



REPORT FOR ACTION

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

Date: January 7, 2022

To: Planning & Priorities Committee of the Board of Directors of TO Live

From: President & Chief Executive Officer

SUMMARY

This purpose of this report is to seek Board approval for TO Live's 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 set out in Attachment 1.

FINANCIAL IMPACT

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

DECISION HISTORY

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

AMS Planning & Research (AMS) was engaged by TO Live in the Spring of 2021 to partner with TO Live to create a five-year (2023-27) strategic plan for the organization. Since that time, AMS and senior staff have engaged with the Planning & Priorities Committee, the Board of Directors and external stakeholders to develop the plan as presented in Attachment 1. Staff, supported by AMS, have been engaged in every step of the process, contributing to the development of the plan and the associated financial model. Staff engagement in the process will be a key driver of success as the organization looks to implement this ambitious plan.

The plan includes high level goals, objectives, strategies, key performance indicators, as well as a budget. This process included a redefining of the purpose of the organization which is “to amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation.”

This new purpose and strategic plan 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 work and impacts; and close consideration of sustainability and environmental impact.

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SIGNATURE

Clyde Wagner
President and CEO

ATTACHMENTS

Attachment 1 - TO Live Strategic Plan