

TO LIVE

2021 GOALS AND OBJECTIVES >>> YEAR END REVIEW

PROGRAMMING

Start date: January 2021

CATEGORIES: R=Reopening NSP=New Strategic Plan DEI=Diversity, Equity and Inclusion
DT=Digital Transformation

KPI Scoring Legend *				
0 = not complete	1 = commenced	2 = 25%	3 = 50%	4 = 75% 5 = complete/successful

DEPARTMENT	TASK	2021												2022	Category	KPI Scoring 0-5*	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
PROGRAMMING																	
TO LIVE Presents >>>	Implement Program for Recovery within parameters of budget & COVID-19 restrictions															R	
	Continue Provision of Space initiative to support artists and arts workers															R	
	Announce public call-out for submissions to commissioning project, select & support															R	
	Devise, commission , produce and present digital content															R	
	Plan and present programming initiatives for live audiences within safety restrictions															R	
	Continue planning large-scale outdoor activation at MH/StLC and at the MAC															R	
	Coordinate with peers and the City on high impact reopening event for Toronto															R	
	KPI >>>>Space provided to: 10 projects (identified in budget) + up to \$30k across additional projects															R	5
	Curate, budget and contract 2022 & 2023 TO Live Presents programs															NSP	
	Commission work from Toronto based artists for 2022/23 presentation															NSP	
	Continue to identify, budget and contract Canadian and International touring productions															NSP	
	Continue to develop local, national & global relationships for creation & presentation															NSP	
	KPI >>>>2022 & 2023 program and budgets confirmed on time for Finance Department deadlines															NSP	4
	Work on the potential of the Meridian Arts Centre as a vibrant inclusive cultural centre															NSP	
	Continue to work with TO Live staff to brainstorm creative, innovative ideas															NSP	
	Continue to develop network of partnerships for program and audience development															NSP	
	Establish advisory groups to stimulate creative, lateral and effective initiatives															NSP	
KPI >>>>Advisory groups established															NSP	3	
Integration of inclusion, diversity, equity & access as central to program & process															DEI		
Program of work and commitments to artists and audiences that support this goal															DEI		
Engage curators & programmers to diversity voice and support expert curation															DEI		
Plan residency and associate artist initiatives for implementation starting 2022															DEI		
KPI >>>>Indigenous Curatorial Advisor appointed (under contract) to commence January 2022															DEI	2	
Resident Companies and Rentals >>>	Work proactively with renters to facilitate the return to live performance															R	
	Continue booking and rescheduling processes (in collaboration with Ticketing)															R	
	Renew multi-year agreements with preferred users & extend to new relationships															R	
	Liaise with renters on the opportunities presented by Digital Transformation Project															DT	
	Assess environment & plan for adjustments & initiatives to maintain competitiveness															NSP	
	Support resident companies and not-for-profit annual hirers															R	
	Provide support wherever possible under the Provision of Space initiative															R	
KPI >>>>Rental activity resumed as soon as restrictions allow & considered viable by clients															R	5	
Education & Engagement >>>	Position TO Live to lead in access and social impact															DEI	
	Continue anti-racism, Indigenous culture and decolonisation training															DEI	
	Pilot virtual Social Prescribing with health care sector partner															DEI	
	Design training program for artists reaching audiences with access requirements															DEI	
	Engage local residents and TO Live audiences															NSP	
	Re-launch free education & engagement programs and activations															NSP	
KPI >>>>Social Prescribing (Art & Wellness) pilot program + health care provider completed (6 events)															DEI	5	

PROGRAMMING

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		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Private Events >>>	Promote TO Live venues as 'open' for business within COVID protocols in 2021														R	
	Work with clients with existing bookings to assess feasibility														R	
	Respond to new booking inquiries and identify new business														R	
	Continue Special Events Studio podcast series														R	
	Ensure TO Live's competitiveness is maintained beyond the pandemic period														NSP	
	Research industry developments & best practice in response to impact of pandemic														NSP	
	Update all communications and information tools														NSP	
	KPI >>>>Rental activity resumed as soon as restrictions allow & considered viable by clients														R	5
Production >>>	Successful negotiation of new trade union agreements														NSP	
	Renewal of 3 expiring agreements in accordance with TO Live objectives														NSP	
	Increase opportunities and representation for BIPOC workers in Production														DEI	
	Continue to develop and launch pilot mentorship program														DEI	
	Work with trade unions to increase diversity of staff working TO Live events.														DEI	
	Enhance stage services to ensure user satisfaction and market competitiveness														NSP	
	Work with Finance & Operations to identify & implement desirable equipment upgrades														NSP	
Producing >>>	Scope and secure filming, recording and streaming capability in all venues														NSP	
	KPI >>>>Renewal of 3 expiring trade union agreements														NSP	
	Provide producing support for Programming across all events														NSP	
	Provide excellent producing services to TO Live and external organizers of events														NSP	
	Execute and orchestrate administrative and internal communications processes														NSP	
	Advise on TO Live Presents and E & E program planning & budgeting														NSP	
	Review and implement changes to administrative processes and systems														NSP	
	Complete new event budget template														NSP	
	KPI >>>>New budget template completed														NSP	5

*KPI Scoring - NOTES

1. Space provided to: 10 projects (identified in budget) + up to \$30k across additional projects >>> 14 artists/organizations/collectives provided with space; commissions; public call out for commissions was reimagined as explorations, the support for research initiative to be a new annual activity; outdoor activation moved to 2022; and large-scale reopening event not realized due to gradual reopening
2. 2022 & 2023 program and budgets confirmed on time for Finance Department deadlines >>> 2022 & 2023 program and budget planning on schedule; commission activity in 2022 & 2023, shifted to co-producing and artist residencies for new work in
3. Advisory groups established >>> Good progress on developing ideas and partnerships; establishment of advisory groups to commence in 2022
4. Indigenous Curatorial Advisor appointed (under contract) to commence January 2022 >>> Programming in progress to reflect IDEA commitment; Advisor position to be redefined to P/T staff to be appointed in 2022 along with other programming staff
5. Private Events: Rental activity resumed as soon as restrictions allow & considered viable by clients >>> Updating of information and promotional tools in progress; partly in tandem with digital transformation
6. Renewal of 3 expiring trade union agreements >>> Negotiations ongoing to be completed in 2022; development of mentorship/intern program in progress
7. New budget template completed >>> New template ready for approval Jan 2022.

TO LIVE

2021 GOALS AND OBJECTIVES >>> YEAR END REVIEW

MARKETING & COMMUNICATIONS

Start date: January 2021

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		KPI Scoring Legend *													
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		2021												2022	KPI Scoring 0-5*
DEPARTMENT	TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Category	
MARKETING & TICKET SERVICES															
	Develop and implement marketing and communications plan for re-opening													R	
	Effectively communicate so that patrons feel welcome and understand safety precautions													R	
	Update Health Crisis Communications Protocols for re-opening, share with internal stakeholders													R	
	Create and execute a plan for the Box Offices that will reduce physical touchpoints and encourage adoption of new practices.													R	
	Update ticketing policies and restrictions to rebuild patron confidence in ticket purchasing													R	
	Further integrate box office with EWG as live events return													R	
	Provide marketing support for large-scale outdoor activation at MH/StLC and at the MAC as required													R	
	Provide marketing support for high impact reopening event for Toronto as required													R	
	KPI >>>> Marketing plan for re-opening approved and implemented													R	5
	Implement Digital Transformation project in conjunction with internal committee													DT	
	Negotiate vendor contract based on board direction													DT	
	Successfully launching digital experience platform in time for reopening													DT	
	Develop and execute content marketing strategy to utilize benefits of new engagement platform													DT	
	Work with partners to realize potential of digital transformation													DT	
	Work with Meridian to support their objectives through digital transformation													DT	
	Integrate EWG into single digital platform													DT	
	KPI >>>> Digital Engagement Platform launched on time as per project plan													DT	3
	Contribute to developing a culture of Diversity, Equity and Inclusion													DEI	
	Co-lead Communications and Employee Engagement Working Group													DEI	
	Co-create and implement working group initiatives including increased communications around DEI													DEI	
	Conduct communications audit of best practices as per DEI Strategy													DEI	
	Incorporate DEI into Townhall as per DEI Strategy													DEI	
	Conduct data gathering as per DEI Strategy													DEI	
	Ensure marketing and communications content strategy is aligned and represents DEI principles													DEI	
	KPI >>>> Staff engagement survey executed and results presented to Senior Team													DEI	4
	Budget, plan and market TO Live programming													NSP	
	Successfully market live performances upon return													NSP	
	Set benchmarks for sales in "new" environment													NSP	
	Continue to support digital content													NSP	
	Begin to market EWG events, further realize benefits of partnership													NSP	
	Support community engagement initiatives including Education and Engagement programming, deepening relationships with targeted communities													NSP	
	KPI >>>> Marketing plans complete and implemented for 2021 programming													NSP	5
	Enhance TO Live brand to achieve corporate objectives													NSP	
	Develop and implement new mission, vision and values													NSP	
	Lead RFP and vendor selection for new brand identity (strategy, brand architecture, logo, creative identity)													NSP	
	Develop and implement new brand identity for TO Live													NSP	
	KPI >>>> Launch new brand													NSP	4.5

MARKETING & COMMUNICATIONS

DEPARTMENT	TASK	2021												2022	Category	KPI Scoring 0-5*
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
	Work on the potential of the Meridian Arts Centre as a vibrant inclusive cultural centre														NSP	
	Continue to work with TO Live staff to brainstorm creative, innovative ideas														NSP	
	Support the development of a network of partnerships for program and audience development														NSP	
	Support the establishment of advisory groups to stimulate creative, lateral and effective initiatives														NSP	
	KPI >>>> Advisory groups established														NSP	2
	Support the public consultation for the STLC redevelopment														NSP	
	Continue to create and execute communications plan for consultation														NSP	
	Engage media and stakeholders in positioning project														NSP	
	Development materials to support GR efforts														NSP	
	KPI >>>> Communications executed as per plan														NSP	5
	Support Development in meeting revenue and partnership objectives														NSP	
	In partnership with Development, strategize and liaise with Meridian to fulfil sponsorship agreement														NSP	
	Ensure sponsor partnership agreements are executed and relationships are strengthened with marketing support														NSP	
	Support the launch of development initiatives including a Patron Circle program, Giving Circle and Legacy, etc.														NSP	
	Assist with creation and preparation of proposals														NSP	
	Assist in the execution of newsletters, web presence and online giving programs														NSP	
	Align with Development on messaging and campaign strategies														NSP	
	KPI >>>> 10% increase in new donors														NSP	5
*KPI Scoring - NOTES																

1. Marketing plan for re-opening approved and implemented >>> Complete. Extensive media outreach, Covid-related communications across multiple touchpoints. Messaging was constantly evolving so being nimble was necessary. This was accomplished with significant staff turnover and much of the marketing team on furlough.
2. Digital Engagement Platform launched on time as per project plan >>> Project launch has been delayed to January due to delays from vendor.
3. Staff engagement survey executed and results presented to Senior Team >>> Survey completed but decision made to launch in January when more people have returned from furlough.
4. Marketing plans complete and implemented for 2021 programming >>> Completed. Most recent projects have included the new brand look and feel.
5. Launch new brand >>> Close to complete. Successfully launched a number of elements of the brand with significant positive feedback. More to come in the new year. Significant resource challenges and staffing turnover meant delays in full rollout.
6. Advisory groups established >>> Business decision to delay this tactic until 2022. Efforts were focused on Metcalf Foundation work, partner outreach, reopening and significant community engagement for STLC.

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FINANCE & ADMINISTRATION

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		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
FINANCE & ADMINISTRATION																	
Finance >>>	Deliver timely reporting															NSP	
	Q1															NSP	
	Q2															NSP	
	Q3															NSP	
	Q4															NSP	
	Deliver clean timely Audit															R	
	work with auditors															R	
	present AFS to Audit Committee															R	
	present AFS to Board															R	
	Manage expenses during pandemic															R	
	Deliver 2022 Budget on time															R	
	deliver to CEO/Management															R	
	present to Committees (Audit, HR, Risk & P&P)															R	
	present to Board															R	
	KPI >>>>Deliver clean and timely audit, without any corrected or uncorrected entries															R	
Information Technology >>>	Create and deliver a Cybersecurity Budget and Plan Phase 1															NSP	
	create plan															NSP	
	create budget															NSP	
	present to VPs															NSP	
	present to Board															NSP	
	implement plan															NSP	
	KPI >>>>Delivery Cybersecurity Budget and Plan by end of 2021															NSP	
Human Resources >>>	DEI training															IDEA	
	Create and implement a Recruitment and Outreach plan															IDEA	
	create recruitment plan															IDEA	
	present to HR Committee															IDEA	
	review by DEI Committee															IDEA	
	review by Senior Management															IDEA	
	implement Plan															IDEA	
	KPI >>>>Offer and deliver a minimum of 4 training opportunities to staff in 2021															IDEA	

***KPI Scoring - NOTES**

1. **Deliver clean and timely audit, without any corrected or uncorrected entries >>>** Completed. 2020 AFS delivered earlier than expected (April) without any adjusting entries.
2. **Delivery Cybersecurity Budget and Plan by end of 2021 >>>** Implementing the plan is a multi-year effort. 2021 implementation was limited by budget constraints. Towards the end of 2021, we started 2 key pieces: Network Auditing Software and On-premise Backup.
3. **Offer and deliver a minimum of 4 training opportunities to staff in 2021 >>>** 50% in progress; incomplete due to budget restraints, and departure of Director of HR
4. **Other >>>** Finance Dept provided a company-wide detailed training session for Purchase Orders (POs). Also supplied a number of ad hoc forecasting and reporting sessions to various departments to complete Q2 and Q3 forecasts, as well as training for the Contribution Margin (CM) reporting.

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OPERATIONS

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		2021												2022	Category
DEPARTMENT	TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		KPI Scoring 0-5*
OPERATIONS															
Facilities >>>	Achieve GBAC Star Facility Accreditation														R
	Program registration														R
	Complete elements 1-10														R
	Complete elements 11-20														R
	Apply/receive accreditation														R
	KPI >>>>GBAC Star Facility Accreditation achieved before end of 2021														R 3
	Develop new waste diversion program														NSP
	Audit existing program														NSP
	Develop & budget new program														NSP
	KPI >>>>New waste diversion program is ready to implement at start of 2022														NSP 5
Capital Projects >>>	Increase year-end spending rate to a minimum of 70%														NSP
	KPI >>>>Capital project spend rate is a minimum of 70% of approved 2021 cashflow														NSP 4
Patron Services and F&B >>>	Develop and implement COVID-19 audience safety program														NSP
	Create and document new program														NSP
	Train staff on new program														NSP
	Integrate virtual concessions ordering options (as part of digital transformation project)														DT
	Determine needs and options														DT
	Develop plan														DT
	Implement plan														DT
	KPI >>>>COVID-19 audience safety program is in place for September 1, 2021														NSP 5

*KPI Scoring - NOTES

- GBAC Star Facility Accreditation achieved before end of 2021 >>> Accreditation has begun however COVID-19 prevention priorities shifted to airborne hazards and vaccination protocols and procedures. Completion expected in first half of 2022.
- New waste diversion program is ready to implement at start of 2022 >>> 2019 waste diversion audited with new program ready for implementation in 2022.
- Capital project spend rate is a minimum of 70% of approved 2021 cashflow >>> Various COVID-19 impacts slowed delivery of projects. Supply chain issue presented the largest challenged with vaccine policies also impacting workforces.
- COVID-19 audience safety program is in place for September 1, 2021 >>> Fully completed and implemented.

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DEVELOPMENT

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DEVELOPMENT																
	Development leadership to insure the successful implementation of CRM														DT	
	Work through Digital Transformation implementation													DT		
	Lead CRM implementation & workflows													DT		
	KPI >>>> Complete implementation, deliver on budget, and according to project timeline.													DT	5	
	Ensure the objectives of the DEI committee and plan are met													DEI		
	Work through Diversity, Equity & Inclusion committee													DEI		
	Employ an equity lensed in staff recruitment													DEI		
	Employ an equity lensed in recruitment for Toronto Live Foundation													DEI		
KPI >>>> Recruit Assistant Manager role through an equity lense.													DEI	5		
	Grow and optimized digital engagement and fundraising strategy for Annual fundraising													NSP		
	Launch e-newsletter													NSP		
	Email acquisition campaign													NSP		
	Integrate charitable messaging into all Ticketing workflows													NSP		
	Targeted Giving Tuesday and End of Year campaigns													NSP		
KPI >>>> Complete campaigns on budget, on time. 10% increase in number of donors.													NSP	5		
	Launch a Patron Circle program and giving circle													R		
	Finalize Patron Program													NSP		
	Finalize onsite marketing, promotion at box office, and targeted campaign tactics													R		
	Launch campaign													NSP		
	KPI >>>> 5,000 new emails subscribers.													NSP		2
	Build sustainable foundation giving, community portfolio through Gov't grants & Foundations													NSP		
	Continue to build relationships with program and grant officers													NSP		
	Identify program fits for funding priorities													DEI		
	Submit funding applications for funding priorities													DEI		
	Identify program fits for funding priorities													DT		
	Submit funding applications for funding priorities													DT		
KPI >>>> Submit greater or equal to 10 applications.													NSP	5		
	Implement strategic growth plan of TO Live's sponsorship portfolio													R		
	Develop robust sponsorship pipeline													NSP		
	Ongoing dedicated stewardship and fulfillment of Meridian													R		
	Fulfillment and reengagement strategies for venue sponsors													R		
	Fulfillment and reengagement strategies for programming sponsors													R		
KPI >>>> Actively manage 10 corporate prospects.													NSP	5		
	Build a Legacy Giving & Major Gift Program													NSP		
	Formalize TO Live Foundation board													NSP		
	Launch Legacy Campaign													R		
	Case for Support testing													NSP		
	KPI >>>> Launch 2/3 legacy campaign touchpoints.													NSP		5

***KPI Scoring - NOTES**

1. **5,000 new emails subscribers.** >>> *25% in progress. Unable to do email acquisition campaign; major factors were not having budget for an agency, marketing staffing shortage, and digital transformation delays. Budgeted and planned for 2022.*
2. **Submit greater or equal to 10 applications.>>>** *Completed. Submitted 16 applications*
3. **Actively manage 10 corporate prospects.** >>> *Completed. Cultivated 12 corporate prospects*
4. **Launch 2/3 legacy campaign touchpoints.>>>** *Completed. Legacy introduction email and launched Will Power site.*

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STLC REDEVELOPMENT

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STLC REDEVELOPMENT															
	Deliver Digital Series/ Public Art on creative spaces/public commons													R	
	Research International & National inspirational creators													R	
	Leverage Producing department for services and support													R	
	Explore delivery options													R	
	Deliver product to the Public													R	
	KPI >>>>Deliver videos and Public Art on St. Lawrence Centre West Wall													R	5
	Build on relationships with Community, Neighbourhood and Performing Arts Sector													R	
	Align with Communication/Development messages to public to promote TO Live future vision													R	
	KPI >>>>Deliver survey to existing and new communities and continue engagement through the public consultation process via Town Halls, news updates, website													R	3.5
	Execute Public Engagement PLAN													NSP	
	Execute PLAN as designed with CreateTO - includes survey, hosting public forums, Architects, Heritage, Planning, Theatre Consultants													NSP	
	KPI >>>>Deliver Engagement Plan as designed													NSP	4.5
	Deliver STLC Redevelopment Report													NSP	
	In partnership with CreateTO and Consultants, deliver recommendations to City Council as endorsed by Redevelopment Committee and TO Live Board													NSP	
	KPI >>>>Deliver Report to City Council in Q4													NSP	2.5
	Implement future digital experience for re-opening													DT	
	As a working member of the staff DT committee, I will participate in the choosing of a vendor and delivering the program													DT	
	KPI >>>>Assist in the delivery of the NEW PWG and merging all TO Live four websites (as per Raci matrix)													DT	4
	Deliver Diversity, Equity and Inclusion plan													DEI	
	As a working member of DEI committee, I will co-lead the Safe and Respectful working group; implementing best practice guide and employee resource groups.													DEI	
	KPI >>>>Assist in the delivery of goals and objectives of the IDEA Committee													DEI	4

*KPI Scoring - NOTES

1. Deliver videos and Public Art on St. Lawrence Centre West Wall >>> Completed. Three videos were executed. A major highlight was the commissioned mural by Que Rock on the STLC West wall.
2. Deliver survey to existing and new communities and continue engagement through the public consultation process via Town Halls, news updates, website >>> There were some missed opportunities reaching out to a wider range of people/communities that we are hoping to connect with as the public engagement continues to move forward.
3. Deliver Engagement Plan as designed >>> The Plan is moving forward but with an extended timeline due to various unforeseen factors. Significant progress with CreateTO partnership which has been robust and collaborative.
4. Deliver Report to City Council in Q4 >>> Due to various factors (including Heritage constraints and scheduling), the timeline has been extended and the report will be delivered to Executive Council in April 2022