



REPORT FOR ACTION

TO Live's Five-Year (2023-2027) Strategic Plan - Supplementary Report

Date: January 26, 2022

To: Board of Directors of TO Live

From: President & Chief Executive Officer

SUMMARY

This is a supplementary report on TO Live's new strategic plan which clarifies some elements in the report as presented to the Planning and Priorities Committee at its January 21, 2022 meeting and provides an updated version of the strategic plan. TO Live is seeking the Board's approval on its new five-year strategic plan.

RECOMMENDATIONS

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

1. Approve TO Live's five year (2023-2027) Strategic Plan, as noted in Attachment 1.

FINANCIAL IMPACT

There are no financial impacts other than what is listed in the report.

DECISION HISTORY

At its January 21, 2022 meeting, the Planning & Priorities Committee recommended that the Board of Directors approve TO Live's five year Strategic Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2022.RX9.1>

At its October 22, 2021 meeting, the Planning & Priorities Committee was provided a presentation from AMS Planning and Research on TO Live's Goals & Objectives and facilitated a discussion on TO Live's Strategic Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.RX8.1>

At its September 24, 2021 meeting, the Board received the decision letter from the Planning and Priorities Committee on the presentation and workshop provided by AMS Planning & Research on Purpose and Organizational Change.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.CT27.14>

At its July 9, 2021 meeting, the Board was provided a presentation from AMS Planning & Research on TO Live's Strategic Plan - Situation Analysis, SWOT and Success and the item was received for information.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.CT26.1>

At its June 23, 2021 meeting, the Board met with representatives from AMS Planning & Research who conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis and Defining Success Workshop.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.RX6.1>

At its February 9, 2021 meeting, the Board received the Strategic Plan report for discussion and consideration.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.CT21.1>

At its January 18, 2021 meeting, the Planning and Priorities Committee directed that the President and Chief Executive Officer submit the discussion questions and supplemental materials, reflecting the Committee's input and as noted in Attachment 1 to the report (January 5, 2021) from the President and Chief Executive Officer, TO Live, for consideration at the February 9, 2021 TO Live Board meeting.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.RX3.1>

COMMENTS

Following feedback from the Planning and Priorities Committee, staff have made the following additions to the Strategic Plan:

Definitions of the concepts contained in the **Purpose Statement** have been added as follows:

- **Social Engagement**
This refers to the goal of using TO Live's resources to engage with ideas and issues to resonate with the local and global communities we serve.
- **Cultural Exchange**
It's about facilitating dynamic interchange of ideas and experiences between different groups. Exchange is about reciprocity, mutual respect and curiosity to grow together.

- **Creative Innovation**

This speaks to the critical role TO Live plays in working with artists, collaborators, and other arts organizations to bring new and exciting experiences to life in both physical and digital spaces.

All of the above elements together are key ingredients to successful creative cultural hubs.

Definition of the term “**underrepresented/underserviced communities**” has been added as follows:

- **Underrepresented/Underserviced Communities**

Underrepresented/underserviced communities are those who as a result of systemic bias due to race, religion, sexual orientation, gender identity, physical or mental disability, or socio-economic status do not have equitable access to professional, educative, health or other social services offered by society.

Additional description of the **STLC Next project** has been added as follows:

- **STLC Next**

The reimagining of the St. Lawrence Centre as the catalyst of a vital downtown creative hub for the whole community is at the centre of the TO Live strategic plan. The reimagined Centre will serve the goals of the TO Live strategic plan by being a creative hub, leading in IDEA, and prioritizing sustainability. The reconceived St. Lawrence Centre will provide equitable and inclusive access to the entire community, further enliven its diverse neighborhood, and serve artists and the cultural workforce in Toronto.

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SIGNATURE

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President and CEO

ATTACHMENTS

Attachment 1 - TO Live Five Year (2023-2027) Strategic Plan