

Digital Transformation Committee Introduction

August 14, 2019

Overview

1. About TO Live
2. Revenues and Expenses
3. 2019-2020 Season
4. Digital Transformation Goals



About
TO Live

ABOUT TO Live

As one of the largest multi-arts institutions in Canada, TO Live is comprised of three venues that create two distinct cultural hubs; the Sony Centre for the Performing Arts (soon to be Meridian Hall) and St. Lawrence Centre for the Arts (downtown) and the Toronto Centre for the Arts (soon to Merdian Arts Centre) (uptown).

Our vision is to be Canada's foremost multi-arts centre – pushing the boundaries of creativity and diversity through artistic excellence, education and public engagement.





TO Live: THE VISION

To be Canada's foremost multi-arts centre – pushing the boundaries of creativity and diversity through artistic excellence, education and public engagement.

To activate creative spaces by inspiring local and international artists, and connecting audiences – to be the nexus for new ideas, elevate artistic potential and be the catalyst for creative expression that is reflective of Toronto's diversity.

TO Live is committed to pursuing its vision with *inclusivity, diversity, and innovation*.

INCLUSIVE: We welcome, support, foster and embrace creativity and artistry from all walks of society and culture.

DIVERSE: We provide spaces for creativity, and help the many voices of Toronto's rich cultures be heard. We actively seek out and work with partners from an array of communities – artistic to corporate, locally and globally – to expand our vision and mission.

INNOVATIVE: We are unafraid to experiment, to be bold and push the boundaries of creativity and diversity. We are passionate about people, ideas and technologies that elevate the artistic creativity of Toronto.

ARTS, CULTURE, AND COMMUNITY

The sprawling metropolis of Toronto boasts a wealth of creative talent and cultural identity.

TO Live offers vital services and programs such as music, dance, film and theatre - collectively supporting the work of Canadian creators and providing an enduring and timeless platform for their stories.

In addition to TO Live's own programming, its venues also host a diverse range of artists and outside presenters, including Just for Laughs, Toronto Jazz Festival, Fall for Dance North, Blondie, Jerry Seinfeld, k.d. lang, and Mariah Carey to name just a few as well as some of Canada's major broadcast and entertainment events such as the Canadian Screen Awards, Canada's Walk of Fame, and CTV Upfront.

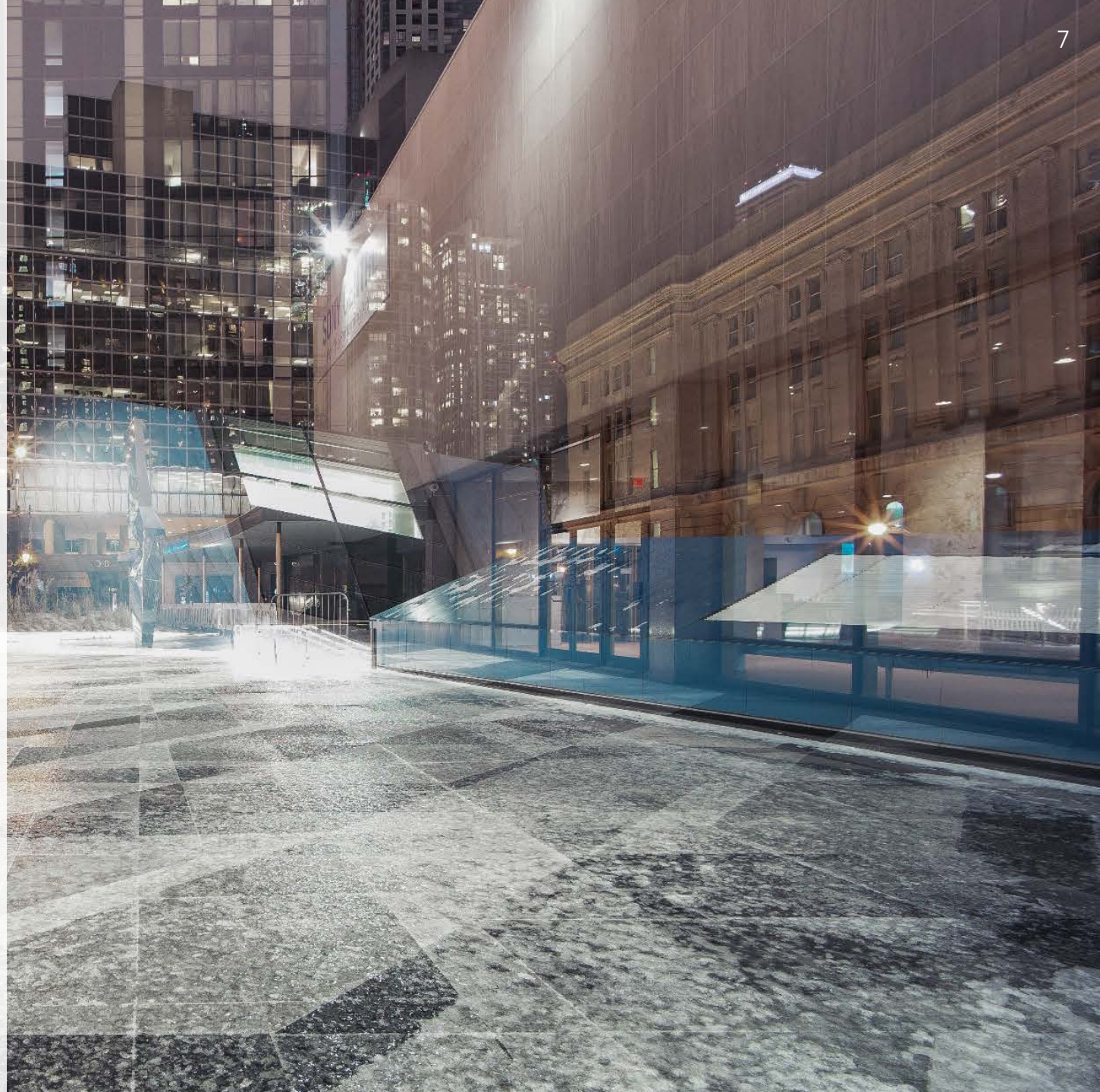


TO Live News

Meridian Credit Union has joined TO Live in a 15 year - \$30.75M partnership that enables the transformation of the downtown and uptown creative community hubs of the future.

The Meridian Credit Union partnership will include the naming rights of the Sony Centre (Meridian Hall) and the Toronto Centre for the Arts (Meridian Arts Centre) – beginning in September 2019.

Each venue will upgrade their interior furnishings and bars, along with substantial exterior signage and digital enhancements. This will dramatically improve the way they interact with pedestrians and patrons, as well as the way they engage with both communities, uptown and downtown.





Toronto Centre for the Arts will be renamed
Meridian Arts Centre

All exterior/interior signage will be upgraded,
along with interior furnishings, concessions,
and bar service dramatically transforming
how the venue engages with the public,
patrons, and neighborhood





Sony Centre will be renamed **Meridian Hall**

All exterior and interior signage* will be upgraded, along with interior furnishings, concessions, and bar service dramatically transforming how the venue engages with the public, patrons, and neighborhood.



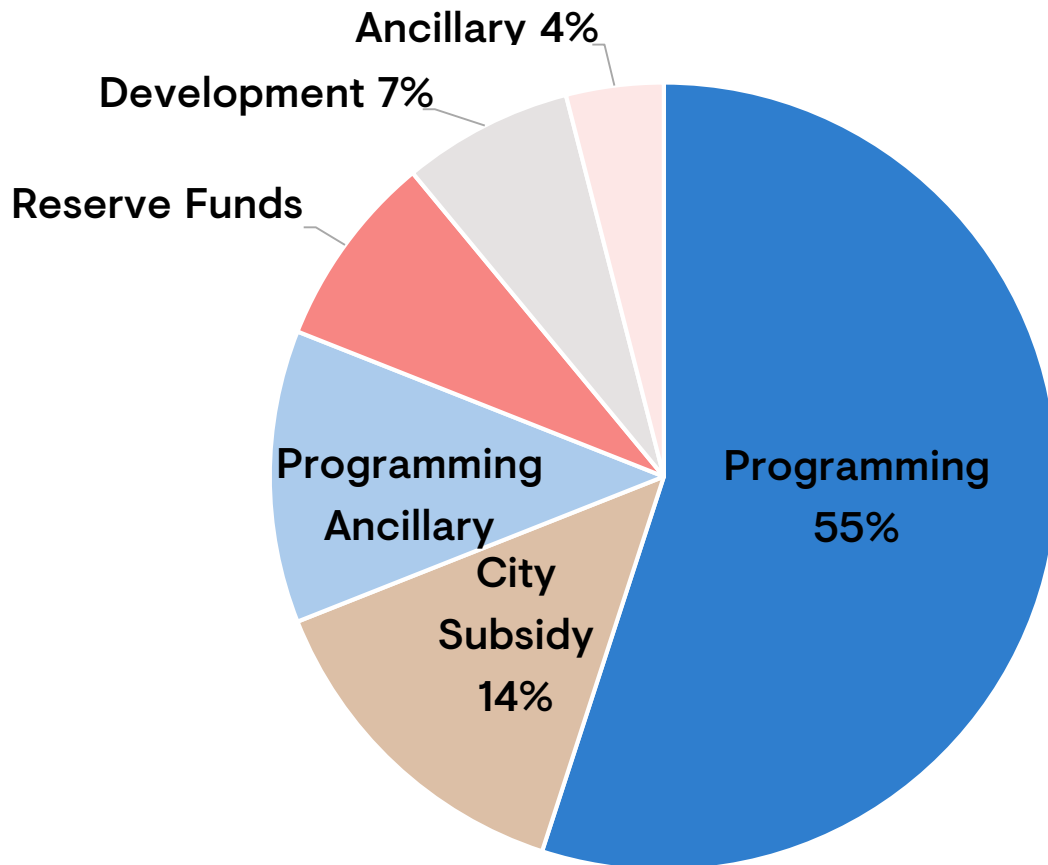
*select signage upgrades to be installed in the Fall of 2020



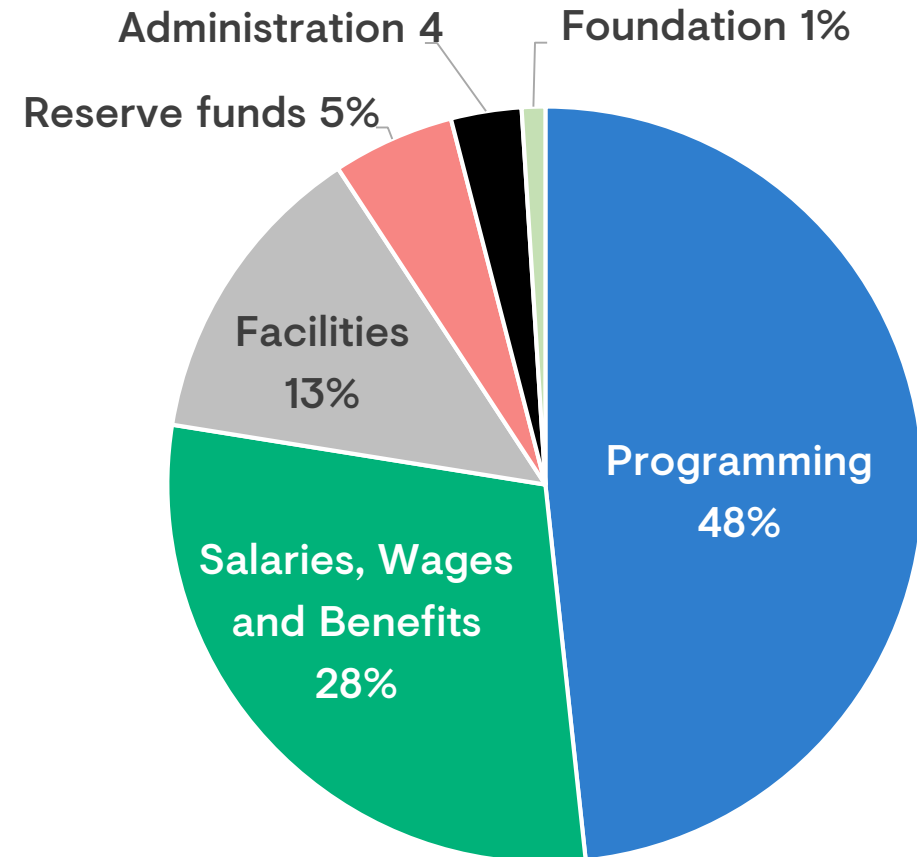
Revenues & Expenses

2020 Gross Revenues & Expenses (Industry View)

Revenues



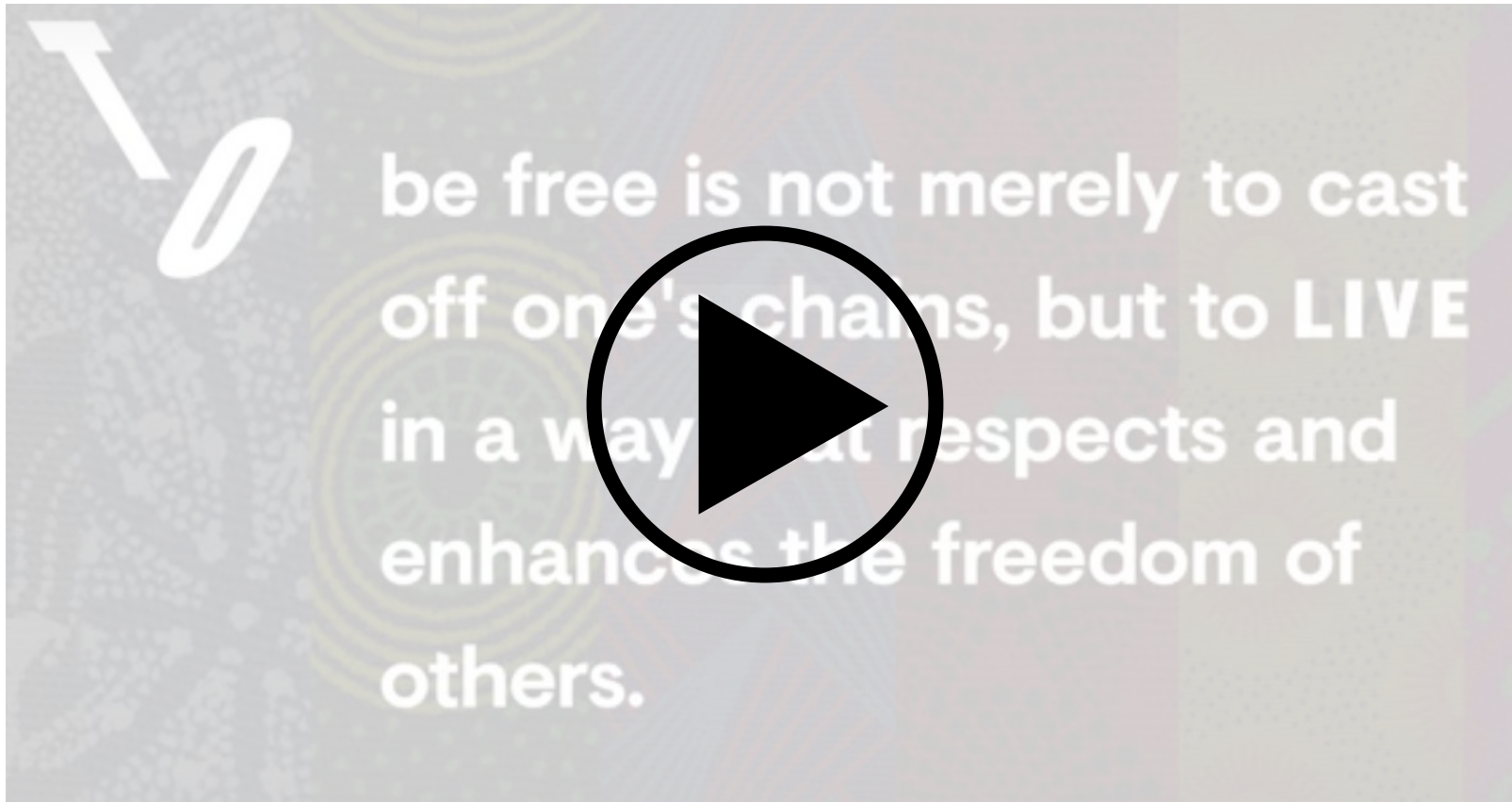
Expenses





**2019-2020
Season**

2019-2020 Season Trailer



youtube.com/watch?v=PQ2uidkLfKY



JAZZ

at the George

19
20

THE PACO DE LUCÍA PROJECT FLAMENCO LEGENDS

Created by Grammy-award winning producer and composer Javier Limón, *The Paco de Lucía Project* reunites the group for a celebration of the virtuoso flamenco guitarist and his legacy.



GEORGE WESTON RECITAL HALL

JAZZ AT THE GEORGE

October 17, 2019

QUIANA LYNELL

In 2017, Quiana Lynell made a salient mark on the musical world as a wise, heartfelt, warm vocalist whose voice is singular in its soul, intensity, ecstasy, and outright spiritual courage.

She is not only a voice but a composer, positioned to become one of the longstanding artists of jazz.



GEORGE WESTON RECITAL HALL

JAZZ AT THE GEORGE

February 15, 2020

HIROMI

Since bursting onto the music scene in 2003, Hiromi has electrified audiences and critics around the world with a creative energy that eclipses the boundaries of jazz, classical and pop; taking improvisation and composition to new heights of complexity and sophistication.



GEORGE WESTON RECITAL HALL

JAZZ AT THE GEORGE

April 3, 2020

UPTOWN CONCERTS

19
20

UNCOVERED STEVIE WONDER & PRINCE

Now in its 13th year, this signature concert series spotlights hit songs from two hugely influential artists, with wildly imaginative arrangements by music director Reza Jacobs.

Featuring Canada's most celebrated performers, UnCovered is a one-of-a-kind event.

CO-PRESENTED WITH

THE **MUSICAL**
STAGE CO.

GEORGE WESTON RECITAL HALL



UPTOWN CONCERTS

November 8-9, 2019

SOCALLED SINGS DI FROSH

with THE WARHOL DERVISH

Canadian musician Josh “Socalled” Dolgin presents a repertoire of songs from Israel, Yiddish Theatre, Hasidic melodies, Klezmer, folksongs, and the Holocaust, in addition to some original pieces.



20

GEORGE WESTON RECITAL HALL

UPTOWN CONCERTS

April 23, 2020



DANCE COLLECTION

PRESENTING PARTNER



19
20

BANGARRA DANCE THEATRE SPIRIT

Celebrating its 30th anniversary, Bangarra Dance Theatre embarks on its first national tour of Canada.

Spirit is a presentation of the company's best repertoire in a powerful celebration of culture drawing from human history spanning 65,000 years.

CO-PRESENTED WITH
canadianstage

BLUMA APPEL THEATRE

DANCE COLLECTION

November 8-9, 2019



MARIE CHOUINARD RADICAL VITALITY

One of Canada's most creative and controversial dancers and choreographers delves into her company's vast repertoire to present reworked solo pieces and duets.

Edgy, experimental, and boundary-pushing, these dance miniatures reveal Chouinard's unique power and vision.

CO-PRESENTED WITH
canadianstage

BLUMA APPEL THEATRE

DANCE COLLECTION

February 5-9, 2020



GUILLAUME CÔTÉ CRYPTO

Featuring the music of Swedish composer Mikael Karlsson and infused with theatre and technology, *Crypto* is a ground-breaking work that explores forced displacement and the human need to control and transform beauty.

CO-PRESENTED WITH
canadianstage

BLUMA APPEL THEATRE

DANCE COLLECTION

April 22-26, 2020



NEDERLANDS DANS THEATER

Returning for a second engagement, the dancers of NDT are renowned for their versatility, astonishing technique, and virtuosic expression.

Working with established choreographers Paul Lightfoot, Crystal Pite, and others, the dancers employ a multitude of styles that often require an inter-disciplinary approach with the involvement of visual art, music composition, innovative light, and set designs.

MERIDIAN HALL



DANCE COLLECTION

March 21, 2020

UPTOWN MOVES

AT  **MERIDIAN**
ARTS CENTRE

19
20

ARTISTS IN MOTION & ZAB MABOUNGOU/ COMPAGNIE DANSE NYATA NYATA

A powerful double-bill performance that examines our connection to time through contemporary explorations of the dance and music of the African diaspora.

IN ASSOCIATION WITH

dance Immersion

LYRIC THEATRE

UPTOWN MOVES

November 16-17, 2019



DANCES WITH TRANE

Toronto's Holla Jazz performs its world premiere *Dances with Trane*, set to live John Coltrane music.

The double-bill show opens with legendary Montreal composer and DJ Andy Williams spinning Coltrane-era tracks.

Profound, moving, and electrifying jazz dance and music for the soul!

IN ASSOCIATION WITH

DanceWorks

GREENWIN THEATRE

UPTOWN MOVES



April 2-4, 2020

NOVA DANCE + PARUL SHAH DANCE COMPANY

Two choreographers who each draw from classical Indian sources to create moving, contemporary works that pay homage to and celebrate the strength of women.

IN ASSOCIATION WITH

nova dance

LYRIC THEATRE



UPTOWN MOVES

May 30-31, 2020

FOCUS ON FREEDOM

19
20

MANDELA

This exhibition developed by the Canadian Museum of Human Rights in collaboration with the Apartheid Museum in Johannesburg examines the civil rights leader and the movement that formed around him.

Follow Mandela into hiding after he is declared an outlaw, and then join him inside a replica of the prison cell that was his home for 27 years.



MERIDIAN ARTS CENTRE

FOCUS ON FREEDOM

October 10 – January 7, 2020

THE KINGDOM CHOIR

From London, The Kingdom Choir is best known for their show-stopping performance at the Royal Wedding of Prince Harry and Meghan Markle.

The Choir's performance of *Stand By Me*, seen by a global audience of over two billion, instantly catapulted them to worldwide fame.



GEORGE WESTON RECITAL HALL

FOCUS ON FREEDOM

November 5-6, 2019

ISANGO ENSEMBLE A MAN OF GOOD HOPE

This South African theatre company has won worldwide acclaim for vibrant productions that reimagine the classics in inventive new contexts.

Isango Ensemble stormed the world stage with award-winning productions that bring together music, dance, and theatre, performed by a true ensemble cast.



BLUMA APPEL THEATRE

FOCUS ON FREEDOM

November 13-18, 2019

MUSICALS

19
20

TAJ EXPRESS

THE BOLLYWOOD MUSICAL REVUE

Set to an unforgettable soundtrack featuring the songs of Academy Award-winning composer A.R. Rahman (*Slumdog Millionaire*, *127 Hours*), *Taj Express* explodes with the sounds of India and captures the vibrant, expressive spirit of the world of Bollywood movies that have been entertaining billions for generations.



BLUMA APPEL THEATRE

MUSICALS

November 23 – December 1, 2019

BEND IT LIKE BECKHAM THE MUSICAL

Based on the smash-hit movie and launched on London's West End, *Bend It Like Beckham* is a feel-good musical comedy written by the original screenwriter, Gurinder Chadha.

IN ASSOCIATION WITH



BLUMA APPEL THEATRE

MUSICALS

December 7-24, 2019



THE SPONGEBOB MUSICAL

Broadway's award-winning and critically acclaimed *THE SPONGEBOB MUSICAL* explodes with energy and features an original pop and rock-infused score by a legendary roster of Grammy® Award-winning songwriters.

MERIDIAN HALL

MUSICALS



December 17-22, 2019

SCHOOL MATINEES + WORKSHOPS

19
20

TH'OWXIYA

THE HUNGRY FEAST DISH

Six storytellers from the Kwantlen First Nations Village of Squa'lets spin the tale of Th'owxiya: the Hungry Feast Dish. The mouth of Th'owxiya holds the most wonderful foods from around the world. However, if you steal from her, you will pay a terrible price for Th'owxiya eats children!

LYRIC THEATRE



SCHOOL MATINEES + WORKSHOPS

April 8, 2020

THE ADVENTURES OF MARY JANE MOSQUITO

by CAROUSEL PLAYERS

In this story of a misfit searching for her place in the world, Mary Jane is a mosquito who doesn't have wings.

Featuring themes from First Nations, Métis, and Inuit peoples, heritage and identity, belonging and contributing, self-regulation, and wellbeing.



LYRIC THEATRE

SCHOOL MATINEES + WORKSHOPS

April 20, 2020

SHSM

TO Live is proud to offer SHSM Certification Workshops in partnership with the Ministry of Education.

Industry professionals share their expertise through engaging and interactive workshops in the arts & culture sector.



MERIDIAN HALL, MERIDIAN ARTS CENTRE + ST. LAWRENCE CENTRE

SCHOOL MATINEES + WORKSHOPS

2019/20

FILM IN CONCERT

19
20

HARRY POTTER

AND THE HALF- BLOOD PRINCE

Based on the sixth installment of J.K. Rowling's classic saga, fans of all ages can experience the thrilling tale of Harry's obsession with a mysterious potions book.

The music of The Toronto Symphony Orchestra accompanies Harry as he soars across the big screen.

CO-PRESENTED WITH

AttilaGlatz
CONCERT PRODUCTIONS
GLATZCONCERTS.COM

MERIDIAN HALL



FILM IN CONCERT

October 31 – November 2, 2019

HARRY POTTER

AND THE DEATHLY HALLOWS PART 1

Get ready to embark on the penultimate leg of Harry's epic journey, this time with the power and majesty of the Toronto Symphony Orchestra – live in concert!

CO-PRESENTED WITH

AttilaGlatz
CONCERT PRODUCTIONS
GLATZCONCERTS.COM

MERIDIAN HALL



FILM IN CONCERT

May 29-31, 2020

SPECIAL ENGAGEMENTS

19
20

HYPROV

COLIN MOCHRIE + ASAD MECCI

From the minds of improvisational comedy legend Colin Mochrie and Master Hypnotist Asad Mecci comes a brand-new, genre-defying, mind-blowing, side-splitting performance.



GEORGE WESTON RECITAL HALL

SPECIAL ENGAGEMENTS

January 24, 2020

DRUM TAO

THE MARTIAL ART OF DRUMMING

This Japanese drum and dance ensemble combine music, dance, and pageantry to reflect Japanese tradition; also incorporating Korean, Maori, and Indonesian influences.



MERIDIAN HALL

SPECIAL ENGAGEMENTS

February 27, 2020

FESTIVALS

19
20

FALL FOR DANCE NORTH

Toronto's premier international dance festival reflects the city's multiculturalism and creates an atmosphere of shared discovery.

CO-PRESENTED WITH



MERIDIAN HALL

FESTIVALS



October 2-6, 2019

UPTOWN INTERNATIONAL CHILDREN'S FESTIVAL

The 2nd annual Uptown International Children's Festival will be an action-packed and fun-filled weekend where children of all ages and their families can experience live theatrical performances, participate in sing-alongs, explore worlds of wonder, and create new and lasting memories.



MERIDIAN ARTS CENTRE + MEL LASTMAN SQUARE

FESTIVALS

May 21-24, 2020

BEST OF FRINGE

Best of the Fringe presents highlights from the international theatre festival in a remount at the Studio Theatre.

TO Live's 9th "Best of" production provides artists an opportunity to showcase their work to an uptown audience, and patrons a second chance to see the shows.

MERIDIAN ARTS CENTRE

FESTIVALS

July 2020



COMMUNITY PROGRAMS & NEIGHBOURHOOD ENGAGEMENT

19
20

CULTURE DAYS

A national celebration of arts and culture, millions of people attend thousands of participatory arts and culture events across Canada at *Culture Days*.

Programs invite the public to get hands-on and behind-the-scenes, highlighting the importance of arts and culture in our communities.

CULTURE DAYS

MERIDIAN ARTS CENTRE

COMMUNITY PROGRAMS

September 27-29, 2019

DOORS OPEN TORONTO

This city-wide event provides an opportunity to see inside more than 150 architecturally, historically, culturally, and socially significant buildings across the Toronto.

TO Live has been proud to participate annually, welcoming over 7,000 community members into our venues during this two-day festival.

MERIDIAN ARTS CENTRE

COMMUNITY PROGRAMS



GREAT GULF

DOORS

OPEN

May 2020

YOGA + COMMUNITY CLASSES

Spend your lunch hour stretching, twisting, and breathing and add some calm to your day in this open series dedicated to community and neighbourhood.



MERIDIAN HALL

COMMUNITY PROGRAMS

2019/20

DISCOVER DANCE

Discover Dance is a free, all-ages, lunch series introducing audiences to some of Toronto's incredible dance artists.

Hosted by award-winning choreographer Nova Bhattacharya, Discover Dance is an hour packed with dance and conversation.

IN ASSOCIATION WITH
nova dance

MERIDIAN HALL + MERIDIAN ARTS CENTRE



© Zahra Saleki

DISCOVER DANCE

2019/20

DISCOVER MUSIC

Discover Music is a free, all-ages, lunch series inviting the community to come together and meet some of Toronto's most talented musicians.



MERIDIAN HALL + MERIDIAN ARTS CENTRE

DISCOVER MUSIC

2019/20

CREATIVE DEVELOPMENT

19
20

TORONTO B-GIRL MOVEMENT

Empowering women through the powerful medium of breaking, The Toronto B-Girl Movement helps a generation of young B-girls develop the artistic skills, leadership, and confidence.

IN ASSOCIATION WITH



MERIDIAN ARTS CENTRE



CREATIVE DEVELOPMENT

January - May 2020

CIRCUS SESSIONS

Toronto's most ambitious circus residency program, *Circus Sessions* will span two weeks and feature international artists from the emerging and professional circus community.

The 24 artists are joined by mentors and experts in their field.

IN ASSOCIATION WITH

*Femmes
du
Feu*

GREENWIN THEATRE



CREATIVE DEVELOPMENT

June 2020

MASTER CLASSES

Master classes connect visiting artists with local emerging artists to provide professional development and hone technical skills.



MERIDIAN HALL, MERIDIAN ARTS CENTRE + ST. LAWRENCE CENTRE

CREATIVE DEVELOPMENT

2019/20

RELAXED PERFORMANCES

19
20

XENIA CONCERTS

Xenia Concerts offers music and arts performances, presentations, and educational programs in an environment welcoming for children on the autism spectrum and their families.

IN ASSOCIATION WITH



MERIDIAN HALL + MERIDIAN ARTS CENTRE



XENIA CONCERTS

2019/20



Photo: Jonathan Castellano

Digital Transformation Goals

Overview

1. Digital Transformation

Why this? Why now?

2. Goals and Strategy

How do we best use technology to reach our objectives?

3. Project Overview

Scope, timing, investment, and future applications

Digital Transformation: Why this? Why now?

- **Audiences today have high expectations**
 - They don't buy products, but rather **experiences**
 - They want companies to meet them **where** they are and **when** they want
 - They “expect that everything exists in the world of the now, and that their interactions will be personalized” – *McKinsey*
 - 80% of customers are loyal to brands that delight, while 25% will defect after a bad experience – *McKinsey*
- **Digital Transformation will help meet those expectations**
 - Transforming marketing practices via digital initiatives
 - Making the best use of technology to meet business goals

Aligning Marketing Goals with Organizational Strategy

1. Increase revenues

- Drive ticket sales
- Expand other existing revenue streams into the digital experience

2. Build brand equity

- Position TO Live as Toronto's hub for arts, entertainment, and culture
- Build awareness and affinity for the brand and our venues

3. Maximize MROI

- Direct marketing spend where it has the greatest return

Digital Transformation Is a Strategy to Enable

1. A website designed for experiences – not just transactions
2. Collection and ownership of data at each touchpoint in the customer journey: from awareness to loyalty
3. Knowing who to talk to, in the right channel, with the relevant and personalized communications
4. Expansion of earned and owned media channels
5. Maximizing ticket revenue, and bringing ancillary revenue streams into the digital experience
6. Increased competitiveness and future readiness

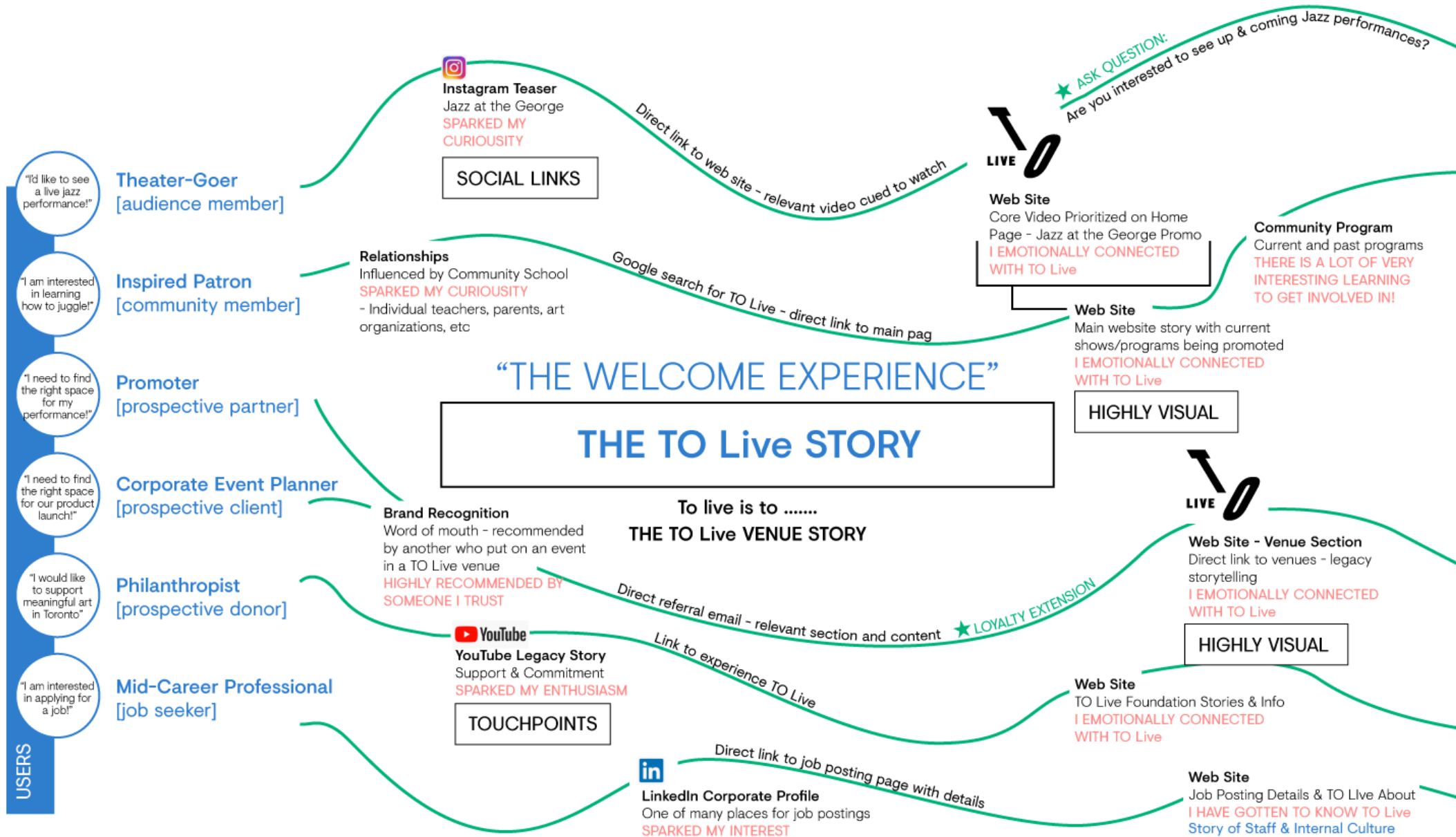
Experiences Are Led by Brand

ESSENCE Why we do what we do	TORONTO'S CREATIVE SPACE We bring the arts to Toronto: entertaining, enriching, engaging, and educating our community			
COMMITMENTS What we deliver	PASSION The arts are fundamental to the fullest enjoyment of life	DIVERSITY Creative expression among all levels of society and culture	INSPIRATION World-class service and entertainment embracing our legacy and vision	COMMUNITY Open doors to iconic venues built for artists and audiences of Toronto
PRINCIPLES How we feel	ROOTED IN PLACE	CONNECTED IN OWNERSHIP	CAPTIVATED IN SPIRIT	

ENTICE & ENTER

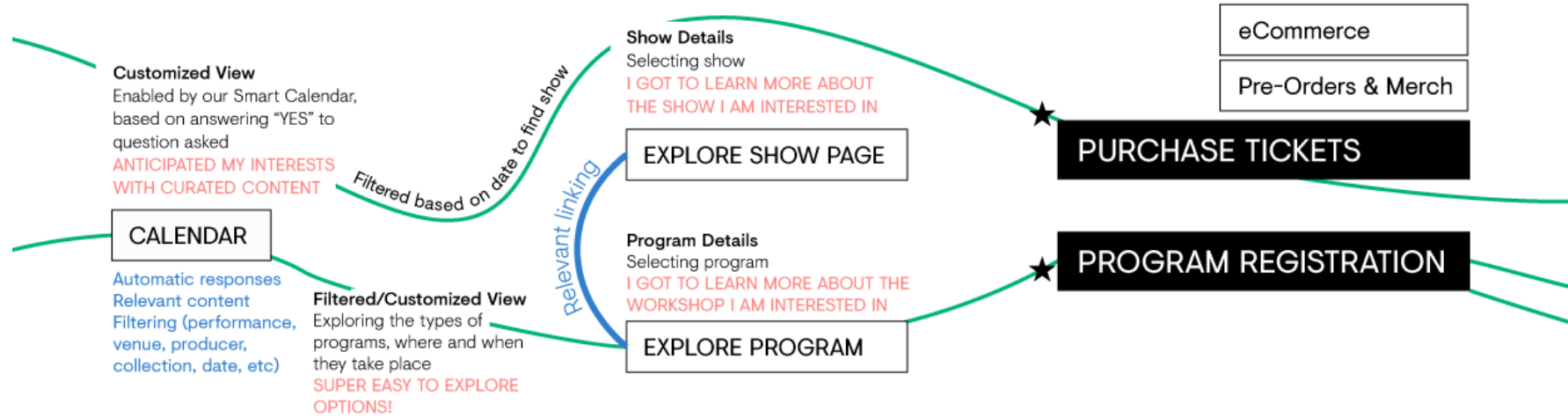
All Platforms & Multiple Touchpoints

Building personalization into the experience from the very beginning



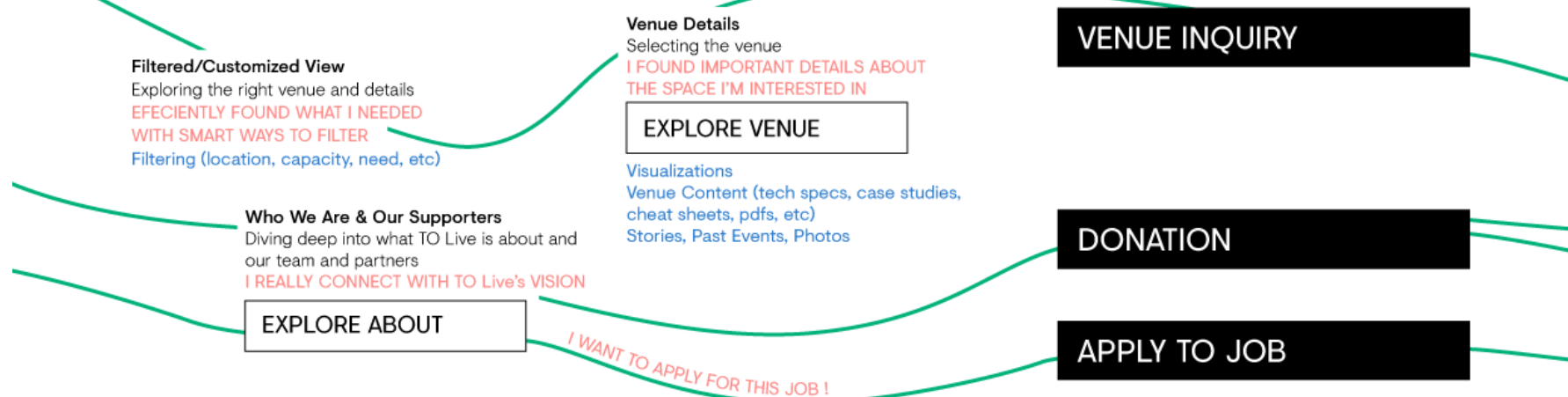
CORE ENGAGEMENT

Big Bold Emotion & Easy Access To Content/Tickets

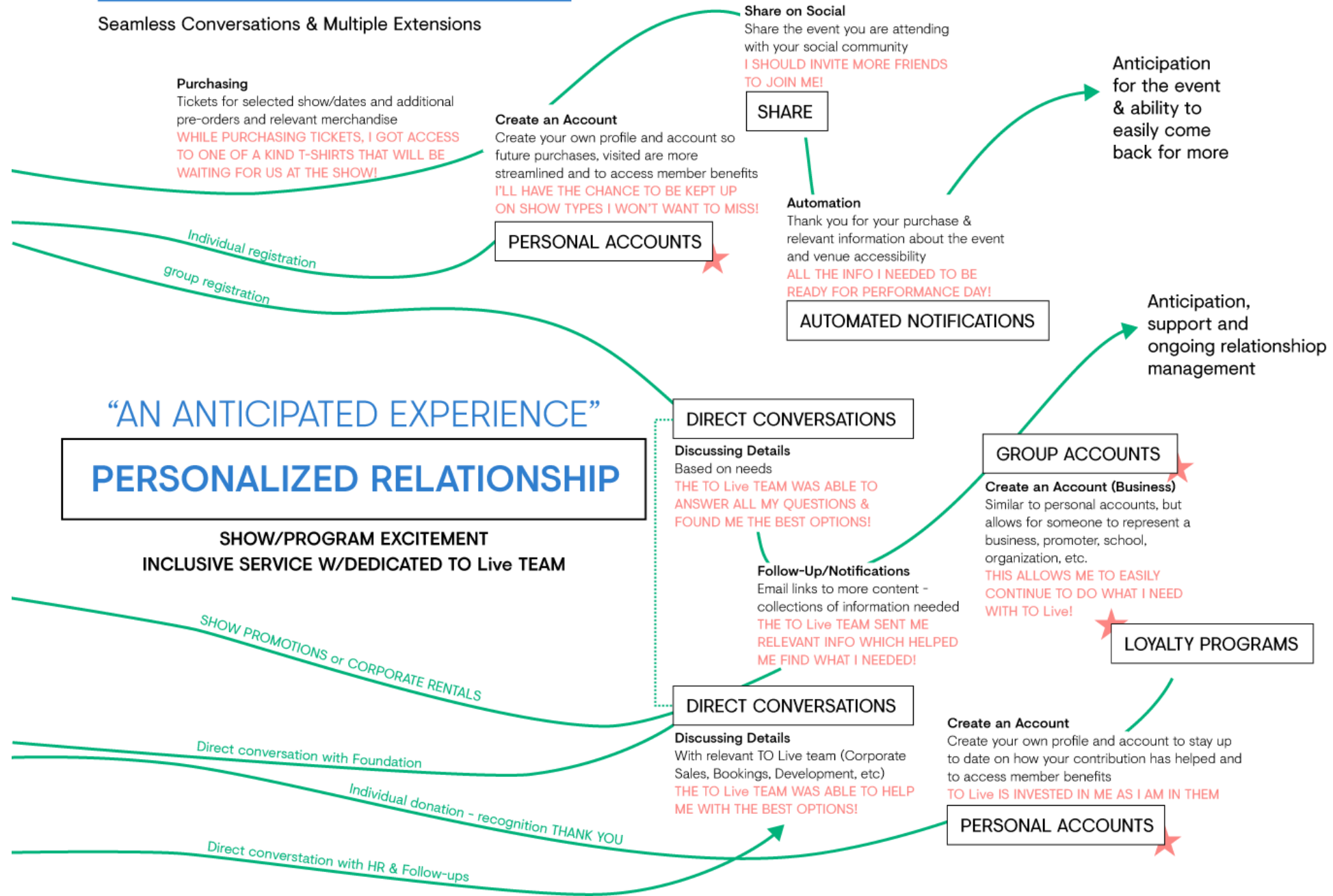


“AN EXPERIENCE OF PERFORMANCE” CAPTIVATING STORYTELLING

SHOW/PROGRAM STORIES
LEGACY STORYTELLING & VISUALIZATION



Seamless Conversations & Multiple Extensions



Proposed Project Timelines

Completed	Now	Fall	6-12 Months*	Future*
Team Alignment Experience Design				
	Proposal Review and Technology Partner Selection			
		Web MVP		
			• Full Website Build • Implement CRM • Ticketmaster API • Ecommerce storefront • Accessibility compliance	
				• Mobile App • Loyalty program • Account creation

*TBC with input from Technology Partner
and Digital Transformation Committee

Summary

- **Audiences expectations have changed**
 - Earning consumers' discretionary dollars for arts & entertainment is increasingly competitive
- **Digital Transformation is a strategy to meet those expectations**
 - Encompasses team management, marketing strategy, and technology
 - Will improve the conversations we have with customers, and the experiences they have with us
- **This initiative is aligned with our mission and vision**
 - Positions TO Live for increased competitiveness and future adaptability
 - Investment will yield measurable return

The background is a solid blue color. There are two large, abstract black shapes. One is a jagged, angular shape in the upper left and center, resembling a stylized arrow or a lightning bolt. The other is a smooth, curved shape in the lower right, resembling a thick, curved line or a partial circle.

Thank You