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Strategic Plan
2018 – 2020 and beyond
(as of September 6, 2018)

***final design layout, including images, to be delivered in the fall of 2018**

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ABOUT TORONTO LIVE

The vibrant metropolis of Toronto boasts a wealth of creative talent and cultural identity. Our city is home to more than 200 professional performing arts organizations, countless festivals, galleries and museums. As one of the largest multi-arts institutions in this ever-evolving arts ecosystem, Toronto Live offers vital programs and services which collectively support the work of Canadian creators and provide an enduring and timeless platform for their stories. A majority of these services are offered through partner relationships with local companies including tenants, such as music, dance, and theatre companies. With two hubs of creativity and content creation in both downtown and uptown Toronto, we have a unique place and perspective.

Toronto Live – Uptown Hub (Toronto Centre for the Arts)

Located in the heart of the GTA, easily accessible by major highways, as well as having the public transit system at its doorstep, Toronto Live's uptown hub will be the destination of choice for arts and entertainment. At its core, a purpose-built performing arts venue, this hub, based at the Toronto Centre for the Arts will be reinvigorated to reflect its commitment to creativity and diversity, and to be an accessible and innovative place that speaks to the ever-changing and multicultural neighbourhood surrounding it.

A renewed curatorial vision will reflect the catchment area and the creative activity from all of northern Toronto. Here, working with local arts groups, we will inspire the next generation of creators and provide them with the tools, technology, and mentorship to perfect and showcase their work to the world. This hub will be an anchor for the vicinity, exploring new programming partnerships with the adjacent Toronto Public Library, Mel Lastman Square and North York Civic Centre just outside its doorstep as well as explore physical and public space linkages to intuitively connect us to one another as visitors move from building to building.

Of increasing significance, the uptown hub will be a place for everyone. Not just for those with a ticket to experience the arts, but to truly be a home for our neighbours. We will open our doors and fill our lobbies with free programming and events, a place for dialogue, laughter and interchange, including new food and other services. We endeavor to be a gathering place for the neighbourhood—a vital part of and for the community and a home for international excellence year-round.

Toronto Live – Downtown Hub (Sony Centre for the Performing Arts and St. Lawrence Centre for the Arts)

Located in the celebrated St. Lawrence Market neighbourhood, and close to Toronto's financial district, Toronto Live's downtown hub has a rich history of arts and entertainment spanning nearly six decades. Here, visitors experience the world's best and most notable performances and events—proudly working with national and

international artists and companies that act as a natural pipeline for creative export and cross-cultural dialogues across the broader arts and culture spectrum.

The Sony Centre and the adjacent St. Lawrence Centre are internationally-acclaimed cultural complexes for dance, concerts, comedy, variety, festivals and music and home for Canada's leading companies for theatre, classical music and more. While physically separate buildings, our vision is to unify both of these venues—by way of a new and contemporary programming slate. This downtown hub will engage a diverse array of mid- to large-scale arts groups and companies, also creating physical and public space linkages, and activating outdoor areas by connecting to the nearby revitalized Berczy Park which the neighbourhood has already embraced.

Similar to our uptown hub, this will also be a place for the surrounding community; opening our doors with free programming and events, year-round food and beverage amenities, and creating a social, urban gathering space for all in the downtown core.

VISION

To be Canada's foremost multi-arts centre—pushing the boundaries of creativity and diversity through artistic excellence, education and public engagement.

MISSION

To activate creative spaces by inspiring local and international artists, and connecting audiences—to be the nexus for new ideas, elevate artistic potential and be the catalyst for creative expression that is reflective of Toronto's diversity.

CORE VALUES

INCLUSIVE

We welcome, support, foster and embrace creativity and artistry from all walks of society and culture.

DIVERSE

We provide spaces for creativity and help the many voices of Toronto's rich cultures be heard. We actively seek out and work with partners from an array of communities—artistic to corporate, locally and globally—to expand our vision and mission.

INNOVATIVE

We are unafraid to experiment, to be bold and push the boundaries of creativity and diversity. We are passionate about people, ideas and technologies that elevate the artistic creativity of Toronto.

CREATIVE SPACES

Sony Centre 3,191 seats	Bluma Appel Theatre 876 seats	George Weston Recital Hall 1,036 seats
Rehearsal Hall 4 Lounges Lobby / Event Spaces Public Plaza / Gardens	Jane Mallett Theatre 497 seats	Lyric Theatre 574 seats
	Lounge Lobby / Event Spaces	Greenwin Theatre 298 seats
		Studio Theatre 183 seats
		Gallery Upper and Lower Levels
		Lounge Lobby /Event Spaces Recording Studio

(Spaces to be outlined through info-graphic element in final plan)

Building on the vivid history of our founding institutions, Toronto Live promotes artistic and cultural programming reflective of the citizens and cultures of Toronto. Our uptown and downtown hubs come alive 365-days a year through a collection of spaces for creativity, ideas and content creation.

Toronto Live's uptown hub is anchored by a purpose-built multi-arts destination that is an important component of an ever-growing neighbourhood. Soaring multi-level and light-filled lobbies—public spaces for artists and the community—welcomes all visitors as they engage in incredible arts and entertainment.

The flexibility and variety of the performance stages at the Toronto Centre for the Arts is astounding. This includes the impeccable acoustics of the George Weston Recital Hall, upbeat and contemporary aesthetic of the Lyric Theatre, to the immersive and intimate experience at the Greenwin Theatre and Studio Theatre. Originally home to the Museum of Contemporary Canadian Art, the Gallery at the Toronto Centre envelopes two levels, ideal for visual, community and contemporary arts. The upper level of the Gallery boasts acoustic paneling which enables private recitals or gatherings. Artists and creators also have access to a variety of rehearsal spaces and a sound studio at Toronto Live's uptown hub.

Toronto Live's downtown hub has welcomed thousands of guests from around the world to enjoy remarkable entertainment. Located at one of the busiest intersections in Toronto, this hub remains one of the City's foremost theatrical and concert-going destinations. Here, visitors can marvel in Canada's largest soft-seat theatre at the Bravia Theatre (Sony Centre) or the historic Jane Mallet Theatre or Bluma Appel Theatre.

In addition, Toronto Live's downtown hub is home to modern rehearsal studio spaces, private lounge areas, multi-level public lobbies and multiple outdoor areas, which are a stone's throw away from St. Lawrence Market's iconic Berczy Park. This hub will continue to be a place for the surrounding neighbourhood—including free programming and events, as well as a new food and beverage concept that intends to be a seamless extension of Toronto's culinary renaissance.

THE ROAD AHEAD

Over the next three to five years, Toronto Live will further its legacy, commitment and impact through the following priority goals and initiatives:

Entertain and Educate audiences including investments in presentation and commissioning of new works, and educational and engagement initiatives

Raise the watermark for Toronto's artistic and business communities through innovative and **Engaging Partnerships**, enabling robust revenue streams, unlocking an entrepreneurial spirit

Ensure **Extraordinary Experiences** and best-in-class levels of service for patrons, artists, stakeholders and our community across all creative spaces in Toronto Live's portfolio,

Embody the City of Toronto, ensuring civic engagement with vital neighbourhoods and communities, diverse cultures and perspectives is reflected in everything we do

STRATEGIC PRIORITIES

Strategic Priority: Entertain and Educate

GOAL: TO ENGAGE AUDIENCES THROUGH INVESTMENTS IN PRESENTATION AND COMMISSIONING OF NEW WORKS, AND EDUCATIONAL AND ENGAGEMENT INITIATIVES

Toronto Live is committed to programming and services spanning our two main creative hubs uptown and downtown, showcasing multiple artistic disciplines including dance, concerts, theatre, music, film screenings, film with orchestra and festivals. We will strengthen the broader arts community by providing facilities for promoters, renters, resident companies and our neighbouring communities through strategic and enhanced partnerships with local and national artists and arts groups.

To become known as Canada's foremost multi-arts centre, Toronto Live will:

- Appeal and be relevant to all communities, interests and generations, through programming and targeted audience development initiatives
- Strengthen collaboration in cultural development locally, nationally and internationally
- Invest in programming and content, both on-site and beyond our walls
- Uplift local organizations and become industry leaders in community engagement
- Be an industry leader in arts education and engagement

Performance Measures

- Number of performances and events (on- and off-site)
- Number of attendees
- Percent of artists/stakeholder satisfaction
- Number of international / national / local communities represented
- Impact of artistic vibrancy (captivation, stimulation, resonance)

Strategic Priority: Engaging Partnerships

GOAL: TO RAISE THE WATERMARK FOR TORONTO'S ARTISTIC AND BUSINESS COMMUNITIES, CREATING INNOVATIVE, REVENUE GENERATING AND ENTREPRENEURIAL ENDEAVOURS

Partnerships will be the key to unlocking the future of Toronto Live's success. We will work with creative industries, our neighbouring communities, the corporate sector, city builders, philanthropists and all levels of government to bring to audiences memorable artistic experiences. We are fiscally responsible, creative entrepreneurs, improving and building on all revenue streams to solidify our place as Canada's premiere multi-arts institution for the people of Toronto.

To become the partner that everyone endeavours to work with, Toronto Live will:

- Continue to operate in a fiscally responsible manner, delivering a balanced budget annually
- Increase usage across all of our venues - programming (risk and promoters) and corporate rentals and industry events/conferences
- Galvanize relationships with long-standing resident companies, promoters, presenters and arts partners that help bring our spaces to life – locally, nationally and around the globe; support the growth and development of emerging, local and community artists
- Foster relationships with a burgeoning roster of funding, promotional and media partners - elevating the standards for alignment and engagement
- Seek innovative new business opportunities – including food, retail, and merchandise
- Steward the City's annual operating investment in Toronto Live

Performance Measures

- Balance/Surplus in operating budget at year-end
- Utilization percentages for each space and building
- Number of partners – artistic, corporate, funding etc.
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Recognition of value within the community – artistic, corporate, funding etc. (through feedback, surveys, unsolicited communication)

Strategic Priority: Extraordinary Experiences

GOAL: TO OPERATE WORLD-CLASS CREATIVE SPACES THAT ARE INVITING AND ACCESSIBLE TO ALL, AND BE THE LEADER IN EMPLOYEE, ARTIST, STAKEHOLDER AND CUSTOMER LOYALTY AND ENGAGEMENT.

The anchors to our business are the collection of creative spaces we offer to an array of artists, patrons, stakeholders and the community. It is our goal at Toronto Live to provide fun and safe spaces for creating and experiencing the arts. This excellence will spread across all facets of the organization, encompassing the entire user journey from beginning to end, creating long-term affinity and the feeling of inclusivity.

To remain in demand and relevant to our audiences, Toronto Live must:

- Improve and enhance state-of-the art infrastructure at all Toronto Live venues – the cultural assets of Toronto
- Deliver welcoming, best-in-class 360 degree customer service and visitor experience standards (online, phone and in person)
- Provide bespoke artist, stakeholder and rental client stewardship grounded in mutual respect and trust
- Provide a safe working environment for staff, and an internal culture built on engagement, mutual respect, professionalism, passion, and collegial energy
- Be an accessible destination of choice for artists, companies, event planners, our community and neighbours
- Increase awareness and visitation of Toronto Live's creative spaces as a tourism destination

Performance Measures

- Percent of rental/patron satisfaction (feedback, surveys and reports)
- Industry/customer service milestones/achievements (awards, accolades etc.)
- Reduction / low number of workplace safety incidents and complaints
- Overall increase in range of audiences (using postal codes)

Strategic Priority: Embody the City of Toronto

GOAL: TO BE WELCOMING PLACE FOR ALL TORONTONIANS AND ACTIVELY PARTICIPATE IN PLANNING AND CONTRIBUTING TO VITAL COMMUNITIES

As stated in our mission, Toronto Live will be the nexus for new ideas, elevate artistic potential and be the catalyst for creative expression that is reflective of Toronto's diversity. Truly vital creative hubs must go beyond the property lines of Toronto Live buildings and engage in a meaningful way with surrounding neighbourhoods. This includes:

- Embrace, showcase and celebrate the diverse cultures and perspectives represented throughout our City
- Be active participants in the Truth and Reconciliation Act
- Provide a return on investment for the City through tangible and intangible ways; including increased tourism and economic development impact
- Invest in artists and youth from priority areas; increase community offerings at all Toronto Live venues
- Participating in the creation of vital public spaces, and cultural corridors around our venues, including the substantial amount of new developments around both uptown and downtown hubs
- Working closely with other City divisions and agencies to have broad and meaningful impact

Performance Measures

- Qualitative results of diversity across all areas (organizational and programmatic)
- Marketing and programming statistics
- Overall increase in growth of membership and subscriptions
- Increased attendance of engagement programs and qualitative impact
- Economic impact calculations for Toronto Live activities in each building

