AMS
PLANNING
& RESEARCH

TO Live
Strategic Plan 2023-2027

January 2022

Contents

Introduction and Executive Summary

AMS Planning & Research (AMS) was engaged by TO Live in the Spring of 2021, to partner with the organization in the creation of a five-year strategic plan. Active participants included staff, the Planning & Priorities (P&P) Committee, the Board of Directors and external stakeholders. The plan was developed during a time of great change in the arts and cultural environment both due to the impact of the COVID-19 pandemic and robust calls for equity and social justice. TO Live continues to adjust to the amalgamation of its venues and related development of the Board and organization -- balancing the opportunities and the challenges of its transformation. AMS worked with the institution to align its leadership around the future purpose of the organization and create a comprehensive plan that is adaptable to shifting conditions. It is important to note that this plan is not intended to take the place of annual workplans or business planning efforts, but rather provides strategic direction and guidance to the organization over the course of the coming five years.

TO Live has carefully considered its purpose:

The purpose of TO Live is to amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation.

This drives to three primary intended outcomes: the establishment and development of TO Live assets as creative community hubs; broadening TO Live's Inclusion, Diversity, Equity and Access (IDEA) work and impacts; and close consideration of sustainability and environmental impact.

Creative Hub

The concept of animating TO Live assets as new creative community hubs has generated excitement in the community, with the vision of welcoming the public throughout the day and week. These creative hubs will provide an important community resource, and establish TO Live as a must-see place for Toronto's residents and visitors, as well as a pillar organization for cultural engagement.

Leading in IDEA

Broad and deep investment in IDEA is also a critical part of an effective future for TO Live. Welcoming the whole Toronto community means creating inviting and economically accessible venues and experiences, representing diversity throughout all aspects of the organization, and fostering a culture of equity and inclusion both internally and externally.

A model of sustainability

A focus on the sustainability and environmental impact of TO Live is paramount. Part of making a positive contribution of the city of Toronto's identity and progress includes ensuring that TO Live makes sustainable decisions, both financially and environmentally, and leads by example in managing its environmental footprint.

Planning Approach

The process for the strategic planning endeavour included both quantitative and qualitative research, and was completed in four stages with an approach that acknowledged previous success, recognized potential opportunities and aimed to leverage the organization's assets.

In the first stage, AMS assessed the organization's recent/current situation, conducted a competitive analysis and studied relevant industry data[1]. In Stage 2, assets and opportunities were identified with a focus on the articulation of TO Live's purpose, and a review of the organization's mission, vision and core values to ensure alignment[2]. Stage 3 resulted in a culmination of the planning research and laying the foundation of the development of the plan's goals, objectives, strategies and tactics[3]. Stage 4 is future looking, to provide implementation follow-up and monitoring to assess progress, assist with any necessary adjustments and course changes, and support key decision moments.

The development of the plan was a collaborative effort. The staff was actively involved in providing background information and driving the development of the plan's objectives, strategies and tactics, as well as defining the plan's key performance metrics for evaluation (KPIs). AMS met with and received guidance and feedback from the Board's Planning and Priorities Committee on a regular basis and provided updates to the Board. This engagement promotes

[1] Situation analysis was shared with the Board on July 9 (report on September 10) and can be found here: Situation Analysis & Opportunities Brief (CLICK HERE)

[2] Assets and opportunities deliverable, including Purpose and Organizational Change workshop, were shared with the Board on September 3 and can be found in here: Assets and Opportunities deliverable (Purpose and Organizational Change Workshop) (CLICK HERE)

[3] Draft Goals & Objectives were shared with the P&P Committee on October 22, and can be found here: Draft Goals & Objectives (CLICK HERE)

ownership, and results in Board and staff understanding and alignment for plan implementation.

TO Live Today

TO Live manages and programs three city-owned facilities: Meridian Hall, (formally the Sony Centre), St. Lawrence Centre for the Arts, and Meridian Arts Centre (formally the Toronto Centre for the Arts). TO Live came into existence as a result of City Council's 2015 Decision to approve amalgamation of its three civic theatres. Executive leadership was engaged in 2017, and programming under the TO Live banner was first offered in 2018. Two seasons were activated before COVID-19 shuttered the venues.

With the amalgamation, the focus of the organization was to *"provide quality performance and event facilities and to promote its contribution to the artistic, cultural and social vitality of Toronto and its communities."* While at the outset of the amalgamation there was a focus on rentals, there is now an eye toward how the programming offered can be broadened and elevate the venues' role as community gathering centres.

The organization has a large footprint which includes seven stages, public spaces and an art gallery. TO Live has offered a wide variety of programming, significantly curtailed by the impact of the pandemic. As with other arts and cultural institutions across the globe, this moment in time continues to offer tremendous opportunity but also has its challenges, and will require flexibility and a willingness to investigate change.

The charge moving forward is to embrace the role TO Live can have as a civic leader. It is likely the COVID-19 pandemic will have a long-lasting impact. Creating a more diverse TO Live landscape (staff, Board and constituency), continuing to understand how to best work with City government, and enhancing the working relationships among and between staff and Board are important areas of focus. Finally, determining how to address growth within a healthy and sustainable financial outlook will be critical.

Situation Analysis Findings[4]

Financial Construct

In the years since amalgamation, TO Live has seen significant annual budget growth, driven by an average of 80% direct revenue to TO Live and 20% subsidy from the City of Toronto. The data strongly suggests that rental activity and ancillary incomes drive earned revenues, enabling the at-risk programming which has historically been a less predictable line of business, and yet is a growing priority for TO Live. The following figure examines 2019 net results by line of business.

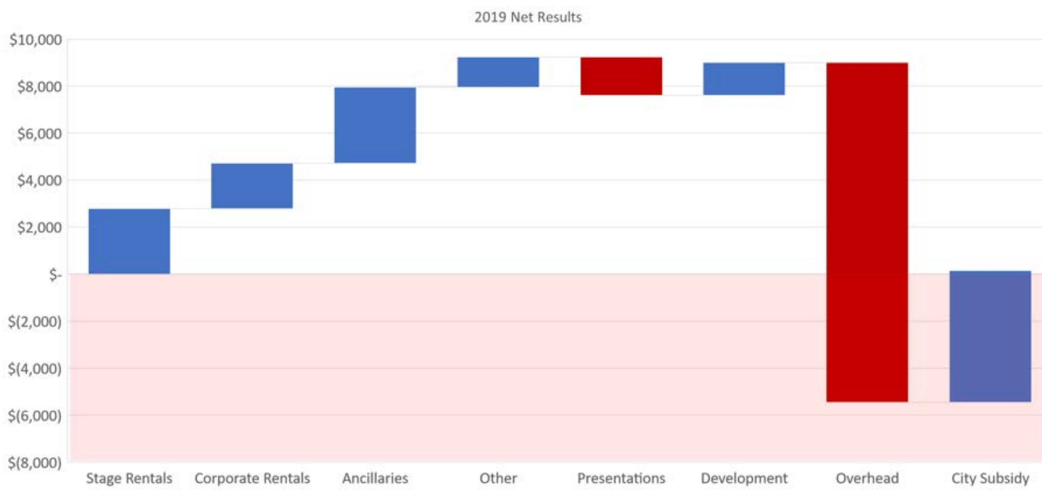


Fig 1: Presentation volume and contributed revenue growth

Despite the direct financial results of risk programming, historical data shows a correlation between growth in presented risk programming activity and growth in contributed revenue[5]. In conjunction with available inventory of dates in the theatre which have been historically underutilized[6], TO Live has an opportunity to program its spaces more proactively in the future, a consideration which must be informed by the organization's purpose.

[4] The full Situation Analysis Report can be found here: [Situation Analysis & Opportunities Brief]

[5] Contributed revenue grew 140% from 2017 and 2020, concurrent with growth in presented risk-programming activity

[6] Across all venues, on 40% of potential use days by venue were booked in 2019

The Opportunity – Key Themes

In order to connect with a growing and diverse marketplace, as well as meet the progressively social agendas of philanthropic and public sector funders, the organization must be intentional about developing deeper roots in the community. As a subset of TO Live's community, the diverse and robust arts sector in Toronto is a clear and obvious partner. Increasing market competition for rental venues in the region points TO Live toward an intentional role of driving activity, opening the opportunity to position itself as a cultural anchor institution for the city of Toronto and the Greater Toronto Area.

The Toronto urban area, with a significant projection for workforce growth and a strong financial services sector, presents opportunities for TO Live to grow its audience, as well as develop strong corporate relationships. There is a recognition that the funding for cultural infrastructure which has historically come from the public sector is being reprioritized toward other social and community initiatives. These realities call for TO Live to diversify its revenue streams and pursue new sources of earned revenue and individual, corporate, foundation and other institutional philanthropy, a direction which is strongly supported by both staff and the Board.

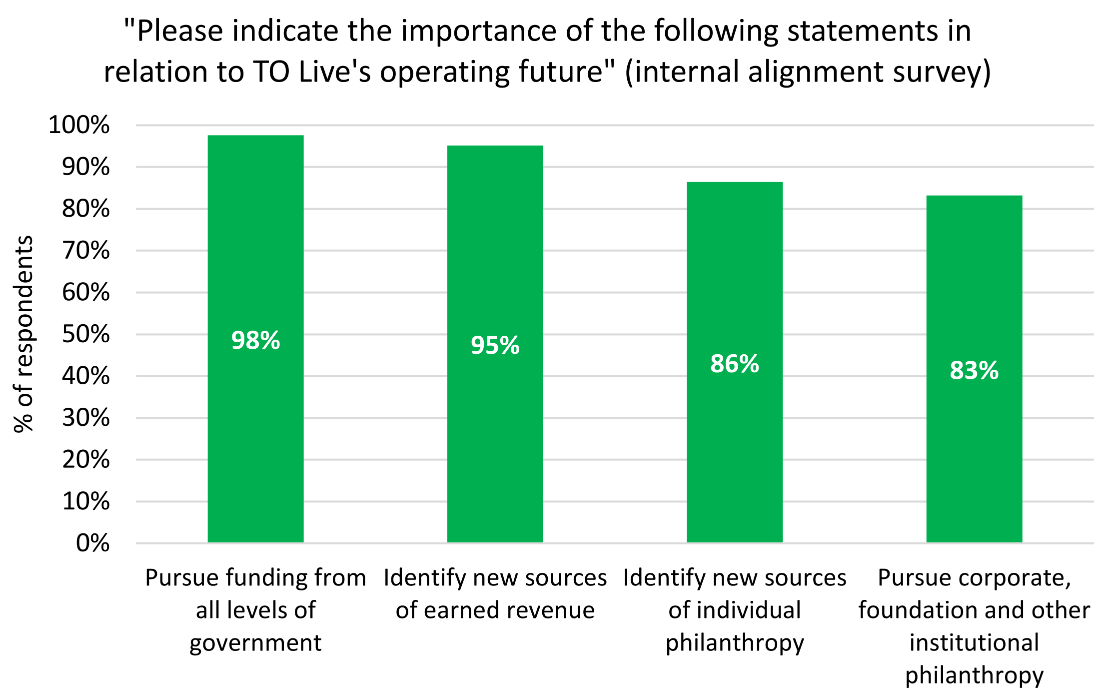


Fig 2: Percentage of staff and Board members rating financial resources as "essential" or "important"

The robust Toronto arts ecosystem, which is supported significantly by the public sector through the Toronto Arts Council, is an opportunity for TO Live. TO Live stakeholders suggest that it will be critical for TO Live to nurture and increase its community partnerships and provide quality facilities and services to artists and arts groups of all capacities. Interviewees both internal and external suggest that these collaborative opportunities will drive TO Live toward the next evolution of its future as a 'community gathering place'.

Along with a burgeoning arts ecosystem comes increasing competition throughout the region, including producing organizations, presenters, and a slate of new competitive venues. AMS' review of area competitive venues revealed over 100 relevant venues across the Greater Toronto Area. Among these venues, key competitors include a growing commercial theatre presence, not-for-profit venues, and university entities. The opening of History Toronto by Live Nation and the completion of Massey Hall's renovation represent additional shifts in the inventory. Expanded competition for entertainment dollars in the sports and e-sports markets may also have an impact on TO Live in the future.

Internal Culture & Communications

Our internal alignment survey shows that staff and Board members both desire further clarity around their respective roles within the organization, seeking to distinguish the roles of Board and staff more clearly.

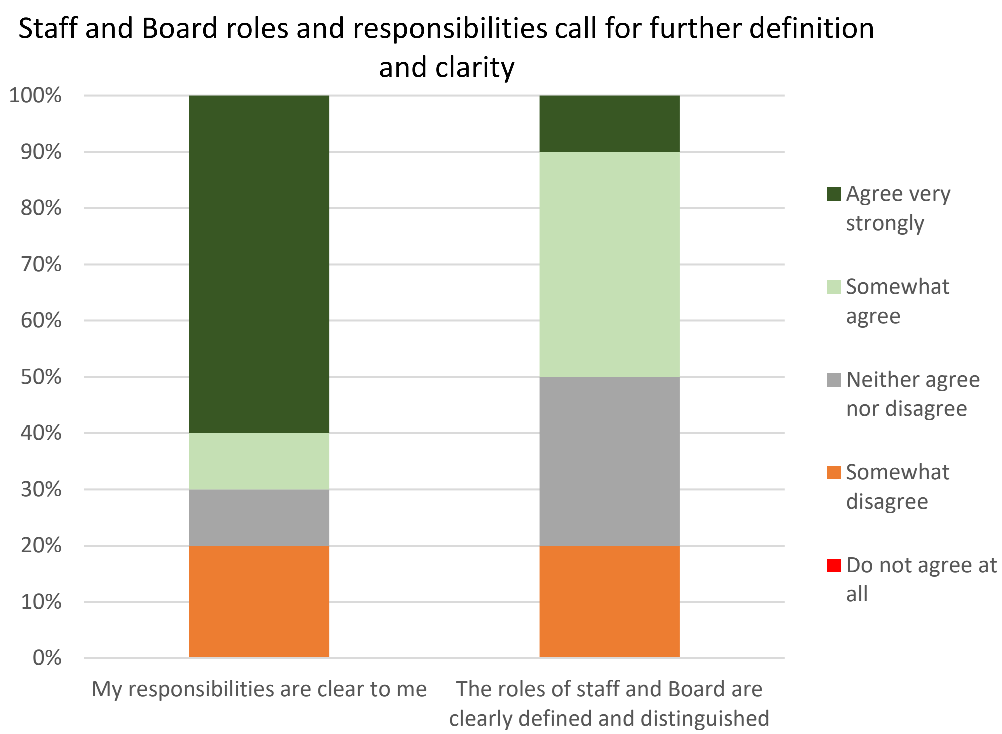


Fig 3: Staff and Board roles and responsibilities

Internal feedback also reveals the important themes around investing in staff and Board diversity and continued commitment to IDEA training. Staff and Board alike recognize the distinct advantages and challenges represented by the close connection with the City of Toronto; the fact that the identity of TO Live is so intimately tied to the City is seen by internal stakeholders as both a benefit and a potential risk, particularly when it comes to procuring public funding outside of tax revenues.

Industry Findings

A review of the evolutionary path of performing arts centres (PACs), and the intersection of major social, political, creative, and environmental factors that have produced opportunity for business innovation[7] inform the strategic questions for consideration. Of key importance is the role that clarity of 'purpose'[8] plays in achieving desired outcomes. A summary of key findings follows:

There are distinct pathways that lead to the development of performing arts centres

How PACs operate has changed over time, and TO Live's approach might build upon other peer organization's strategies, keeping in mind that the evolution of PACs is not always linear and allows for local definitions of success.

Resourcing 'purpose' requires nimbleness and creativity

The strategies that enable resource development have shifted, and the role of the public sector has changed, both nationally and specifically within the city of Toronto. Additionally, the expectations of the public sector to be transparent, accountable, and to honour and welcome all communities suggest new opportunities for activation and community inclusion. There are alternate approaches to successful implementation, and the role of the PAC within each is distinct.

[7] Please see the full Industry Trends White Paper, "Purpose, Performance, and Risk - A review of Performing Arts Centres for TO Live"

[8] An organization's purpose states *why* they do what they do, and *for whom*

Entangled 'hosts' enable local artists and arts organizations

The "Host" PAC looks to its arts ecosystem to drive success. Creative industries collaboration is key to animating building assets. Community activation through the participation of community members and local arts and cultural groups is just as important, with success measured through the positive impacts on arts organizations, artists, and communities. Host PACs fill gaps in available programming rather than driving toward outcomes of meeting community interest and demand.

Presenters can engage communities and advance social initiatives

The 'Presenter' centre drives activation by complementing community programming with expanded content delivered under its own control and at its own risk. Increased investment across programming, marketing, operations, capital development, and innovation is directly tied to increasing content available to the community. Success is realized by effective economic operations, and by expanding participation, advancing social justice and enabling the inclusion of historically marginalized voices in culture-making.

In each approach, building relationships is essential to achieving success

Whether with local or national partners, producers or consumers, or the public or private sectors, vibrant success must build on thriving, trustful, and enduring relationships which establish the value of the institution in its community.

None of these are mutually exclusive. But with clarity of purpose, they prioritize different outcomes and structure themselves operationally and financially accordingly.

A New Strategic Direction for TO Live

Through the work of staff, the P&P Committee, and the Board, TO Live has endorsed an update to its guiding institutional principles. As highlighted below, the evolution of the TO Live purpose, vision and mission statements reveals a very different organization from that at the time of amalgamation, and sets the stage for the plan's ambitious and community-building goals.

The purpose of TO Live is to amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation.

Vision
Building a better city through the arts.

Mission
TO Live believes that the arts are crucial to create healthy, vibrant, and engaged diverse communities. TO Live strives for excellence in everything that we do. We are stewards of landmark City theatres and activate our spaces through programming and rentals. We are a creative hub for audiences, artists, and all those who work for us.

Core Values

DIVERSITY AND INCLUSION: We foster a sense of belonging in everything we do. We strive to be an anti-racist organization.

INNOVATION: We are unafraid to experiment and to push the boundaries of creativity.

EXCELLENCE: We strive to be the best in class in all we do.

ACCOUNTABILITY: We value responsibility and take ownership of our work and actions.

ADAPTABILITY: We see opportunity in embracing our changing world.

COMMUNITY-MINDEDNESS: We listen to and are responsive to the people and groups we serve.

Goals, Objectives, Strategies, Tactics

Three goals have been established to guide TO Live's strategic focus.

Goal 1: To serve Toronto's communities as an anchor cultural institution

Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization

Goal 3: To positively contribute to the city of Toronto's identity and progress

The following section summarizes the strategic plan for TO Live for the next five years (2023-2027)

Goal 1: To serve Toronto's communities as an anchor cultural institution

Objective 1.1: Transform our venues into welcoming hubs daytime and nighttime, seven days a week

Strategy 1: Optimize use of all available spaces

Strategy 2: Broaden and deepen relationships with range of communities from which visitors and users come

Strategy 3: Ensure our spaces are safe and welcoming

Strategy 4: Enhance food and beverage offerings

Objective 1.2: Position TO Live venues as go-to places for cultural entertainment for locals and visitors to Toronto

Strategy 1: Deepen and broaden TO Live's engagement with local artists and organizations to build on our role as a meaningful and relevant contributor to Toronto's cultural landscape

Strategy 2: Program local, national and international shows of excellence that complement other activity in the Toronto market, reflect the city of Toronto's diversity, and build its standing as a global cultural destination

Strategy 3: Take a leadership role in artistic and technical innovation in the cultural sector

Strategy 4: Ensure TO Live's competitive edge in the rental market

Objective 1.3: Establish TO Live as a pillar organization for cultural engagement

Strategy 1: Build a network of natural helpers - community informers with strategic outreach

Strategy 2: Cultivate and steward effective partnerships

Strategy 3: Leverage the strengths of our venues to attract high profile events

Strategy 4: Leverage TO Live's Digital Transformation initiative to equip the arts sector with the tools to thrive in a rapidly evolving digital eco-system

Strategy 5: Build TO Live's reputation as an influential and trusted charity

Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization

Objective 2.1: Ensure TO Live is accessible to all Torontonians

Strategy 1: Implement measures that increase the accessibility of TO Live performances and events

Strategy 2: Develop and invest in a program to consistently provide free and reduced-price tickets and access to individuals and communities that may not otherwise have access to TO Live programs

Objective 2.2: Represent the diversity of Toronto on our stages, through our partnerships, and across the organization

Strategy 1: Actively identify and dismantle systemic barriers within TO Live

Strategy 2: Build and strengthen relationships with the diverse cultural communities of Toronto

Objective 2.3: Embody the principles of equity and inclusion in TO Live culture

Strategy 1: TO Live becomes an employer of choice reflective of the diversity of Toronto

Goal 3: To positively contribute to the city of Toronto's identity and progress

Objective 3.1: Showcase the economic and artistic impact of TO Live to the city of Toronto, province and nation

Strategy 1: Commission study(ies) to determine TO Live's economic, social and artistic impact in order to secure public sector funding

Strategy 2: Elevate TO Live and the St. Lawrence Centre Redevelopment's case for support

Objective 3.2: Be a leader in environmental sustainability

Strategy 1: Reduce TO Live's waste

Strategy 2: Reduce TO Live's carbon footprint

Objective 3.3: Ensure financial stability

Strategy 1: Expand TO Live's financial model to include increased revenue from 'at-risk' programming and investment in programming for diverse populations

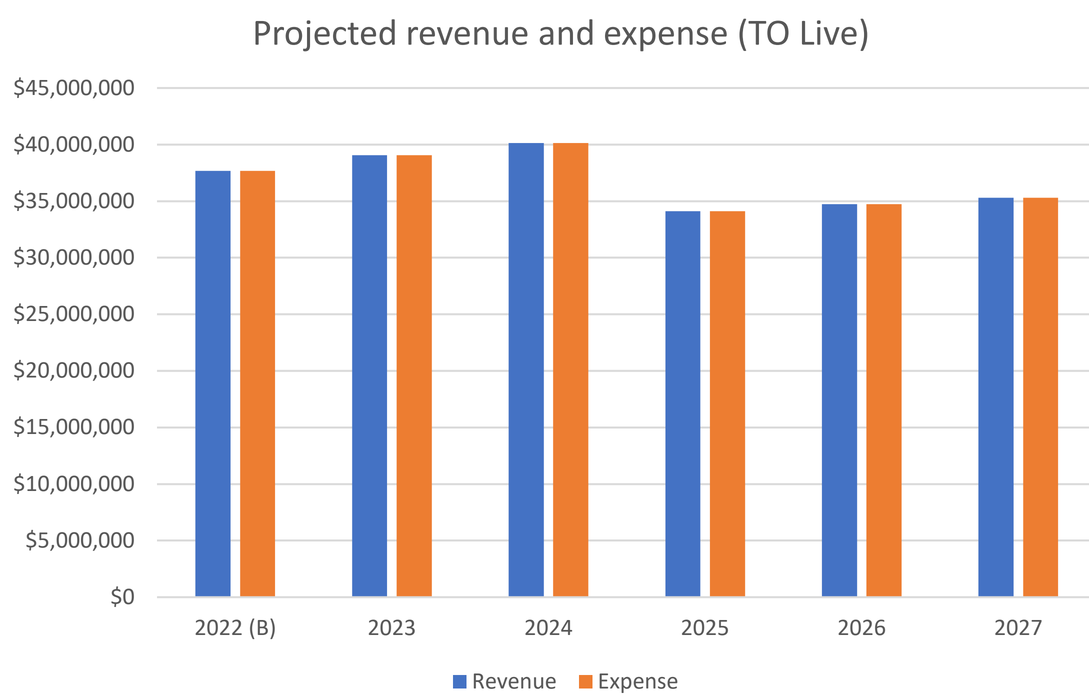
Strategy 2: Grow utilization of TO Live spaces by third-party renters

Strategy 3: Invest leadership and personnel resources in activating the TO Live Foundation to build philanthropic interest and engagement

Financial Impacts and Key Performance Indicators

Using the purpose, goals, objectives and strategies and a baseline of current operations, TO Live leadership and staff developed a set of financial impacts and key performance indicators to be incurred through implementation of the strategic plan over the next five years (2023 – 2027). Staff have assessed the financial impacts of implementing each strategy, the results of which are summarized below and reflect the incremental changes from the 2022 budget.

The financial impacts of the strategic plan between 2023-2027 are expected to result in 5% growth on average. The broad reduction in revenue and expense in 2025 reflects the planned closure of the St. Lawrence Centre for renovation from 2024 through the duration of the strategic plan.



Staffing Impacts

As part of the growth resulting from the implementation of this 5-year strategic plan, 9.5 full time equivalent staff are proposed to be added to the TO Live organizational chart, resulting in estimated additional personnel expenses of $860,000 annually, beginning in full after year 2.

Key Performance Indicators

Key performance indicators including revenue growth, increased rentals and more robust philanthropy, offset investments in programs and new initiatives to benefit diverse communities and activate the venues. KPIs generated by staff working groups are listed below, organized into areas of primary impact including financial, attendance and utilization, and satisfaction and experience.

Financial

- % increase in the investment in TO Live programming which represents the diversity of the city of Toronto to $1.5M net per year over 5 years
- % increase in Foundation draw for programming support
- % increase in government funding
- % increase number of corporate sponsorships
- % increase in rental revenue per year (corporate and private events and stage rentals)
- % increase in revenue from food and beverage offerings
- % increase in culturally curated food and beverage offerings

Attendance and Utilization

- 70% utilization rate of open, primary venues by 2027 (includes free and ticketed events in all venues)
- Increase usage by minimum of 200 days per year delivering programs serving local artists (out of total use-day inventory across all spaces)
- Increase community usage from underserved communities in our local neighbourhoods
- Net increase attendance from local community for downtown and uptown hubs
- Increase number of events on digital engagement platform

Satisfaction and Experience

- Create/Implement volunteer program by 2024
- Reduced number of health and safety incident reports from benchmark (set in 2022)
- Increased percentage of patrons and staff surveyed who feel safe and welcome

- Provide additional accessibility which could include ASL translation, subtitles, surtitles, closed captions, dubbing, amplification, and descriptive audio for performances, events, and exhibitions
- % increase of those surveyed who agree TO Live plays a leadership role in artistic and technical innovation in the cultural sector
- High scores on partner satisfaction survey results
- Overall score on IDEA Staff Survey
- Positive Employee Engagement Rating from IDEA Staff Survey
- Decrease TO Live's environmental impact as per future environmental audit

The full summary 5-year budget resulting from this plan can be found in the following pages, followed by a full list and description of itemized financial impacts and key performance indicators for each strategy.

TO LIVE 5-Year Strategic Plan Budget (in 000's)	2019	2022	Year 1				Year 2					Year 3				Year 4				Year 5			
	Budget	Budget	incremental	% growth	$ growth	Total	incremental	% growth	$ growth	Total	STLC closure	incremental	% growth	$ growth	Total	incremental	% growth	$ growth	Total	incremental	% growth	$ growth	Total
Summary																							
Total Gross Revenue	**$36,696**	**$37,678**				**$39,074**				**$40,147**	($3,661)				**$34,112**				**$34,731**				**$35,290**
Total Gross Costs	**$37,236**	**$37,678**				**$39,073**				**$40,147**	($4,317)				**$34,112**				**$34,730**				**$35,290**
Total Operating Surplus/(deficit) before Subsidy	($540)	**$0**				**$0**				**$0**	**$656**				($0)	**$0**			**$0**				**$0**
Details																							
Stage Rentals Division (100)																							
Gross revenue	$7,703	$5,599	$277	10%	$560	$6,429	$14	5%	$321	$6,762	($1,862)	$115	2%	$135	$5,150	$15	2%	$103	$5,268	$16	2%	$105	$5,388
Direct expenses	$4,927	$3,037		17%	$516	$3,553		6%	$213	$3,766	($1,506)		16%	$603	$2,862		3%	$86	$2,948		2%	$59	$3,007
Total Net revenues/(costs) Stage Rentals	**$2,776**	**$2,562**	**$277**		**$44**	**$2,876**	**$14**		**$108**	**$2,995**	($355)	**$115**		**-$467**	**$2,287**	**$15**		**$17**	**$2,320**	**$16**		**$46**	**$2,381**
expenses as a percentage of revenue		*54%*				*55%*				*56%*					*56%*				*56%*				*56%*
Presentations Division (110)																							
Gross revenue	$7,003	$5,401			$0	$5,401	$75		$0	$5,476	($657)	$75		$0	$4,894	$75		$0	$4,969	$75		$0	$5,044
Direct expenses	$8,291	$6,084	$150		$0	$6,234	$233		$0	$6,467	($577)	$233		$0	$6,123	$234		$0	$6,357	$235		$0	$6,592
Total Net revenues/(costs) Programming	($1,288)	($683)	($150)		**$0**	($833)	($158)		**$0**	($991)	($80)	($158)		**$0**	($1,229)	($159)		**$0**	($1,388)	($160)		**$0**	($1,548)
Corporate and Private Rental Division (300)																							
Gross revenue	$4,874	$3,951	$195	10%	$395	$4,541	$10	5%	$227	$4,778	($666)	$10	2%	$96	$4,217	$11	2%	$84	$4,312	$11	2%	$86	$4,410
Direct expenses	$2,939	$2,160		15%	$324	$2,485		6%	$149	$2,634	($322)		2%	$53	$2,365		2%	$47	$2,412		2%	$48	$2,460
Total Net revenues/(costs) Corporate Rental	**$1,935**	**$1,790**	**$195**		**$71**	**$2,056**	**$10**		**$78**	**$2,144**	($345)	**$10**		**$43**	**$1,852**	**$11**		**$37**	**$1,900**	**$11**		**$38**	**$1,950**
expenses as a percentage of revenue		*55%*				*55%*				*55%*					*56%*				*56%*				*56%*
Concessions (310)																							
Gross revenue	$1,872	$1,646	$20	10%	$165	$1,830	$25	15%	$275	$2,130	($199)	$100	5%	$106	$2,137		5%	$111	$2,248	$5	2%	$45	$2,298
Direct expenses	$903	$768	$25	9%	$69	$862		14%	$121	$983	($117)	$101	4%	$39	$1,006	$1	3%	$30	$1,038		2%	$21	$1,059
Total Net revenues/(costs) Concessions	**$969**	**$877**	($5)		**$95**	**$968**	**$25**		**$154**	**$1,147**	($82)	($1)		**$67**	**$1,131**	($1)		**$81**	**$1,210**	**$5**		**$24**	**$1,239**
expenses as a percentage of revenue		*47%*				*47%*				*46%*					*47%*				*46%*				*46%*
Merchandise (320)																							
Gross revenue	$222	$145		25%	$36	$181		25%	$45	$227	($3)		2%	$5	$228		2%	$5	$233		2%	$5	$237
Direct expenses	$92	$62		2%	$1	$64		2%	$1	$65	($0)		2%	$1	$66		2%	$1	$67		2%	$1	$68
Total Net revenues/(costs) Merchandise	**$130**	**$83**	**$0**		**$35**	**$118**	**$0**		**$44**	**$162**	($3)	**$0**		**$3**	**$162**	**$0**		**$3**	**$166**	**$0**		**$3**	**$169**
Development Division (330)																							
Gross revenue	$1,604	$3,227	$458	2%	$65	$3,749	$51	2%	$75	$3,875	($22)	$38	2%	$77	$3,969	$66	2%	$79	$4,114	$115	2%	$82	$4,311
Direct expenses	$213	$308	$25	2%	$6	$339		2%	$7	$346	$0		2%	$7	$353		2%	$7	$360		2%	$7	$367
Total Net revenues/(costs) Development	**$1,391**	**$2,919**	**$433**		**$58**	**$3,410**	**$51**		**$68**	**$3,529**	($22)	**$38**		**$71**	**$3,616**	**$66**		**$72**	**$3,754**	**$115**		**$75**	**$3,944**
Ticket Rebates (340)																							
Gross revenue	$2,132	$1,965		10%	$196	$2,161		20%	$432	$2,594	($228)		2%	$52	$2,418		2%	$48	$2,466		2%	$49	$2,515
Direct expenses					$0	$0			$0	$0	$0			$0	$0			$0	$0			$0	$0
Total Net revenues/(costs) Ticket Rebates	**$2,132**	**$1,965**	**$0**		**$196**	**$2,161**	**$0**		**$432**	**$2,594**	($228)	**$0**		**$52**	**$2,418**	**$0**		**$48**	**$2,466**	**$0**		**$49**	**$2,515**
HST (350)																							
Gross revenue	$759	$593		2%	$12	$605		2%	$12	$617	$0		2%	$12	$630		2%	$13	$642		2%	$13	$655
Direct expenses	$389	$313		2%	$6	$319		2%	$6	$326	$0		2%	$7	$332		2%	$7	$339		2%	$7	$346
Total Net revenues/(costs) HST	**$370**	**$280**	**$0**		**$6**	**$286**	**$0**		**$6**	**$292**	$0	**$0**		**$6**	**$297**	**$0**		**$6**	**$303**	**$0**		**$6**	**$309**
Interest and Other Income (360)																							
Gross revenue	$412	$87		25%	$21	$108		25%	$27	$135	($25)		10%	$13	$124		5%	$6	$130		2%	$3	$132
Direct expenses	$47	$10		25%	$3	$13		25%	$3	$16	$0		10%	$2	$18		5%	$1	$18		2%	$0	$19
Total Net revenues/(costs) Interest and Other Income	**$365**	**$77**	**$0**		**$19**	**$96**	**$0**		**$23**	**$119**	($25)	**$0**		**$12**	**$106**	**$0**		**$5**	**$111**	**$0**		**$2**	**$114**

TO LIVE 5-Year Strategic Plan Budget (in 000's)	2019	2022	Year 1				Year 2					Year 3				Year 4				Year 5			
	Budget	Budget	incremental	% growth	$ growth	Total	incremental	% growth	$ growth	Total	STLC closure	incremental	% growth	$ growth	Total	incremental	% growth	$ growth	Total	incremental	% growth	$ growth	Total
Summary																							
Total Gross Revenue	**$36,696**	**$37,678**				**$39,074**				**$40,147**	**($3,661)**				**$34,112**				**$34,731**				**$35,290**
Total Gross Costs	**$37,236**	**$37,678**				**$39,073**				**$40,147**	**($4,317)**				**$34,112**				**$34,730**				**$35,290**
Overhead																							
Programming Services (500)	$631	$832	$175		$0	$1,007			$0	$1,007	$0			$0	$1,007			$0	$1,007			$0	$1,007
Production Services (510)	$1,220	$1,248	$10	2%	$25	$1,283		2%	$26	$1,308	($572)		2%	$26	$762		2%	$15	$778		2%	$16	$793
Producing Services(570)		$572			$0	$572			$0	$572	$0			$0	$572			$0	$572			$0	$572
Education & Engagement (530)	$262	$295	$40		$0	$335	$125		$0	$460	$0			$0	$460			$0	$460			$0	$460
Ticket Services(540)	$492	$576			$0	$576			$0	$576	($156)			$0	$420			$0	$420			$0	$420
Patron Services(560)	$603	$640	$10		$0	$650			$0	$650	($156)			$0	$493			$0	$493			$0	$493
Food & Beverage Services(550)	$763	$639	$55		$0	$694			$0	$694	($104)			$0	$590			$0	$590			$0	$590
Marketing Services(520)	$1,134	$1,253	$203		$0	$1,456	$115		$0	$1,571	$0			$0	$1,571	$25		$0	$1,596			$0	$1,596
Development Services(515)	$228	$461	$100		$0	$561			$0	$561	$0			$0	$561			$0	$561			$0	$561
Executive Office(600)	$664	$701			$0	$701			$0	$701	$0			$0	$701			$0	$701			$0	$701
Finance & Administration(610)	$1,522	$1,118			$0	$1,118			$0	$1,118	$0			$0	$1,118			$0	$1,118			$0	$1,118
Human Resources (620)	$954	$532	$410	2%	$11	$953		2%	$19	$972	$0	$10	2%	$19	$1,002		2%	$20	$1,022		2%	$20	$1,042
Payroll(615)		$496			$0	$496			$0	$496	($16)			$0	$481			$0	$481			$0	$481
Technology Services (630)	$546	$949			$0	$949			$0	$949	($16)			$0	$933			$0	$933			$0	$933
Facility Services(640)	$4,880	$5,307	$145	2%	$106	$5,558	($125)	2%	$111	$5,544	($775)		2%	$111	$4,880		2%	$98	$4,978		2%	$100	$5,077
Total Costs Overhead	**$13,900**	**$15,619**	**$1,148**		**$142**	**$16,909**	**$115**		**$156**	**$17,180**	**($1,795)**	**$10**		**$157**	**$15,552**	**$25**		**$133**	**$15,709**	**$0**		**$136**	**$15,845**
SOGR Project Mgmt (641)																							
Gross revenue	$446	$976		2%	$20	$996		2%	$20	$1,015	$0		2%	$20	$1,036		2%	$21	$1,056		2%	$21	$1,078
Direct expenses	$446	$976		2%	$20	$996		2%	$20	$1,015	$0		2%	$20	$1,036		2%	$21	$1,056		2%	$21	$1,078
Total Net revenues/(costs) SOGR PM	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**		**$0**	**$0**	**$0**		**$0**	**$0**
STLC Redevelopment(641)																							
Gross revenue		$3,000		0%	$0	$3,000		0%	$0	$3,000	$0		0%	$0			0%	$0	$0		0%	$0	$0
Direct expenses		$3,000		0%	$0	$3,000		0%	$0	$3,000	$0		0%	$0			0%	$0	$0		0%	$0	$0
Total Net revenues/(costs) STLC	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**		**$0**	**$0**	**$0**		**$0**	**$0**
Reserve Fund Transfers (FFRF) (810)																							
Gross revenue	$1,747	$3,030			$0	$3,000			$0	$3,000	$0			$0	$3,000			$0	$3,000			$0	$3,000
Direct expenses	$2,765	$4,031			$0	$4,000			$0	$4,000	$0			$0	$4,000			$0	$4,000			$0	$4,000
Total Net revenues/(costs) FFRF	**($1,018)**	**($1,001)**	**$0**		**$0**	**($1,000)**	**$0**		**$0**	**($1,000)**	**$0**	**$0**		**$0**	**($1,000)**	**$0**		**$0**	**($1,000)**	**$0**		**$0**	**($1,000)**
Reserve Transfers (Programming RF)																							
Gross revenue					$0	$0	$100		$0	$100	$0	$100		$0	$200	$100		$0	$300	$100		$0	$400
Direct expenses					$0	$300		17%	$50	$350	$0		15%	$51	$400		6%	$25	$425		6%	$24	$450
Total Net revenues/(costs) Other	**$0**	**$0**	**$0**		**$0**	**($300)**	**$100**		**($50)**	**($250)**	**$0**	**$100**		**($51)**	**($200)**	**$100**		**($25)**	**($125)**	**$100**		**($24)**	**($50)**
Reserve Transfers (SOGR)																							
Gross revenue					$0	$0			$0	$0	$0			$0	$0			$0	$0			$0	$0
Direct expenses		$1,309		-100%	($1,309)	$0			$0	$0	$0			$0	$0			$0	$0			$0	$0
Total Net revenues/(costs) Other	**$0**	**($1,309)**	**$0**		**$1,309**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**		**$0**	**$0**	**$0**		**$0**	**$0**
Transfer to/from Foundation (820)																							
Gross revenue	$2,323				$0	$0	$75		$0	$75	$0	$80		$0	$155	$100		$0	$255	$150		$0	$405
Direct expenses	$2,323				$0	$0			$0	$0	$0			$0	$0			$0	$0			$0	$0
Total Net revenues/(costs) Other	**$0**	**$0**	**$0**		**$0**	**$0**	**$75**		**$0**	**$75**	**$0**	**$80**		**$0**	**$155**	**$100**		**$0**	**$255**	**$150**		**$0**	**$405**
Surplus (Deficit) before Subsidy	($6,139)	($8,060)	($399)		$1,691	($7,072)	$2		$708	($6,364)	$656	$174		($421)	($5,956)	$107		$112	($5,737)	$237		$85	($5,416)
City operating investment	$5,599	$8,059		(12.25%)	($987)	$7,072		(10.00%)	($707)	$6,365			(6.43%)	($409)	$5,955		(3.67%)	($219)	$5,737		(5.59%)	($321)	$5,416
Net Operating Surplus/(Deficit)	**($540)**	**$0**	**($399)**		**$704**	**$0**	**$2**		**$1**	**$0**	**$656**	**$174**		**($830)**	**$0**	**$107**		**($106)**	**$0**	**$237**		**($236)**	**$0**

* before amortization of capital assets and DCC

Strategic Plan Detail - Financial Impacts and KPIs

Strategy 1.1.1: Optimize use of all available spaces

To optimize the use of space, the first year of strategic plan implementation will involve converting underutilized rooms into resource and digital centres available for free or for rent to artists and the public. TO Live will also increase use of its theatre spaces by booking corporate and private rentals, with a potential revenue upside. Revenue increases from additional stage rentals and corporate/private rentals are projected to grow 5% from 2022 to 2023, and 5% in each subsequent year of implementation. A one-time capital cost, projected in year 5, will enable the provision of seat view for digital patrons via a mobile application, website, and potential 3D experiences.

Theatre Usage Increases

	Financial Impact	Timeframe
Stage rentals	$277,000	Year 1 (5% Year over year (YOY)
Corporate and private rentals	$195,050	Year 1 (5% YOY)
Digital seat view	($150,000)[1]	Year 5 (one-time)

Total Net Financial Impact: +$322,050
Key Performance Indicator(s): 70% usage rate by 2027 (includes free and ticketed events in all venues)

Strategy 1.1.2: Broaden and deepen relationships with range of communities from which visitors and users come

Connecting with TO Live constituent communities involves a series of townhall events and deployment of patron and community surveys. Implementing new free and accessible programs across the city is projected

[1] Please note that all bracketed figures ($XXX,XXX) indicate expenses

to result in YOY increases of 10% on programming expenses and redeployment of two programming staff but will also offer increased sponsorship opportunity.

Proposed mentorship programs for cultural organizations require ongoing investment in marketing, production, programming, and additional marketing staff. Creation of a program to provide free space for traditionally underserved communities calls for an additional grant writer (1 FTE) on contract, and additional costs in marketing materials and personnel (additional .5 FTE), which can be supported by drawing on TO Live Foundation funding in years 2-5.

Identify and research communities of interest

	Financial Impact	Timeframe
Surveys, forums, townhalls	($25,000)	Year 1

Free and accessible programs

Programming	($75,000)	Year 1 (10% YOY)
Development	$250,000	Year 1
Programming staff	$0 – redeployment	Year 2

Facilitate mentorship programs for cultural organizations

Marketing	($8,000)	Year 1 (annual)
Production	($10,000)	Year 1 (ongoing)
Programming	($25,000)	Year 1 (ongoing)
Marketing personnel (.5 FTE)	($25,000)	Year 2 (ongoing)

Program to provide free space to underserved communities

Foundation transfers	$405,000	Years 2-5
Grant writer (1 FTE)	($25,000)	Year 2 (contract)
Marketing materials	($15,000)	Year 2 (annual)
Marketing personnel (.5 FTE)	($25,000)	Year 2 (annual)

Total Net Financial Impact: +$422,000
Key performance Indicator(s): Increase attendance from local community for downtown and uptown hubs

Strategy 1.1.3: Ensure our spaces are safe and welcoming

Safe and welcoming spaces call for investment in physical safety features and programs, including digital and physical signage, facility safety training programs, regular safety training and touchpoint meetings for employees, as well as community safety discussions and programs open to visiting artists and audiences on an annual basis through the Education & Engagement department.

Invest in physical safety features and programs

	Financial Impact	Timeframe
Physical and digital signage	($5,000)	Year 1 (ongoing)
Facilities training setup	($25,000)	Year 1 (one time)
Human Resources safety program	($10,000)	Year 1 (ongoing)

Community discussions and safety programs

Annual safety program - audiences & artists	($5,000)	Year 1 (annual)

Staff safety training & meetings

Consultant fees		($10,000)	Year 1 (annual)

Total Net Financial Impact: ($55,000)
Key performance Indicator(s): Reduce number of health and safety incident reports from benchmark (set in 2022); percentage of patrons and staff surveyed who feel safe and welcome

Strategy 1.1.4: Enhance food and beverage offerings

TO Live will create new bars and cafes in venues, ensuring that they are available at all hours. This will call for infrastructure investment, as well as staffing, goods, and promotional expenses on an ongoing basis. Additional F&B revenue from these amenities will support part of expenses.

A redeployment of staff and digitizing of the menu will enable TO Live to offer in-seat service in theatres and further increase Food and Beverage (F&B) revenues. Additionally, curating culturally relevant F&B offerings in tandem with presented and other programming will generate further interest in the activities at our venues, and increased F&B sales.

Open bars and cafes, and have them available early and late

	Financial Impact	Timeframe
Infrastructure	($150,000)	Year 4 (one time)
F&B costs	($100,000)	Year 4 (ongoing)
F&B sales	$100,000	Year 4 (+YOY)
Marketing (launch & promo)	($25,000)	Year 4 (ongoing)

Digitize menu and offerings to accommodate pre-orders and in-seat service

Staffing	$0 – redeployment	Year 2
F&B sales	$25,000	Year 2 (3%+ YOY)

Curate fun and culturally-relevant F&B offerings appropriate to programming

F&B costs	($25,000)	Year 1
F&B sales	$20,000	Year 1

Total Net Financial Impact: ($155,000)
Key performance Indicator(s): % increase in revenue from food and beverage offerings (see annual percentage increase in budget summary on p. 18); % increase in culturally curated food and beverage offerings

Strategy 1.2.1: Deepen and broaden TO Live's engagement with local artists and organizations to build on our role as a meaningful and relevant contributor to Toronto's cultural landscape

TO Live will develop initiatives to include accessible pricing (free and discounted tickets) with support from additional unearned revenues, implement support for artistic development workshops / residencies / research, and commission work by local artists to support the local arts ecosystem (See '*Strategy 1.2.2 – At-risk programming investment'* for budget implications)

Audience development initiatives including accessible pricing

	Financial Impact	Timeframe
TO LIVE Presents discount program	($75,000)	Year 1 (annual)
Development	$100,000	Year 1 (annual)

Total Net Financial Impact: +$25,000
Key performance Indicator(s): Increase usage by minimum of 200 days per year delivering programs serving local artists (out of total use-day inventory across all spaces)

Strategy 1.2.2: Program local, national and international shows of excellence that complement other activity in the Toronto market, reflect the city of Toronto's diversity, and build its standing as a global cultural destination

TO Live will maintain awareness of the quality, ground-breaking work being created locally and throughout Canada, bringing the work to its stages regularly. The maintaining state-of-the-art venues is critical to drawing local, national and international content. TO Live will utilize best-in-class consultants in programming its venues, as well as invest in further personnel to support programming. Finally, TO Live will engage in surveys to identify appropriate audience development initiatives including accessible pricing.

Maintain state-of-the-art facilities

	Financial Impact	Timeframe
At-risk programming investment	($150,000) net	Year 2 (annual)
Programming Personnel (2 FTE)	($150,000)	Year 1

Audience development initiatives

Survey	($15,000)	Year 1 (annual)

Total Net Financial Impact: ($315,000)
Key performance Indicator(s): Growing the investment in the TO Live program which represents the diversity of the city of Toronto to an investment of $1.5 million net per year over 5 years

Strategy 1.2.3: Take a leadership role in artistic and technical innovation in the cultural sector

TO Live will continue its efforts to build relationships with artists and the sector in order to build its reputation as a leader and partner in the arts and culture in Toronto and nationally. Part of this work includes research into sector innovation through staff convening and conference activity. TO Live will leverage insights from these sector convenings to forge a path for future collaborative innovation.

In addition to leading through relationship building and innovation, an accessible space for recording throughout the day and night at the Meridian Arts Centre presents opportunity for technical innovation in music making. Its space calls for upgraded gear and additional production and facilities staff, and will result in additional revenue streams

Operate 24/7 recording studio at the Meridian Arts Centre

Description	Financial Impact	Timeframe
Upgrading gear	($250,000)	Year 2 (one time)
Revenue	$100,000	Year 3 (annual)
Staffing – production	$0 – redeployment	Year 2
Staffing – facilities	$0 – redeployment	Year 2

Total Net Financial Impact: ($175,000)
Key performance Indicator(s): % increase of those surveyed who agree TO Live plays a leadership role in artistic and technical innovation in the cultural sector

Strategy 1.2.4: Ensure TO Live's competitive edge in rental market

TO Live will work to offer communications and production services as part of its existing and future rental agreements, and continue to maintain turnkey, state-of-the-art facilities and equipment for rental clients. To connect with the local community and generate further rental business, TO Live will leverage existing neighbourhood relationships with restaurants and small businesses for rental partnership, calling for increased marketing spend.

Leverage existing neighbourhood relationship for rental partnership

	Financial Impact	Timeframe
Marketing/Bus Dev (+1 FTE)	($100,000)	Year 1 (ongoing)

Total Net Financial Impact: ($100,000)
Key performance Indicator(s): Increase in rental revenue by % per year (corporate and private events and stage rentals - see annual percentage increase in budget summary on p. 18)

Strategy 1.3.1: Build a network of natural helpers, community informers with strategic outreach

TO Live will utilize its Education & Engagement department to identify key areas for development of a volunteer program; as volunteer development continues, volunteer support and programming is expected to incur additional costs with a 5% increase annually. TO Live will also identify community needs and interest through townhall engagements, and continue to invest in a network of global counterparts through national and international cultural events.

Develop a volunteer program

	Financial Impact	Timeframe
Volunteer program staff (1 FTE)	($100,000)	Year 2 (ongoing)

Build connections through national and international cultural events

International cultural events / travel	($25,000)	Year 1 (annual)

Total Net Financial Impact: ($125,000)
Key performance Indicator(s): Create / implement volunteer program by 2024

Strategy 1.3.2: Cultivate and steward effective partnerships

TO Live will offer resources to local, national and international artists, and advance its engagement of communities and educational institutions through a slate of new learning programs supported by sponsorship. Continued cultivation of public sector and other relationships through investment in development staffing (specific to government relations) is expected to yield year over year increases of 25%+.

Engage communities and educational institutions through new programs

	Financial Impact	Timeframe
Teacher fees	($25,000)	Year 2 (ongoing)
Development/sponsorship	$25,000	Year 2 (annual)

Cultivate government and public institution relationships

Development – Gov't Relations (1 FTE)	($100,000)	Year 1 (ongoing)
Development revenues	$100,000	Year 1 (+25%+ YOY

Total Net Financial Impact: $0
Key performance Indicator(s): Partner satisfaction survey results

Strategy 1.3.3: Leverage the strengths of our venues to attract high profile events to our venues

TO Live will expand its networking capacity by attending more industry night functions to invest in advertising the venues, as well as hosting four annual industry nights.

Expand networking to sell TO Live venues

	Financial Impact	Timeframe
Attending industry nights	($5,000)	Year 1 (annual)
Holding industry nights	($50,000)	Year 1 (annual

Total Net Financial Impact: ($55,000)
Key performance Indicator(s): Increase in rental revenue by % per year (corporate and private events and stage rentals - see annual percentage increase in budget summary on p. 18)

Strategy 1.3.4: Leverage TO Live's Digital Transformation initiative to equip the arts sector with the tools to thrive in a rapidly evolving digital eco-system

TO Live will develop digital partner onboarding kits in-house and invest in software and licensing to share its content with the sector and audiences digitally. TO Live will also invest in its data and insights-driven culture via analysis of digital content data and extraction of actionable insights to increase ROIs.

Partner Onboarding Kits

	Financial Impact	Timeframe
Digital onboarding kits	$0 – in-house	Year 1
Software & Licensing	($5,000)	Year 1

Total Net Financial Impact: ($5,000)
Key performance Indicator(s): Increase number of events on digital engagement platform

Strategy 1.3.5: Build TO Live's reputation as an influential and trusted charity

TO Live will actively integrate charitable messaging into all its activities, programs and communications in hopes of a 10% increase in charitable giving year over year. The organization will offer a thoughtful and enduring presence and voice in leading the charitable community, as well as invest in its social media presence and visibility of the TO Live Foundation team.

Integrate charitable messaging into everything

	Financial Impact	Timeframe
Integrate charitable messaging	$7,500	Year 1 (+10% YOY)

Total Net Financial Impact: +$7,500
Key performance Indicator(s): Raise additional $7,500 in year 1 and 10% increase in each subsequent year

Strategy 2.1.1: Implement measures that increase the accessibility of TO Live performances and events

TO Live will provide additional accessibility options which could include ASL translation, subtitles, surtitles, closed captions, dubbing, amplification, and descriptive audio for performances, events, and exhibitions, calling for a large capital investment in technology and an annual budget for ALS translation services. TO Live will make a capital investment in wayfinding options for people with disabilities, and accessible materials for all programs (translation, braille, etc.) will incur annual costs.

Regularly provide ASL translation, surtitles, descriptive audio, etc.

	Financial Impact	Timeframe
Accessibility technology	($350,000)	Year 1 (one time)
ASL Services	($10,000)	Year 1 (annual)

Increase wayfinding options for people with disabilities

Beacon Navigation, Braille Signage	($74,000)	Year 1 (one time)

Provide accessible programs and materials

Accessible programs and materials	($20,000)	Year 1 (ongoing)

Total Net Financial Impact: ($454,000)
Key performance Indicator(s): Provide additional accessibility which could include ASL translation, subtitles, surtitles, closed captions, dubbing, amplification, and descriptive audio for performances, events, and exhibitions

Strategy 2.1.2: Develop and invest in a program to consistently provide free and reduced-price tickets and access to individuals and communities that may not otherwise have access to TO Live programs

TO Live will allocate a dedicated inventory of tickets as complimentary community tickets (as outlined in strategy 1.2.1) and offer performance days during which ticket prices are reduced. A new part-time staff position will be responsible for developing community partnerships, coordinating volunteers, and leading a community outreach effort. Programs with service-delivery and cultural partners will help TO Live reach new audiences.

Engage service-delivery and cultural partners to reach new audiences

	Financial Impact	Timeframe
Education & Engagement hire (.5 FTE)	($35,000)	Year 1 (ongoing

Total Net Financial Impact: ($35,000)
Key performance Indicator(s): Increase usage from underserved communities in our local neighbourhoods

Strategy 2.2.1: Actively identify and dismantle systemic barriers within TO Live

TO Live will undertake a review of its systems and processes to address systemic barriers in the organization through an equity audit by an outside consultant. TO Live will commit to address any issues that arise, and its staff and stakeholders will increase self-awareness and education training in diversity concepts and cultural competencies.

Undertake an audit of TO Live to address systemic barriers

	Financial Impact	Timeframe
Equity audit	($25,000)	Year 1

Continue to address issues identified through accessibility audits

Consulting and training	($10,000)	Year 1 (ongoing)

Total Net Financial Impact: ($35,000)
Key performance Indicator(s): Overall score for IDEA Staff Survey

Strategy 2.2.2: Build and strengthen relationships with the diverse cultural communties of Toronto

TO Live will leverage broad programming to build a strong relationship with under-represented communities through brand ambassadorships. Community partnerships, including with recent immigrants, new Canadians, and individuals facing language barriers, will be further developed within the existing roles in TO Live's organizational structure. Also, brand ambassadors will be appointed to represent TO Live among the city's diverse communities in various events and convenings.

Leverage programming to build brand reputation

	Financial Impact	Timeframe
Brand Ambassadorships	($50,000)	Year 2 (ongoing)

Total Net Financial Impact: ($50,000)
Key performance Indicator(s): Increase community usage from underserved communities in our local neighbourhoods

Strategy 2.3.1: TO Live becomes an employer of choice reflective of the diversity of Toronto

TO Live will undertake a pay equity study with a consultant, and develop a strategy to ensure pay gaps are addressed. Ensuring employees have all the tools, technology and training to do their jobs is part of the existing human resources budget and will enable active engagement by all employees in TO

Live's culture. Empowering the organization's staff to resource and carry out the action plan for IDEA calls for an expanded Human Resources department and creation of several employee resource groups.

Undertake a pay equity study and develop a comprehensive strategy to address pay gaps

	Financial Impact	Timeframe
Pay equity study	($10,000)	Year 1 (ongoing)

Engage TO Live staff to resource and carry out IDEA action plan

Expansion of HR (2 FTE)	($300,000)	Year 1 (ongoing)
Employee Resource Groups	($5,000)	Year 1 (annual)

Total Net Financial Impact: ($315,000)
Key performance Indicator(s): Employee Engagement Rating from IDEA Staff Survey

Strategy 3.1.1: Commission study(ies) to determine TO Live's economic, social and artistic impact in order to secure public sector funding

TO Live will streamline government relations and development strategies through research, engaging in an economic impact study and marketing campaign. Also, TO Live will leverage existing and future research to develop new partnerships, and will create an evaluation framework for TO Live Presents to examine community impact and other successes beyond profit and loss.

Utilize research in communications for government relations and development strategies

	Financial Impact	Timeframe
Impact Study	($30,000)	Year 1 (ongoing)

Total Net Financial Impact: ($30,000)
Key performance Indicator(s): % increase in government funding (see annual percentage increase in budget summary on p. 18)

Strategy 3.1.2: Elevate TO Live and STLC's case for support

Using in-house capacity, TO Live will create a story bank to refine the case for support and embed said case across all channels and properties. In partnership with the City of Toronto to leverage the City's real estate, TO Live will work to reimagine the cultural corridor.

Total Net Financial Impact: $0
Key performance Indicator(s): Increase number of corporate sponsorships by 20% in 2023

Strategy 3.2.1: Reduce TO Live's waste

TO Live will transition to eco-friendly cleaning supplies where possible and reduce printing and paper usage to move to digital programs. TO Live also commits to developing partnerships with local community organizations to offset food waste.

Transition to eco-friendly cleaning supplies

	Financial Impact	Timeframe
Increase eco-friendly cleaning supplies	($15,000)	Year 1 (ongoing)

Total Net Financial Impact: ($15,000)
Key performance Indicator(s): Decrease TO Live's environmental impact as per future environmental audit

Strategy 3.2.2: Reduce TO Live's carbon footprint

TO Live will undertake a carbon footprint audit via consultant. Following this work, TO Live will target areas for carbon offsets, including air travel for performers and TO Live staff, and prioritize upgrading equipment and appliances to reduce energy consumption

Undertake a carbon footprint audit

	Financial Impact	Timeframe
Carbon footprint audit	($100,000)	Year 1 (one time)

Total Net Financial Impact: ($100,000)
Key performance Indicator(s): Decrease TO Live's environmental impact as per future environmental audit

Strategy 3.3.1: Develop and agree upon a financial model which ensures stability and allows for investment in the arts

TO Live commits to becoming a data-driven organization to help provide data and insights to increase ROI.

Total Net Financial Impact: $0
Key performance Indicator(s): Agreed upon 5-year plan

Conclusion

Future success for TO Live is achieved by embracing its role as an anchor cultural institution. This will result in active, vibrant venues and neighbourhoods replete with participants reflecting all of Greater Toronto. Appreciating that the City's (and other government) partnership is critical to its future, TO Live should also advance its engagement with philanthropic entities and activate the TO Live Foundation as a resource to drive future investments. As the organization makes these investments, it fulfills its purpose to amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation.

Next Steps

For TO Live, having clarity of purpose, mission, vision, and core values creates a strong foundation for the organization to move forward. Achievable goals, with a committed staff to implement them, as well as strong Board support, position the institution well for success. The opportunities abound to support staff efforts, activate its building assets, provide further assistance for artists and arts organizations, diversify staff and Board, more deeply engage diverse communities, and become an anchor arts institution. As TO Live invests in these areas of opportunity, the organization will make headway toward its desired position: to be a pillar organization serving a myriad of stakeholders, and making a long-standing, positive contribution to the city of Toronto, the province of Ontario, and Canada.