

TO LIVE

2022 GOALS AND OBJECTIVES

SUMMARY

Start date: January 2022

CATEGORIES:

DT = Digital Transformation

ESG/IDEA = Environmental, Social Governance (ESG) and Inclusion, Diversity, Equity and Access (IDEA)

ECI = Engagement and Civic Impact

EDRS = Expansion and Diversification of Revenue Sources

GRB = General Recurring Business

DEPARTMENT	TASK	CATEGORY
FINANCE & ADMINISTRATION		
Finance >>>	Deliver timely reporting	GRB
	Deliver clean timely Audit	GRB
	Deliver 2022 Budget on time	GRB
Information Technology >>>	Enhanced Auditing Software	GRB
	Data Backup and Retention	GRB
	Office 365 Premium Features	GRB
HUMAN RESOURCES & ORGANIZATIONAL CULTURE		
	IDEA Training & professional development	ESG/IDEA
	BambooHR - full use by TO Live employees	ESG/IDEA
PROGRAMMING		
TO LIVE Presents >>>	Support local artists	ECI
	Curate, budget and contract 2023 TO Live Presents program	GRB
	Work on the potential of the Meridian Arts Centre as a vibrant inclusive cultural centre	ECI
	Integration of inclusion, diversity, equity & access as central to program & process	ESG/IDEA
Resident Companies and Rentals >>>	Work proactively with renters returning to live performance	EDRS
	Support resident companies and not-for-profit annual hirers	GRB
Education & Engagement >>>	Position TO Live to lead in access and social impact	ECI
	Engage local residents and TO Live audiences	ECI
Corporate & Private Events >>>	Promote TO Live venues as open and fully available	EDRS
	Ensure TO Live's competitiveness is sharpened within a changing & more cluttered environment	EDRS
Production >>>	Successful Negotiation of trade union agreement	GRB
	Increase Opportunities and Representation for BIPOC workers in Production	ESG/IDEA
	Enhance stage services to ensure user satisfaction & market competitiveness	GRB
	Develop program for Student engagement & discovery of production in live entertainment	ECI

DEPARTMENT	TASK	CATEGORY
Producing >>>	Provide producing support for Programming across all events	GRB
	Review and implement changes to Programming Department administrative processes and systems	GRB
MARKETING & COMMUNICATIONS		
Marketing >>>	Maximize benefits of Digital Transformation Project	DT
	Contribute to Developing a Culture of IDEA	ESG/IDEA
	Build engagement for TO Live programming	ECI
	Enhance TO Live brand to achieve corporate objectives	ECI
	Grow Revenues	EDRS
	Support the STLC Next Project	ECI
Ticket Services >>>	Optimize Ticketing Software and Box Office Services	EDRS
	Improve Customer-Facing Digital Experience	DT
	Improve Database Management and Use of Data	DT
OPERATIONS		
Facilities >>>	Implement new waste diversion program and set future KPIs	ESG/IDEA
	Develop building energy using KPIs	ESG/IDEA
Capital Projects >>>	Continue to achieve a capital expenditure spend rate of 70% or higher of approved cashflow	ECI
Patron Services and Food & Beverage >>>	Implement virtual ordering for concessions sales as researched in 2021	DT
	Replace current POS hardware and software including inventory control	DT
	Install roof top gardens and composts in support of Facilities waste diversion program	ESG/IDEA
	Design and procure new patron services uniforms	ECI
DEVELOPMENT		
Development Leadership & Operations >>>	Grow and optimize fundraising strategy to support TO Live's goal, visions, and strategic objectives	EDRS
TO Live Foundation Annual Fundraising Program >>>	Establish recurring campaigns and donor funds	EDRS
	Growth of Patron Program	EDRS
Government Grants & Foundation >>>	Build a sustainable foundation giving and community portfolio	EDRS
Sponsorship >>>	Strategic growth of TO Live's sponsorship portfolio - 18 months required for new sponsors	EDRS
Major Gifts >>>	Establish Major Gifts pipeline - 18 months required for new donors	EDRS
Legacy Giving >>>	Position TO Live for Success with ongoing cultivation and stewardship	EDRS
STLC REDEVELOPMENT		
	Finalize Phase 1 STLC public engagement	ECI
	Solicit/steward prospects for STLC reimagined building	EDRS
	Digital Transformation Committee	DT
	Inclusion, Diversity, Equity and Access Committee	ESG/IDEA

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FINANCE & ADMINISTRATION

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DEPARTMENT	TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
FINANCE & ADMINISTRATION														
Finance >>>	Deliver timely reporting													GRB
	Q1													
	Q2													
	Q3													
	Q4													
KPI >>> Deliver timely management reports to VPs and Directors														
	Deliver clean timely Audit													GRB
	work with auditors													
	present AFS to Audit Committee													
	present AFS to Board													
	KPI >>> Deliver clean and timely audit, without any corrected or uncorrected entries													
	Deliver 2022 Budget on time													GRB
	deliver to CEO/Management													
	present to Committees (Audit, HR, Risk & P&P)													
	present to Board													
	KPI >>> Deliver balance budget within workback plan													
Information Technology >>>	Enhanced Auditing Software													GRB
	Data Backup and Retention													
	Office 365 Premium Features													
	KPI >>> Implement advanced office 365 security features and train staff on all features													

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HUMAN RESOURCES & ORGANIZATIONAL CULTURE

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DEPARTMENT	TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
HUMAN RESOURCES & ORGANIZATIONAL CULTURE														
Human Resources >>>	IDEA Training & professional development													ESG/IDEA
	KPIs >>>Research and implement at least 3 training/developent programs from the IDEA WGs by Feb 2024													
	BambooHR - full use by TO Live employees													ESG/IDEA
	KPIs >>>Ensure full use of BambooHR by all TO Live employees by October 2023													

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		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
PROGRAMMING														
TO LIVE Presents >>>	Support local artists													ECI
	Announce and manage 2022 Future Works (now called <i>explorations</i>)													ECI
	Support 5 works in process projects													ECI
	Host 3 artist residencies (including at least one at the MAC)													ECI
	Commission at least one major work from Toronto based artist for 2023/2024 presentation													ECI
	Continue to develop partnership opportunities													ECI
	KPI >>>5 works in process projects by local artists supported													
	Curate, budget and contract 2023 TO Live Presents program													GRB
	Finalise program events, calendar and budget													GRB
	Developing inaugural annual artist curated winter music festival for Jan 2023													EDRS
	Increase for-profit presentations by 4 events (2022: 8 events)													EDRS
	Commission and lead one significant international co-production													EDRS
	KPI >>>2023 program curated and contracted to meet announcement deadline requirements													
	Work on the potential of the Meridian Arts Centre as a vibrant inclusive cultural centre													ECI
	Develop one new TO Live Presents program series for 2023 program													ECI
	Gallery space programmed with exhibitions at least 9 months of the year													ECI
	Implement at least 3 new initiatives for lobby activation													ECI
	Implement at least 3 effective initiatives for neighbourhood engagement													ECI
	Host at least one resident artist/company													ECI
	KPI >>>Meridian Arts Centre activated for Nuit Blanche													
	Integration of inclusion, diversity, equity & access as central to program & process													ESG/IDEA
	Work with Indigenous curatorial advisor on program and network development													ESG/IDEA
	Program of work and commitments to artists and audiences that support this goal													ESG/IDEA
	KPI >>>Indigenous Cultural Programmer appointed													
Resident Companies and Rentals >>>	Work proactively with renters returning to live performance												EDRS	
	Assess environment & plan initiatives to maintain competitiveness & secure new clients												GRB	
	Liaise on the opportunities presented by Digital Transformation & in-house filming capacity												DT	
	Renew multi-year agreements with preferred users & extend to new relationships												EDRS	
	KPI >>>Net rental revenue target for 2022 met or surpassed													

DEPARTMENT	TASK	2022												Category
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
	Support resident companies and not-for-profit annual hirers													GRB
	Communicate effectively on St Lawrence Centre redevelopment plans													ECI
	KPI >>>Tailored communication executed at key milestones													
Education & Engagement >>>	Position TO Live to lead in access and social impact													ECI
	Continue anti-racism, Indigenous culture and decolonisation training													ESG/IDEA
	Continue virtual Art & Wellness with health care sector partner													ESG/IDEA
	Pilot training program for artists reaching audiences with access requirements													ESG/IDEA
	KPI >>>9 events Art & Wellness partnership events delivered in partnership with Baycrest													
	Engage local residents and TO Live audiences													ECI
	Run free education & engagement programs and activations													ECI
	Pilot programs with neighbourhood partners responding to identified community needs													ECI
Corporate & Private Events >>>	KPI >>>Community Classes reinstated after pandemic pause													
	Promote TO Live venues as open and fully available													EDRS
	Create & communicate safety procedures and adjustments in response to the pandemic													EDRS
	Respond to new booking inquiries and identify new business													EDRS
	Continue Special Events Studio podcast series													EDRS
	KPI >>>Net revenue targets for 2022 achieved or surpassed													
	Ensure TO Live's competitiveness is sharpened within a changing & more cluttered environment													EDRS
	Research technology options to best meet client needs for implementation in 2023.													EDRS
Production >>>	KPI >>>At least 2 initiatives identified													
	Successful Negotiation of trade union agreement													GRB
	Renewal of Trade Union agreement expiring at Meridian Hall													GRB
	KPI >>>Agreement fully executed													
	Increase Opportunities and Representation for BIPOC workers in Production													ESG/IDEA
	Work with Trade Union partners to develop apprenticeships and skills development opportunities.													ESG/IDEA
	KPI >>>Mentor and internship program established													
	Enhance stage services to ensure user satisfaction & market competitiveness													GRB
	Explore Business case for development of post production services for clients and patrons													EDRS
	KPI >>>Research done and report written with recommendation													
Producing >>>	Develop program for Student engagement & discovery of production in live entertainment													ECI
	Work with Unions and Schools to deliver in class and hands-on experiences in production													ECI
	KPI >>>2 Hidden Career days held													
	Provide producing support for Programming across all events													GRB
	Provide excellent producing services to TO Live and external organizers of events													GRB
	Execute and orchestrate administrative and internal communications processes													GRB
Producing >>>	Advise on TO Live Presents and E & E program planning & budgeting													GRB
	KPI >>>2022 events produced on budget													
	Review and implement changes to Programming Department administrative processes & systems													GRB
	Continue to streamline inter-departmental communications for more effective event production													GRB
	KPI >>>Department restructured to promote better communication and improved efficiency													

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MARKETING & COMMUNICATIONS

		2022												Category	
DEPARTMENT	TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		
MARKETING & TICKET SERVICES															
Marketing >>>	Maximize benefits of Digital Transformation Project													DT	
	Determine and execute year 2 roadmap in conjunction with internal committee														
	Leverage new ways to increase efficiency and engagement through digital engagement platform														
	Increase affinity for TO Live as a brand and destination for arts, entertainment, and culture														
	Measure customer satisfaction among event attendees to establish benchmark														
	Improve reporting and use of data														
	Work with partners to realize potential of digital transformation														
	KPI >>> Phase 2 of roadmap implemented														
	Contribute to Developing a Culture of IDEA													ESG/IDEA	
	Co-lead Communications and Employee Engagement Working Group														
	Conduct staff engagement initiatives as per IDEA strategic plan														
	Provide regular progress updates to staff														
	Ensure marketing and communications content strategy is aligned and represents DEI principles														
	KPI >>> Minimum of 10 staff updates on IDEA progress and initiatives														
	Build engagement for TO Live programming													ECI	
	Budget for risk programming and E&E														
	Create and execute marketing plans for risk programming														
	Increase capacity to produce in-house content to support marketing and branding goals														
	KPI >>> Minimum of 3 pieces of original content for TO Live Presents shows														
	Enhance TO Live brand to achieve corporate objectives													ECI	
	Execute brand campaign														
	Work with partners to achieve shared marketing objectives														
	KPI >>> Campaign executed on time														
	Grow Revenues													EDRS	
	In partnership with Development, strategize and liaise with Meridian to fulfil sponsorship agreement														
	Ensure sponsor partnership agreements are executed and relationships are strengthened with marketing														
	Assist with creation and preparation of proposals														
	Assist in the execution of development initiatives including Patron Circle program, Legacy, newsletters, web presence, online giving programs, etc.														
	Investigate additional ways to sell marketing services to other arts organizations														
	Explore loyalty programs														
	KPI >>> Double number of active donors to 360														
	Support the STLC Next Project													ECI	
	Execute the communications plan														
	Engage media and stakeholders in positioning the project														
	Develop materials to support GR efforts														
	KPI >>> Communications plan milestones met														
Ticket Services >>>	Optimize Ticketing Software and Box Office Services													EDRS	
	Conduct RFP for Ticketing Services														
	Implement either new setup with exiting ticketing software provider or install and transition to new provider														
	Bid to extend EWG relationship														
	Seek additional opportunities for ticketing partnerships														
	KPI >>> At least one new ticketing partnership														

MARKETING & COMMUNICATIONS cont'd

DEPARTMENT	TASK	2022												Category
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
	Improve Customer-Facing Digital Experience													DT
	Improve online ticketing flow, from finding events to buying tickets													
	Set up more self-service ticket management options, including self-service refunds, exchanges, upgrades, etc.													
	Improve and automate pre-show and post-show communications with ticket buyers													
	Work to reduce physical touchpoints for in-person sales													ESG/IDEA
	KPI >>> Pinpads implemented across all touchpoints													
	Improve Database Management and Use of Data													DT
	Extensively clean patron database, and improve behaviour and value profiling of patron records													
	Create processes to allow faster, easier and more comprehensive custom reporting on past show sales													
	KPI >>> Opt-in automated through TradeableBits													

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DEPARTMENT	TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
OPERATIONS														
Facilities >>>	Implement new waste diversion program and set future KPIs													ESG/IDEA
	Develop building energy using KPIs													ESG/IDEA
	KPI >>> Waste diversion and energy KPIs are established before end of year													
Capital Projects >>>	Continue to achieve a capital expenditure spend rate of 70% or higher of approved cashflow													ECI
	KPI >> Capital project spend rate is a minimum of 70% of approved 2022 cashflow													
Patron Services and Food & Beverage >>>	Implement virtual ordering for concessions sales as researched in 2021													DT
	Replace current POS hardware and software including inventory control													DT
	Install roof top gardens and composts in support of Facilities waste diversion program													ESG/IDEA
	Design and procure new patron services uniforms													ECI
	KPI >>> New patron services uniforms procured before end of year and within budget													

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DEVELOPMENT

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		2022												Category
DEPARTMENT	TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
DEVELOPMENT														
Development Leadership & Operations >>>	Grow and optimize fundraising strategy to support TO Live's goal, visions, and strategic objectives													EDRS
	Recruitment for sponsorship and individual giving managers													EDRS
	Ongoing CRM implementation & workflows													DT
	Increase charitable messaging and calls to action on all TO Live digital assets													DT
	Continue to grow profile													ECI
	Complete feasibility study and engage consultant for capital campaigns including STLC													EDRS
	KPI >>> Grow Philanthropy email list by 5,000 emails													
TO LIVE FOUNDATION >>> Annual Fundraising Program	Establish recurring campaigns and donor funds													EDRS
	TO Live charitable awareness campaign													ECI
	Build donation add-ons into all ticket purchase flows													DT
	Email acquisition campaign													ECI
	Execute annual campaigns													EDRS
	KPI >>> Double number of active donors to 360													
	Growth of Patron Program													EDRS
	TO Live charitable awareness campaign													ECI
	Execute patron program campaigns													EDRS
	Steward patrons and deliver programming benefits, including special events													EDRS
KPI >>> Launch Patron Circle														
Government Grants & Foundation >>>	Build a sustainable foundation giving and community portfolio													EDRS
	Continue to build relationships with program and grant officers													ECI
	Identify program fits for funding priorities													EDRS
	Submit funding applications for funding priorities													EDRS
	Host program officers and foundation representatives at events, programming, and venue tours													ECI
KPI >>> Achieve \$400,000 in grant revenue														
Sponsorship >>>	Strategic growth of TO Live's sponsorship portfolio - 18 months required for new sponsors													EDRS
	Secure new venue sponsors, including water, beer, confections and other snack													EDRS/ ECI
	Identify alignment with programming priorities and align with IDEA goals (i.e. investment in BIPOC artists, Indigenous curator, etc.)													ESG/ IDEA
	Secure new programming sponsors for Speakers Series													EDRS/ ECI
	Engage CEO and other senior leadership in corporate requests													EDRS
KPI >>> Achieve \$150,000 in programming sponsorship														
Major Gifts >>>	Establish Major Gifts pipeline - 18 months required for new donors													EDRS
	TO Live charitable awareness campaign													ECI
	Identify prospects and align philanthropic priorities													EDRS
	Identify program areas for restricted gifts and align with IDEA goals (i.e. investment in BIPOC artists, Indigenous curator, etc.)													ESG/ IDEA
	Host Major Gift prospects at events and dinners													ECI
	Engage CEO and other senior leadership in gift asks													EDRS
KPI >>> Qualify and approach 5 Major Gifts prospects														
Legacy Giving >>>	Position TO Live for Success with ongoing cultivation and stewardship													EDRS
	Ongoing campaign and stewardship													EDRS
	Engage CEO in gift asks and solicitation													EDRS
	Host targeted Legacy events													EDRS
	KPI >>> Complete Legacy Campaign (2/3 touchpoint)													

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STLC REDEVELOPMENT

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DEPARTMENT	TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
STLC REDEVELOPMENT														
	Finalize Phase 1 STLC public engagement													ECI
	Report to Executive/City Council recommendations for newly reimagined STLC including project plan, schedule, business model, funding strategy													
	Execute RFQ for Architectural Design competition and award candidate													
	Begin schematic design, costing, etc													
	KPI >>> Create Design Brief and execute design competition													
	Solicit/steward prospects for STLC reimagined building													EDRS
	In collaboration with Development, pursue and nurture relationships with donors/Government													
	KPI >>> Create Case for Support and begin solicitation													
	Digital Transformation Committee													DT
	Engage with Committee on services as required													
	KPI >>> Migrate and monitor all STLC NEXT activities to the new TO Live website													
	Inclusion Diversity Equity Access													ESG/IDEA
	Continue to execute IDEA committee's work plan and goals													
	KPI >>> co-lead and participate with the Indigenous Consultaion													