

TO LIVE
2022 GOALS AND OBJECTIVES >>> YEAR END REVIEW

PROGRAMMING

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

KPI Scoring Legend *									
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DEPARTMENT	TASK	2022												Category	KPI Scoring 1-5*
		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														5
		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														4	
	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														3	
	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														4	

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		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		
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														
	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	
	KPI >>>Community Classes reinstated after pandemic pause														
Corporate & Private Events >>>	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	
	KPI >>>At least 2 initiatives identified														
Production >>>	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														

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	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														
	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														
Producing >>>	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	
	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														

NOTES:

1. Curate, budget and contract 2023 TO Live Presents program
- Developing inaugural annual artist curated winter music festival for Jan 2023 -> *Festival not realized*
2. Work on the potential of the Meridian Arts Centre as a vibrant inclusive cultural centre
- Gallery space programmed with exhibitions at least 9 months of the year -> *usage only reached 3 months*
- Implement at least 3 new initiatives for lobby activation ->*did not achieve*
3. Work with Indigenous curatorial advisor on program and network development
- >*position not filled in 2022 due to budget cut.Will do in 2023*
4. Net rental revenue target for 2022 met or surpassed (Resident Companies and Rentals)
- >*budget missed by \$290k, partly due to Q1 closure*
5. Pilot programs with neighbourhood partners responding to identified community needs
- >*ongoing reduced activity post pandemic*
6. Net revenue targets for 2022 achieved or surpassed (Corporate & Private Events)
- >*target missed by \$400k partly due to Q1 closure*
7. Trade union agreement fully completed
- >*subsequent to KPI setting, Union & TOL agreed to complete StLC agreement ahead of MH*
8. Mentor and internship program established
- >*program not established but ongoing planning for 2023 occurred*
9. Research done and report written with recommendation (post production services)
- >*work & research continue to enhance services including accessibility equipment. Supply chain issues causing delay.*
10. 2 Hidden Career days held
- >*one career day held and ongoing discussions with unions & schools.*
11. 2022 events produced on budget
- >*cost overruns occurred*
12. Continue to streamline inter-departmental communications for more effective event production
- >*ongoing*

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MARKETING & COMMUNICATIONS

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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														4
	Contrubute 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														5	
	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														5

DEPARTMENT	TASK	2022												Category	KPI Scoring 1-5*
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	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 support														
	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															4
	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															5
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														
	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															4
	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														

NOTES:

*RFP delayed, with Board Approval

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FINANCE & ADMINISTRATION

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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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Table with 16 columns: DEPARTMENT, TASK, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sept, Oct, Nov, Dec, Category, KPI Scoring 1-5*. Rows include Human Resources & Organizational Culture, Human Resources >>>, IDEA Training & professional development, KPIs >>>Research and implement at least 3 training/development programs from the IDEA WGs by Feb 2024*, BambooHR - full use by TO Live employees, and KPIs >>>Ensure full use of BambooHR by all TO Live employees by October 2023.

NOTE:
*IDEA training & development will be launched in April 2024 due to being down an HR person for the past 6 months. It will encompass a suite of training courses vs three as indicated in the objectives. These courses range from compliance to skill set development.

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OPERATIONS

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		2022												Category	KPI Scoring 1-5*
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														4
**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														1

NOTES:

- *Capital Projects:**
- ♦The spending rate in capital projects was under 70% due to the following:
 - a) supply chain challenges related to COVID-19
 - b) skilled trades shortages & labour disruptions
 - c) strategic schedule alterations to limit construction impact upon key renters

- **Patron Services & Food & Beverage**
- ♦New patron services uniforms were deferred until 2023 due to labour shortages within the department required to develop and manage the procurement.
 - ♦The department POS systems and rooftop gardens were successfully procured.

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DEVELOPMENT

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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 - check with Leslie on timing														EDRS		
	KPI >>> Grow Philanthropy email list by 5,000 emails														4		
	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														4			
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														5	
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														5		

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		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		
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														5
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														5
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)														5

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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 Exceutive/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*														
	Solict/steward prospects for STLC reimagined building													EDRS	
	In collaboration with Development, pursue and nuture relationships with donors/Governement														
	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 particpate with the Indigenous Consultaion***														

NOTES:
*timeline extended so the competiton did not finish until Q1 2023
**incomplete. The stlcnext.org website information did not migrate to the tolive website due to a re-thinking of the ambition
***completed, moving forward with next steps