

MERCER PROJECT for TO LIVE BOARD

Re: CT11.12

TO Live has engaged Mercer to assist in **developing a total rewards approach and executive compensation policy** for its executive roles, as per City of Toronto requirements. This project will include a review of TO Live's current compensation philosophy, a market analysis, recommendations for TO Live's compensation system and the development of an executive compensation policy.

Project Phase	Status
1. Project planning, information gathering and development of total rewards approach	In progress
2. Market analysis / custom survey	Not started
3. Compensation system development	Not started
4. Final report	Not started

FOR BOARD APPROVAL:

1. **Board to approve stakeholder interview list** for the development of TO Live's Total Rewards approach. Mercer will conduct up to 5 half-hour interviews to draw insights on TO Live's current compensation philosophy, talent markets, the use of incentive pay, and other total rewards-related topics. Interviewees may include the following:

Stakeholder List:

- Kevin Garland - Board Member and Chair of the HR Committee
- Gillian Smith - Board Member
- Kerry Swanson - Board Member
- Clyde Wagner - President & CEO
- Bill Milne - VP Finance & Administration

2. **Board to approve stakeholder interview guide** prepared by Mercer.

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3. **Board to approve the potential peer organizations for the custom survey.** Peer organizations should be those with whom TO Live competes for executive talent. These may include performing arts organizations, other arts organizations, agencies of the City and other public sector / not-for-profit organizations.

Potential Peer Organization	Geography	Industry
Canadian Opera Company	GTA	Performing Arts
Canadian Stage	GTA	Performing Arts
Luminato Festival	GTA	Performing Arts
Massey Hall/Roy Thomson	GTA	Performing Arts
National Ballet of Canada	GTA	Performing Arts
Soulpepper Theatre Company	GTA	Performing Arts
Toronto Symphony Orchestra	GTA	Performing Arts
Hart House Theatre	GTA	Performing Arts
Art Gallery of Ontario	GTA	Other Arts
Artscape	GTA	Other Arts
Royal Ontario Museum	GTA	Other Arts
Exhibition Place	GTA	Other Venue
Mississauga Living Arts Centre	GTA	Other Venue
MLSE	GTA	Other Venue
OCAD	GTA	Other Venue
Ontario Science Centre	GTA	Other Venue
Royal Conservatory of Music	GTA	Other Venue
TIFF	GTA	Other Venue
Toronto Zoo	GTA	Other Venue
National Arts Centre	Ontario	Performing Arts
Shaw Festival	Ontario	Performing Arts
Stratford Festival	Ontario	Performing Arts
Arts Club Theatre Company	Rest of Canada	Performing Arts
Banff Centre	Rest of Canada	Performing Arts
Vancouver Art Gallery	Rest of Canada	Other Arts

Peer organizations should be comparable from a size and complexity standpoint

→ Mercer will validate all proposed peers to ensure that operating budget and/or revenue is comparable to that of TO Live

→ Mercer typically uses 0.5x to 2.0x as a size comparison for peer organizations