TO LIVE – GOVERNANCE REPORTING

ITEM #	GOVERNANCE ITEM	STATUS	PRIORITY LEVEL (1-3)	TIMELINE	LINK TO STRATEGIC PLAN
1.	Develop a Board and Management agreed upon strategic planning process.	TO Live engaged a strategic planning consultant (AMS Planning & Research) to assist the Board and organization in developing a strategic plan, including KPIs for the organization and our IDEA work.	1	Completed	ALL GOALS
2.	Develop clarity on how and when Stakeholders views are incorporated into the very highest level of the organization's planning and direction setting • Develop a philosophy and set of principles to guide the organization on how the views and needs of Toronto's communities and organizations feed into different levels of decision-making • Seek advice and develop a strategy for cultivating relationships and building effective engagement with stakeholders Provide for regular updates to the Board and ensure the activities that underpin the Stakeholder engagement approach align with TO Live's strategic plan.	TO Live currently incorporates Stakeholder views in the following ways: • Board is entirely made up of community members, and Councillors who represent the wards the venues are located in • Through programming, rentals and TO Live Programs, we engage through partnership artists and arts organizations • Through Education and Engagement programming, we engage with the community and community groups directly • In the past year, we have surveyed the public and key stakeholders 3 times on a number of issues to help solve questions related to programs and operations • Stakeholder reviews, internal and external, were conducted for our strategic plan, and we continue to do so with the St. Lawrence Centre Redevelopment • The Human Resources dept has established partnerships and relationship building for community employment services At its June 18, 2021 meeting, the Board of Directors adopted TO Live's Community Engagement Communications Plan which provided an overview of how Programming addresses specific community engagement objectives (Summary document here)	2	TBD	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.
3.	Establish a small set of meaningful KPIs tied to the strategic plan as well as the mandate.	TO Live engaged a strategic planning consultant (AMS Planning & Research) to assist the Board and organization in developing a strategic plan, including KPIs for the organization and our Inclusion, Diversity, Equity & Access (IDEA) work.	1	Completed	ALL GOALS
4.	Report annually to City Council on progress relative to strategy, the annual operating plan, and the identified indicators of success; link this to the overall mandate of TO Live.	As part of the City Budget process, the annual budgets and goals are reviewed through City Council.	1	Ongoing	ALL GOALS
5.	Continue to shift Board composition to increase and sustain diversity	Five Directors added to the Board contribute to increased diversity.	1	Ongoing (dictated by City process)	Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization

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6.	Prioritize the preparation of Board Directors from BIPOC communities to be ready for future appointment to Board leadership roles including Chair and committee chair roles	A TO Live Board Environmental, Social and Governance (ESG) Committee has been established and one of the new BIPOC Board members with extensive expertise in this area has been appointed as Chair	2	Ongoing	Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization
7.	Establish a Board profile matrix	ESG Committee to begin work, with feedback provided to the City through the City Manager's Office for consideration	3	TBD	ALL GOALS
8.	The current Board composition should be evaluated against this matrix to inform future re- appointment considerations	TO Live Board to review on the advice of the ESG Committee, with needs communicated to the City Clerk's (Public Appointments) Office	3	Ongoing	ALL GOALS
9.	Enhance TO Live's Director onboarding plan to include: • Making onboarding more supportive of inclusion space and preparedness for Board members with different backgrounds (e.g., social contact, introductions and relationship building, etc.) • Insight into the specific issues, business and finances of this organization • Deeper understanding of TO Live's mandate and strategic priorities, along with anexpanded overview of the expectations held by the City for TO Live • A greater understanding of the Committees of the Board, their mandates and how they report into the Board • Greater insight into the Board's culture, practices and processes in Board meetings,which could come from orientation, observation, coaching or other approaches • The importance of IDEA to the City and TO Live and how that is instilled on the Board More time with the President & CEO in addition to members of the senior management team to understand how this business works, how to read the financial statements, organizational structure, program priorities, etc.	TO Live includes a Board Orientation deck as part of the onboarding of Directors. ESG Committee to consider revisions to the process.	3	May 2022	ALL GOALS
10.	Incorporate a mentor system for new Board members	ESG Committee to develop a mentor system.	3	May 2022	ALL GOALS

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11.	Engage the Board in a conversation, facilitated by an outside party, on how to work together and interact with Management, expectations Directors have for working with each other, and expectations for meetings/Board norms. Specific points for conversation include: • When and how to bring a close to a discussion with clarity on go-forward actions andpriorities • How to ensure all voices are heard with different perspectives understood andreflected upon (move from hearing to listening) • How to address situations where Directors may appear to be wearing different hats and risking real or perceived conflicts of interest Regular (i.e. annual) refreshers to this discussion should be planned. Recognizing Ontario's legislated open and closed meeting requirements that applies to the TO Live Board (like other local Boards of the City), consideration should be given to developing this as an educational or training session with no business decision-making.	The TO Live Board engaged outside consultants recommended by TO Live staff and the City Manager's office to come in to speak to IDEA and governance issues, including opening up better dialogue between Board members. At its April 15, 2021 Board meeting, the TO Live Board of Directors completed a training session with Kike Ojo-Thompson, Principal Consultant, Kojo Institute. The session was focused on Equity Informed Governance to support the TO Live Board in realizing a deeper understanding of social inequities, including how they are produced and maintained, as well as what is required for their disruption. TO Live Board currently evaluating next steps.	3	Ongoing	ALL GOALS
12.	Discuss, document and embed the behaviours that would contribute to positive Board culture and dynamics, including but not limited to the lens of IDEA, and how they will manifest themselves on the Board. This can be explored in conjunction with the more policy/procedural elements described above, or separately. It can include expectations around how individuals treat each other and also how they conduct their work, such as: • Interacting with fellow Board members and management in a respectful and constructive manner • Respecting, expressing and acknowledging independent points of view, even if they may seem contrary to other opinions previously expressed	TO Live Board to evaluate next steps.	3	TBD	ALL GOALS

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	• Being flexible and open-minded in the consideration and implementation of change • Being prepared and well-informed on relevant issues (through pre-read material or otherwise) • Focus inquiries on issues related to strategy, policy, implementation, and results rather than issues relating to the day-to-day management Analyze issues from many perspectives, including the impact of decisions on key stakeholders				
13.	Provide ongoing Board education and reinforcement generally and specifically in the context of TO Live on topics such as the importance of IDEA, service equity learning and reconciliation	TO Live Board received IDEA and governance training and recognizes the importance of continued education.	3	Ongoing	ALL GOALS
14.	Within the Board profile matrix, incorporate future leadership needs and/or articulate future Board leadership needs (including diversity considerations and inclusion-related skills) in a separate profile; inform the City Clerk of these requirements	ESG Committee to create matrix and inform City Clerk.	3	TBD	ALL GOALS
15.	Develop a Chair Profile and a Chair Terms of Reference to guide the recruitment/selection of the next Chair	ESG Committee to develop and Board to approve; review with the City Clerk's (Public Appointments) Office	3	TBD	ALL GOALS
16.	Ensure continued IDEA learning, reflection and commitment for Directors and Management	TO Live has an IDEA Action Plan which is available online at: https://www.tolive.com/idea. This Action Plan was presented to the Board at its May 3 2021 meeting, with next steps to develop KPIs through TO Live's Strategic Planning process. TO Live has a comprehensive training program already underway and is committed to the continued and ongoing education in all areas of inclusion, diversity, equity, and access. TO Live has continued to prioritize this investment through the pandemic despite significant financial pressures.	1	Ongoing	Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization
17.	Board to effectively oversee the human resources of the organization, providing clarity on which matters should come to the full Board or its Human Resources Committee, what is shared before or after the fact, etc. Clear guidance on which decisions inside the organization, such as hiring of executive roles (based on significance or	TO Live Board in consultation with its Human Resources Committee	3	TBD	Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization

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	profile of role, salary threshold, risks, etc.) need Board involvement, and how (posting vs. selection, before vs. after the fact, etc.), would be beneficial				
18.	Complete a human resources strategy, including IDEA, which should be presented to, and approved by the Board. The strategy should be aligned with the City's overarching direction with respect to IDEA and consider: • Alignment to, and enablement of the organization's strategic plan and mandate • People, culture, and leadership risks and their mitigation • Interfaces with an alignment to the City • Engagement, culture, and continued integration • Specific plans and strategies around IDEA • Metrics and indicators, and how they will be monitored and reported	Many elements are either in place, or in motion. The President & CEO and the Human Resources department are currently working on an overarching HR strategic plan to amalgamate these into one 5-year plan to align with the company-wide strategic plan referenced earlier in this document. This work will be accelerated now that a candidate has been hired for the new role of VP of Human Resources and Organizational Culture.	1	TBD	Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization
19.	Develop a cadence of reporting to the ESG Committee and the Board for matters of people, culture and IDEA.	Management presented to the TO Live Board on Sept 3 2020 a timeline of work completed to date (2017-Aug 2020) on employment policies and equity initiatives work. This was followed by further reports through the Board's Human Resources Committee: • DEI Staff Committee Framework Nov 13 2020 • DEI Recruitment Plan & Outreach Jan 29 2021 • Diversity Recruitment Apr 28 2021 • IDEA Committee Action Plan May 3 2021 As of June 2021, the internal staff IDEA Committee has been presenting regular updates on IDEA work through the new ESG Committee of the Board (as per following links: June 7, 2021 , September 14, 2021)	1	Complete/ Ongoing	Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization
20.	Prioritize the Human Resources Information System (HRIS), engagement and reporting actions that will provide the Board with an appropriate level of insight into whether the HR strategy and IDEA objectives are being achieved, along with the ability to spot critical issues and risks with respect to people.	TO Live's Human Resources department is using HRIS for applicant tracking and is generating reports. TO Live launched the use of an HRIS system (BambooHR) in September 2020. Since then, we have been tracking job applicants and metrics for diversity recruitment efforts. Our first job vacancy since COVID-19 was in September 2020, at which point we were able to utilize BambooHR for hiring and applicant tracking. Currently, we are tracking through the cycle of application, interview and hire.	2	Ongoing	Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization

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		We are using the Ontario Human Rights Commission's "Count Me In" criteria for collecting self-identification data for job applicants. This is consistent with the City of Toronto recruitment practice.			
21.	Regular engagement or pulse surveys should be conducted to provide insight into the experiences and perceptions of employees, particularly with respect to inclusion and equity; the results should be shared with the Board who should monitor hot-spots and trends over time.	Data is a key part of TO Live's IDEA Action Plan. The plan includes provision for developing base line data for IDEA initiatives through regular employee engagement surveys.	1	January 2022	Goal 2: To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization
22.	The President & CEO performance evaluation process should be enhanced and solidified so that it provides a well-rounded view of performance (informed by both results and behaviours, including the creation of a diverse, equitable and inclusive organization) from multiple lenses, including all members of the Board	TO Live Board in consultation with its Human Resources Committee			ALL GOALS
23.	Develop a full complement of Board documentation which should include: • Terms of reference for the Board, Board members, Committees and the Chair • Policy documents around how the Board conducts its organizational stewardship role (e.g., human resources (including IDEA and culture), strategy, finances, programming, and contribution to the vitality of the City's artistic, culture, and social hub) and Board stewardship role (e.g., evaluation, orientation, succession, etc.) Board and Committee operating guidelines which include access to staff and communications, expectations around conduct amongst other Board and Committee operating expectations	ESG Committee to coordinate with TO Live Board approval. Most of these documents already exist in Board onboarding packages, Committee terms of reference and regular staff reports to Board/Committee meetings.	3	May 2022	ALL GOALS

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24.	Develop a regular Board evaluation process and consider: • The participants to be included • The metrics that the Board will be evaluated against (including IDEA metrics) • How feedback will be collected and reported back • How outcomes will be determined and implemented along with which Committee or individual(s) are accountable for them	ESG Committee to develop with TO Live Board approval	2	TBD	ALL GOALS
25.	Establish a formal Board education plan that considers the Board's current skills complement and what areas need to be augmented; align this with strategic priorities and update and renew on an annual basis	ESG Committee to develop in conjunction with the President & CEO. For the near term, continue to prioritize topics related to IDEA within this plan.	3	TBD	ALL GOALS
26.	Create a Governance Committee to support the overall improvement of governance practices at TO Live and to reduce the considerable workload taken on by the Chair	An Environmental, Social and Governance (ESG) Committee has been established.	1	Complete	ALL GOALS
27.	Board to review and rationalize its Committee structure: • Discuss the role of Committees and what is needed to support strategic areas of the Board's role. Consider how committees can support the Board in doing its work both more effectively and efficiently • Better define Committee mandates through terms of reference Avoid Board involvement in areas that might be perceived to be under the purview of management	TO Live Board to approve on advice of the ESG Committee	3	May 2022	ALL GOALS
28.	Create a more structured and formal process of Committee member and Committee Chair appointments which contemplates committee leadership needs, Director skills and experiences, and Director professional and Board growth aspirations • Tie this into the results of Board and Director evaluations along with leadership needs as set out in the Board profile matrix Seek to have increased diversity representation (including BIPOC, gender/gender- neutral/gender-non-conforming, persons with disabilities) within Board leaders (Chair, Committee Chairs)	TO Live Board to approve on advice of the ESG Committee	3	May 2022	ALL GOALS

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29.	Include considerations of Committee effectiveness in Board evaluations	TO Live Board to approve on advice of the ESG Committee	3	May 2022	ALL GOALS
30.	Set Board priorities for the year and plan the Board's agenda for the upcoming 12 months to plan out agenda items and ensure a regular schedule of governance oversight activities, along with their assignment to relevant Committees and sufficient time to discuss purpose, strategy and strategic initiatives.	TO Live's plan of Board priorities for the year is already completed by the staff annually. Staff will formally share this plan with the Clerk and the Board for approval.	3	Complete/ Ongoing	ALL GOALS
31.	Align meeting agendas to the 12-month plan and allow sufficient time for important strategic conversations	TO Live Board Chair to coordinate with involvement of the President & CEO	3	Ongoing	ALL GOALS
32.	Plan an annual education session of the Board to discuss Directors' expectations for each other, and the desired Board culture and dynamics, while working within the required rules and procedures. This is not to reduce transparency, which is critically important, but to look for avenues to encourage deep and open-ended discussion outside of decision-making.	TO Live Board Chair and ESG Committee Chair to coordinate while ensuring meeting happens within TO Live's procedure bylaw	2	TBD	ALL GOALS
33.	Invite executives beyond the President & CEO to present to the Board at regular intervals.	The TO Live Board Chair and the President & CEO continue to set agendas with this in mind.	1	Ongoing/ Complete	ALL GOALS