: data decentralization, discoverability, and shareability via linked open data and semantic web, Google Knowledge Graphs

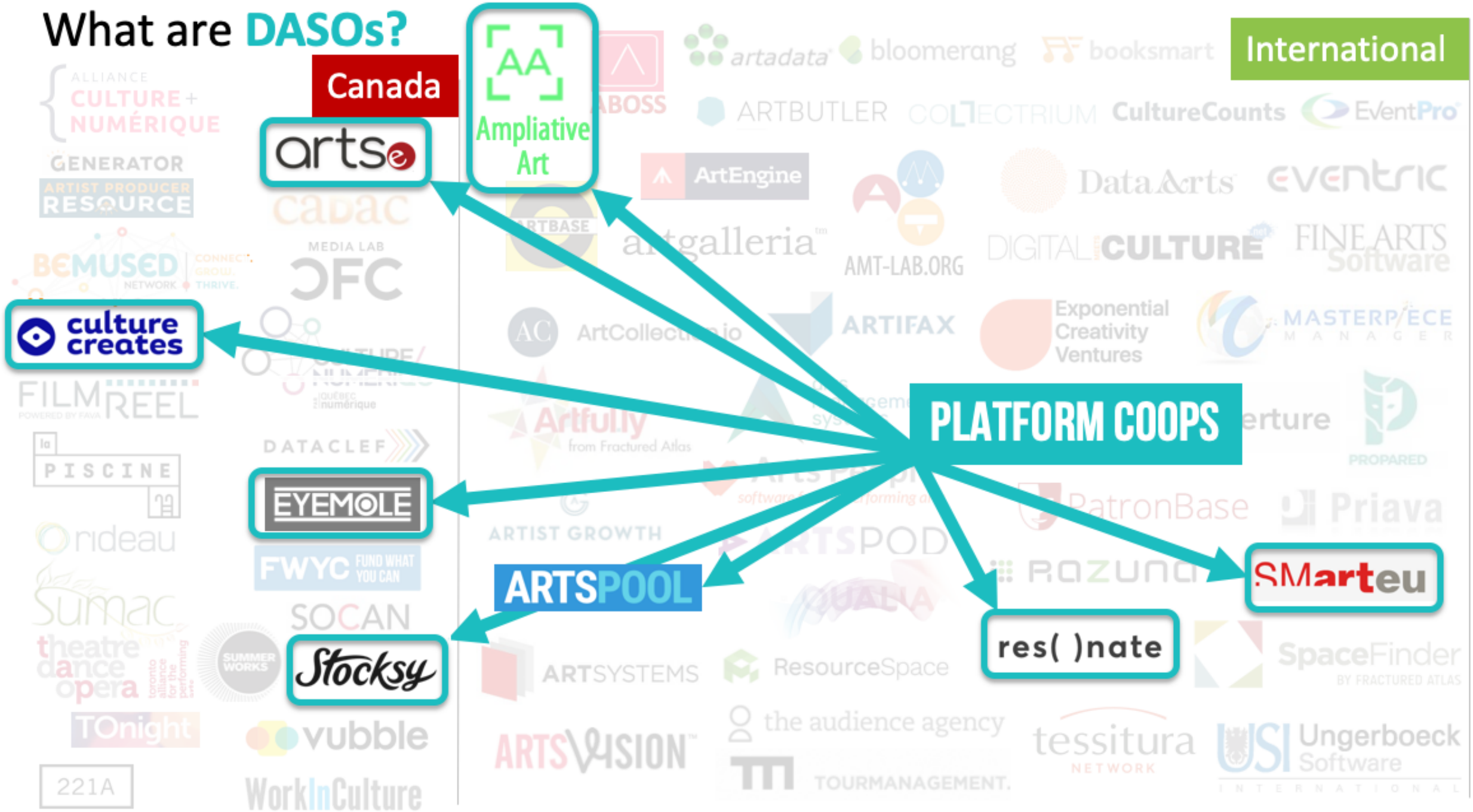
- http://www.culturecreates.com/
- https://www.datanami.com/2018/03/20/why-knowledge-graphs-are-foundational-to-artificial-intelligence/
- https://joseeplamondon.com/

Developing domain ontologies for the arts

- Institut de la statistique du Québec, Observatoire de la culture et des communications État des lieux sur les métadonnées relatives aux contenus culturels

What are DASOs?

What are DASOs?



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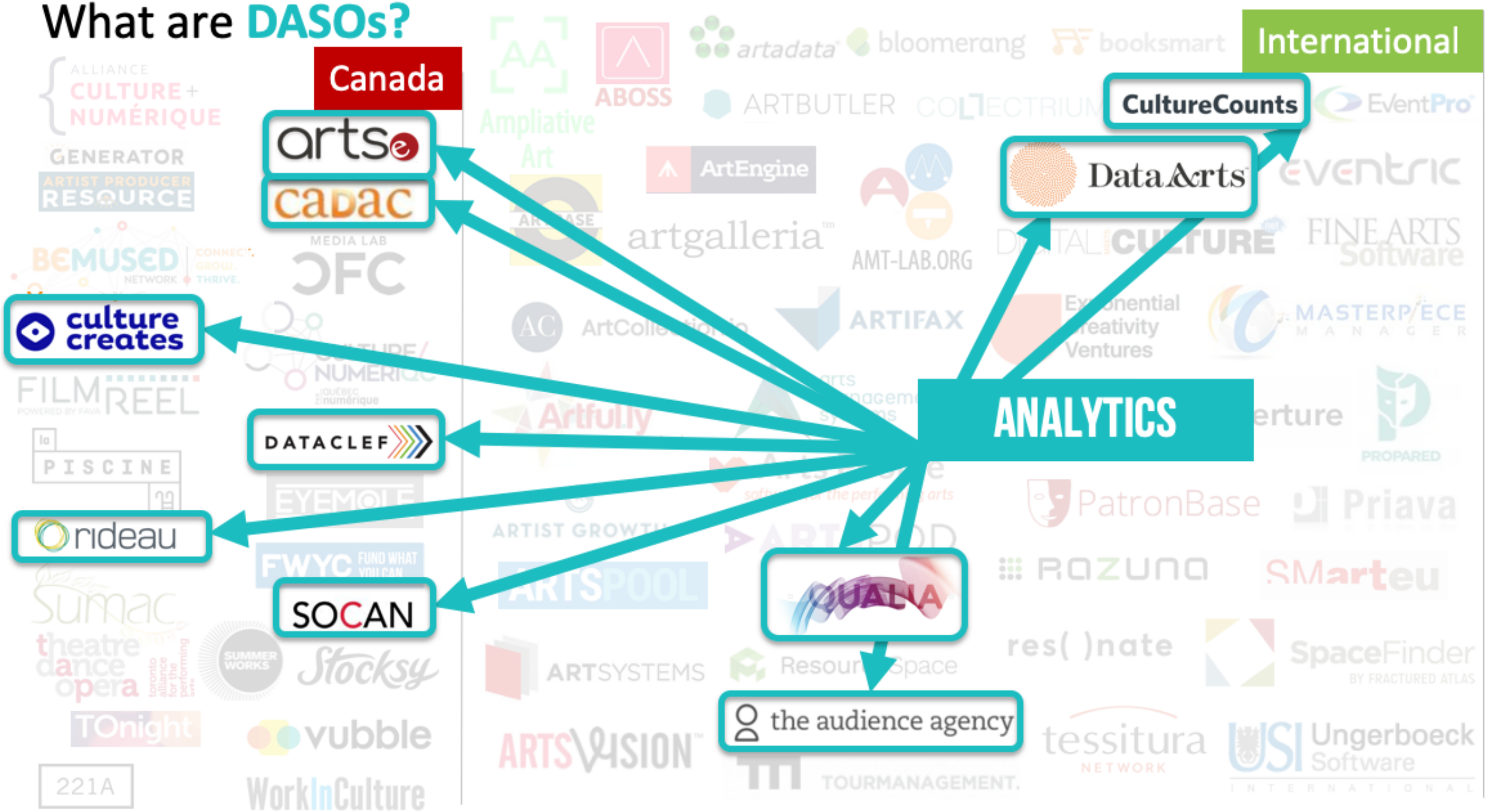

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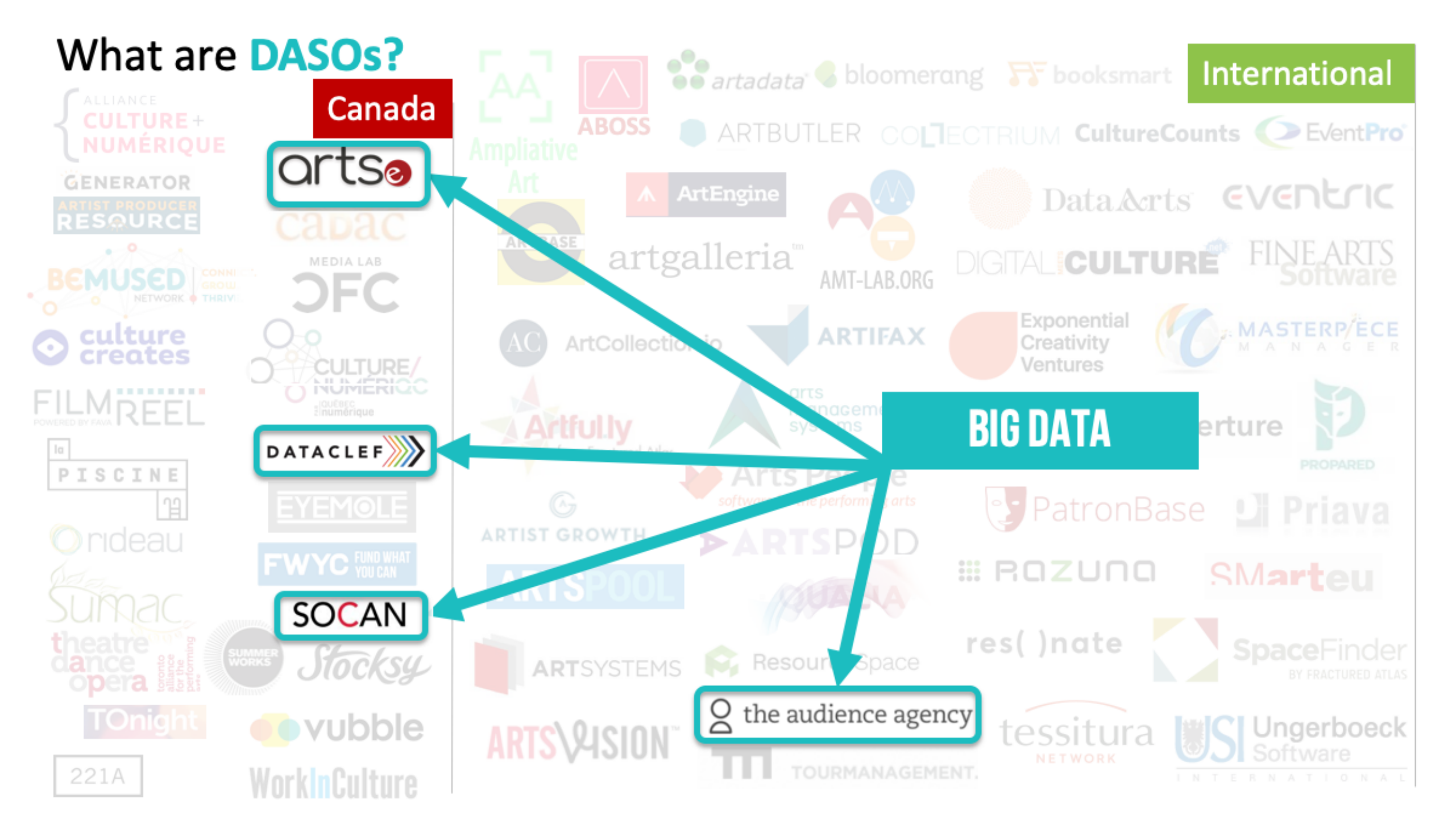
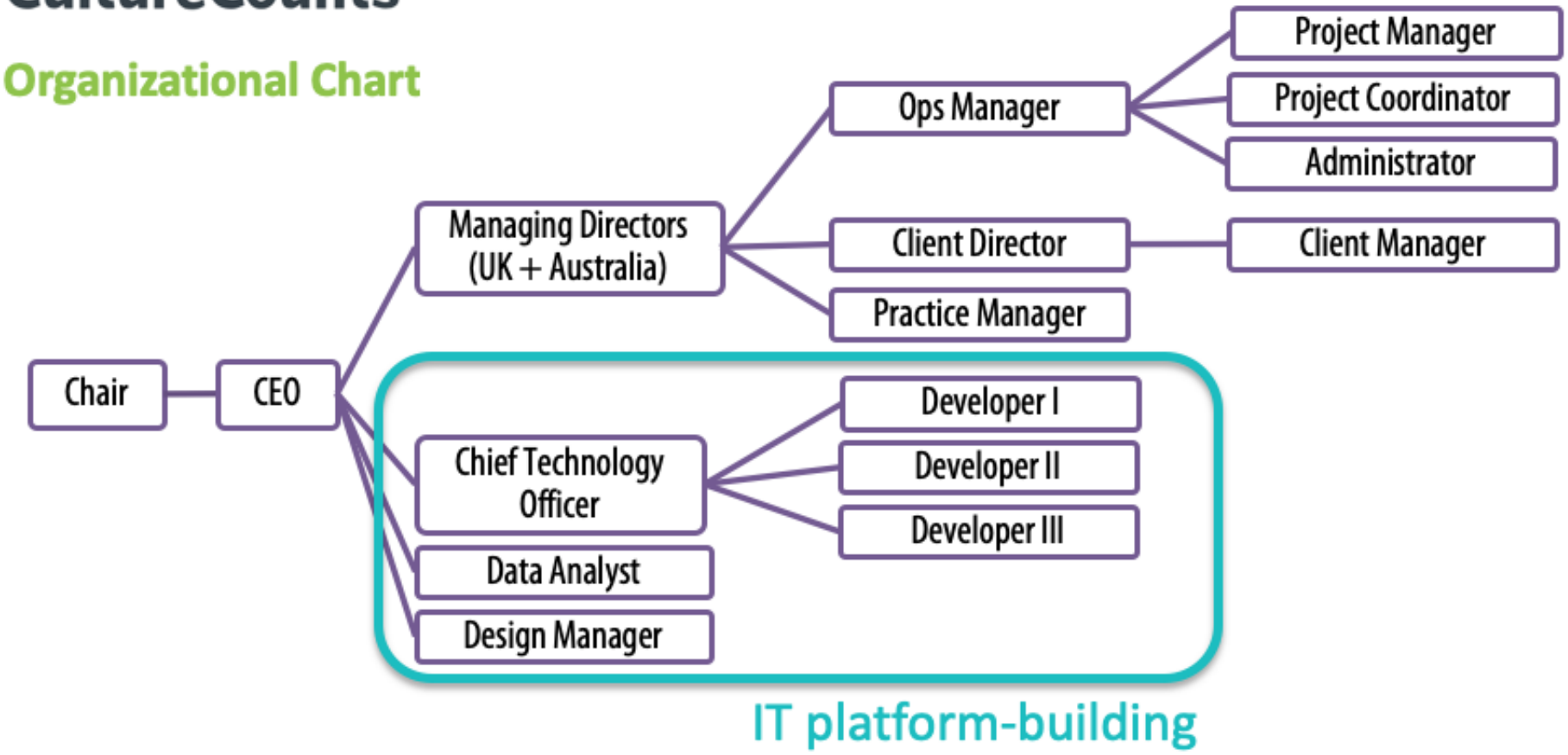


What are DASOs?

CultureCounts

Organizational Chart



What are DASOs?

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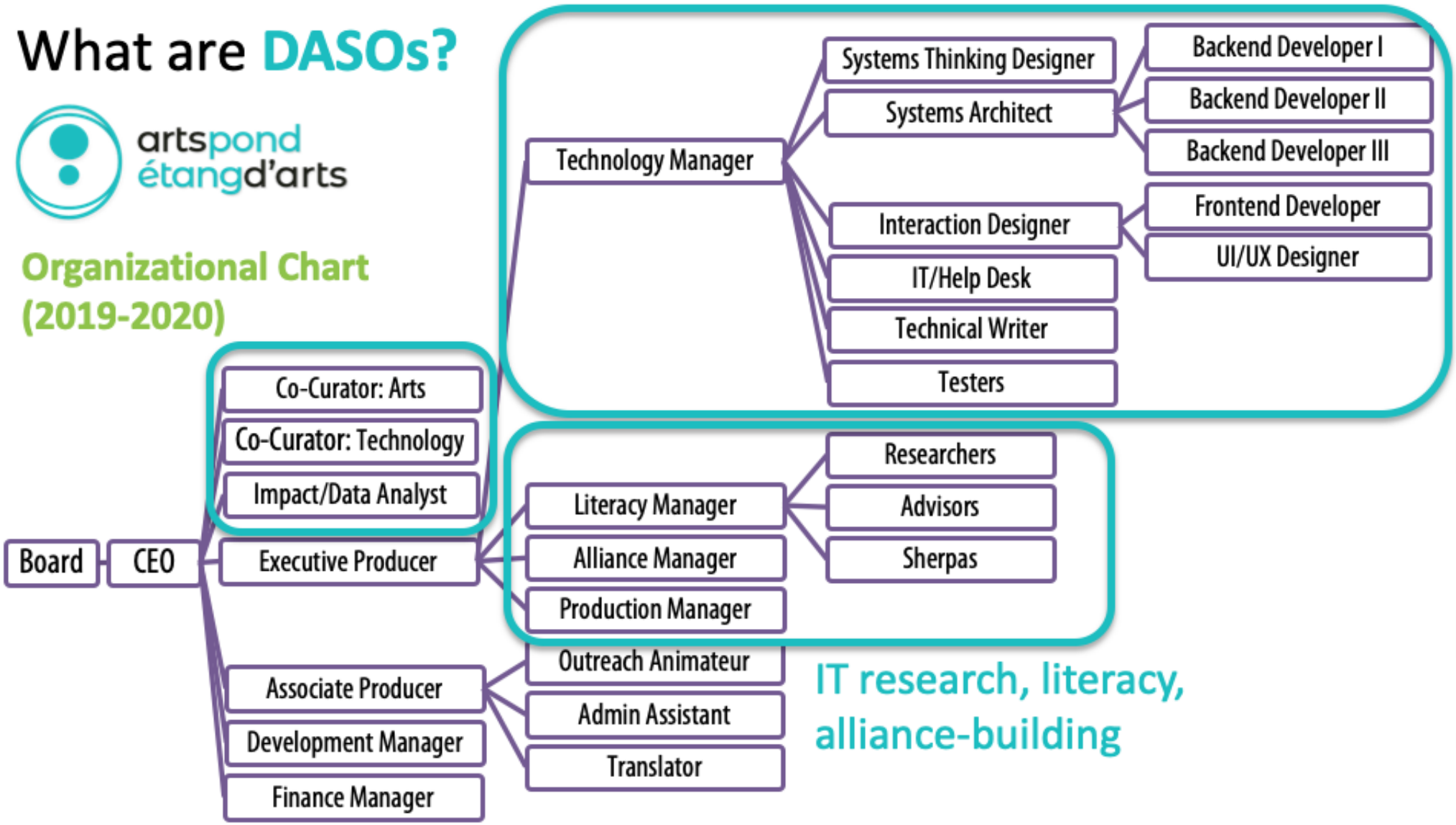
Organizational Chart (2019-2020)



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Minimum Viable Platform

Projected Membership Revenues (MVP 1)

	Members	$ ea/mo	$ ea/yr	$ Total
TOTAL	**2,500**			**$969,984**
6.0 % of 14,450 arts and culture non-profits	**865**			**707,958**
Less than $30,000 annual revenue	476	51.75	621	295,596
$30,000 to $99,999 annual revenue	165	64.50	774	127,710
$100,000 to $249,999 annual revenue	118	91.00	1,092	128,856
$250,000 to $499,999 annual revenue	47	103.00	1,236	58,092
$500,000 or more annual revenue	59	138.00	1,656	97,704
0.525% of 136,700 professional artists	**709**	18.50	222	**157,398**
0.525% of 82,920 pre-professional students	**432**	12.75	153	**66,096**
0.26% of 189,600 non-professional artist graduates	**494**	6.50	78	**38,532**

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Minimum Viable Platform

Projected Membership Revenues (MVP 2)

TOTAL

14.4 % of 14,450 arts and culture non-profits

- Less than $30,000 annual revenue
- $30,000 to $99,999 annual revenue
- $100,000 to $249,999 annual revenue
- $250,000 to $499,999 annual revenue
- $500,000 or more annual revenue

1.25% of 136,700 professional artists

1.25% of 82,920 pre-professional students

0.63% of 189,600 non-professional artist graduates

Members	$/mo	$/yr	$ Total
6,000			**$2,326,104**
2,074			**1,696,641**
1,143	51.75	621	709,803
395	64.50	774	305,750
282	91.00	1,092	307,944
113	103.00	1,236	139,668
141	138.00	1,656	233,496
1,703	18.50	222	**378,066**
1,039	12.75	153	**158,967**
1,185	6.50	78	**92,430**

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Minimum Viable Platform

Projected Budget, Milestones + Specifications

PHASE	2	4	6	MVP 1	MVP 2
TOTAL REVENUES	**453,000**	**570,000**	**1,281,000**	**969,000**	**2,326,000**
Earned Revenues	13,000	135,000	826,000	969,000	2,326,000
Member fees (organizations)	9,700	100,200	606,000	707,000	1,697,000
Member fees (individuals)	3,300	34,800	220,000	262,000	629,000
Public and Private Sector Revenues	440,000	435,000	455,000	-	-
TOTAL EXPENSES	**453,000**	**570,000**	**1,281,000**	**969,000**	**2,326,000**
IT infrastructure expenses	12,825	85,500	607,000	618,000	1,439,000
Software development fees and expenses	418,825	418,500	450,500	-	261,000
Administration fees and expenses	21,350	66,000	223,500	351,000	626,000
Administration fees	-	42,600	175,000	282,500	438,000
Marketing fees and expenses	15,000	15,000	25,650	45,000	164,750
Legal, audit, other administration expenses	6,350	8,725	22,850	23,525	23,875
NUMBER OF USERS	**100**	**750**	**2,500**	**2,500**	**6,000**

Long-term implications of digital transformation on corporate structures

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- Non-profit, charitable status
- Focus on research, literacy, and advocacy on-the-ground and in-the-cloud
- Shared Charitable Platform?

DigitalASO

- Non-profit
- Owns and maintains open source code repositories, hosting hardware infrastructure

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- Platform coop (social enterprise)
- Owns data
- Manages global membership fees, services and analytics
- Dividends to members

groundstory

- Non-profit housing cooperatives
- Community land trusts

thank you »

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