

Attachment 1



TO LIVE
COVID-19 Recovery Plan

TO Live Overview

TO Live is a non-profit charitable arts organization and an agency of the City of Toronto. Our venues include Meridian Hall (formerly the Sony Centre), St Lawrence Centre for the Arts and the Meridian Arts Centre (formerly Toronto Centre for the Arts).



Meridian Hall



Meridian Arts Centre



St. Lawrence Centre for the Arts

TO Live Overview

TO Live is a robust organization that is central to hundreds of artists, designers and arts workers. 100 full time staff and another 300-500 part-time staff are employed by TO Live, in addition to thousands of onstage artists and creative teams involved in productions.

Our venues include 7 theatres with a total capacity of 10,000 seats, an art gallery, and public spaces.

In 2018, TO Live secured a 15 year naming rights partnership with Meridian Credit Union for two iconic Toronto buildings - the Sony Centre (now Meridian Hall) and Toronto Centre for the Arts (now Meridian Arts Centre).



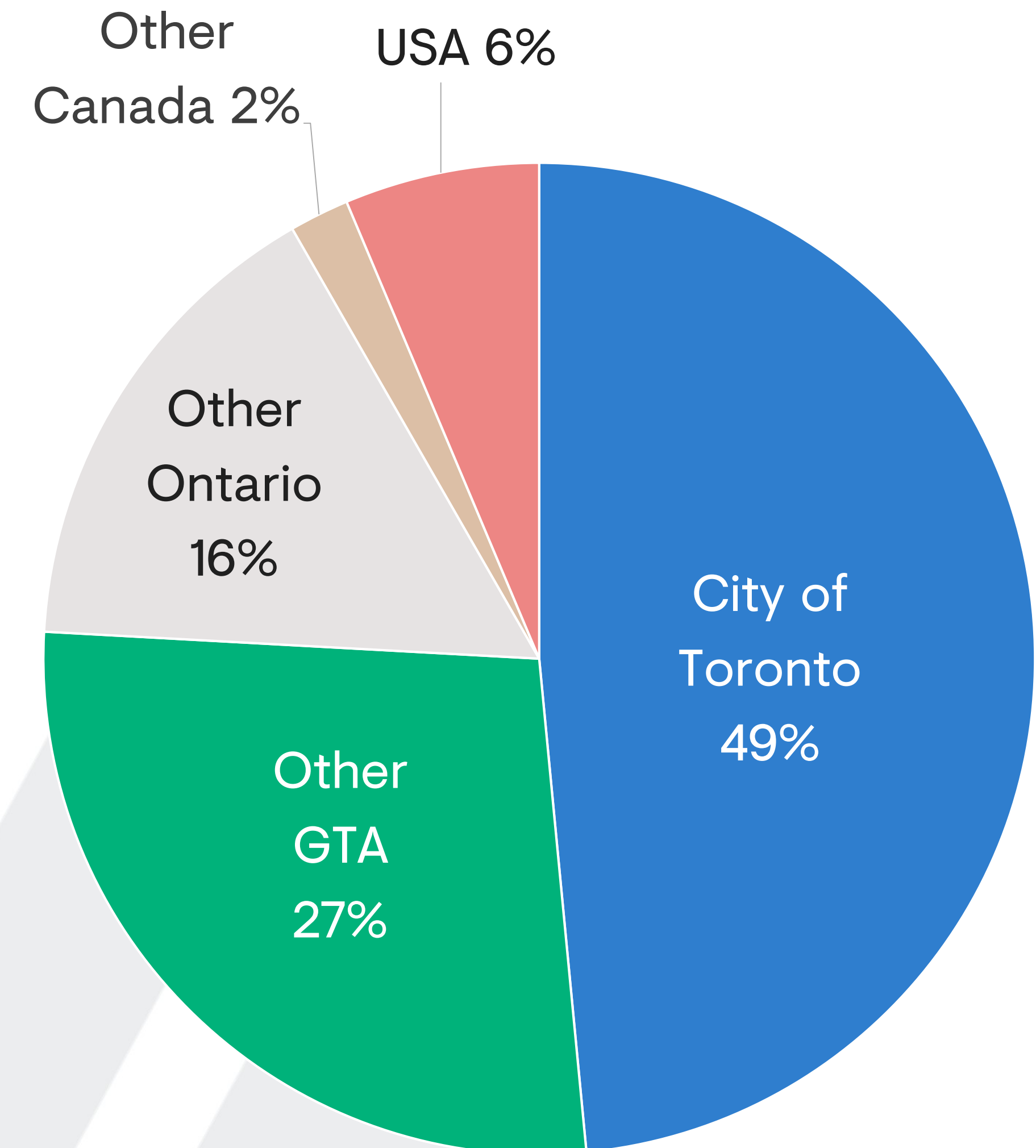
TO Live Audience

TO Live's physical footprint stretches from downtown to uptown Toronto.

Almost half of our audience is from the City of Toronto with an additional 27% from the rest of the GTA.

Almost ¼ of our audience travels from outside the GTA to attend productions at TO Live venues.

Ticket Sales by Region



TO Live Impact



TO Live: A cultural leader on the Toronto landscape

OUR VISION

A curatorial framework that assumes quality and distinctiveness through:

transformation of each venue into **social hubs** where people of all ages come for shared experiences and to exchange ideas in addition to seeking entertainment and education;

support for local artists and companies of all backgrounds through **provision of space, commissioning, collaboration and presentation;**

international work that addresses clear gaps in the market thereby enriching audiences, the city's cultural context and Toronto's standing as a global city;

the unique opportunities presented by Toronto's **diversity.**

TO Live Partners include...



LUMINATO



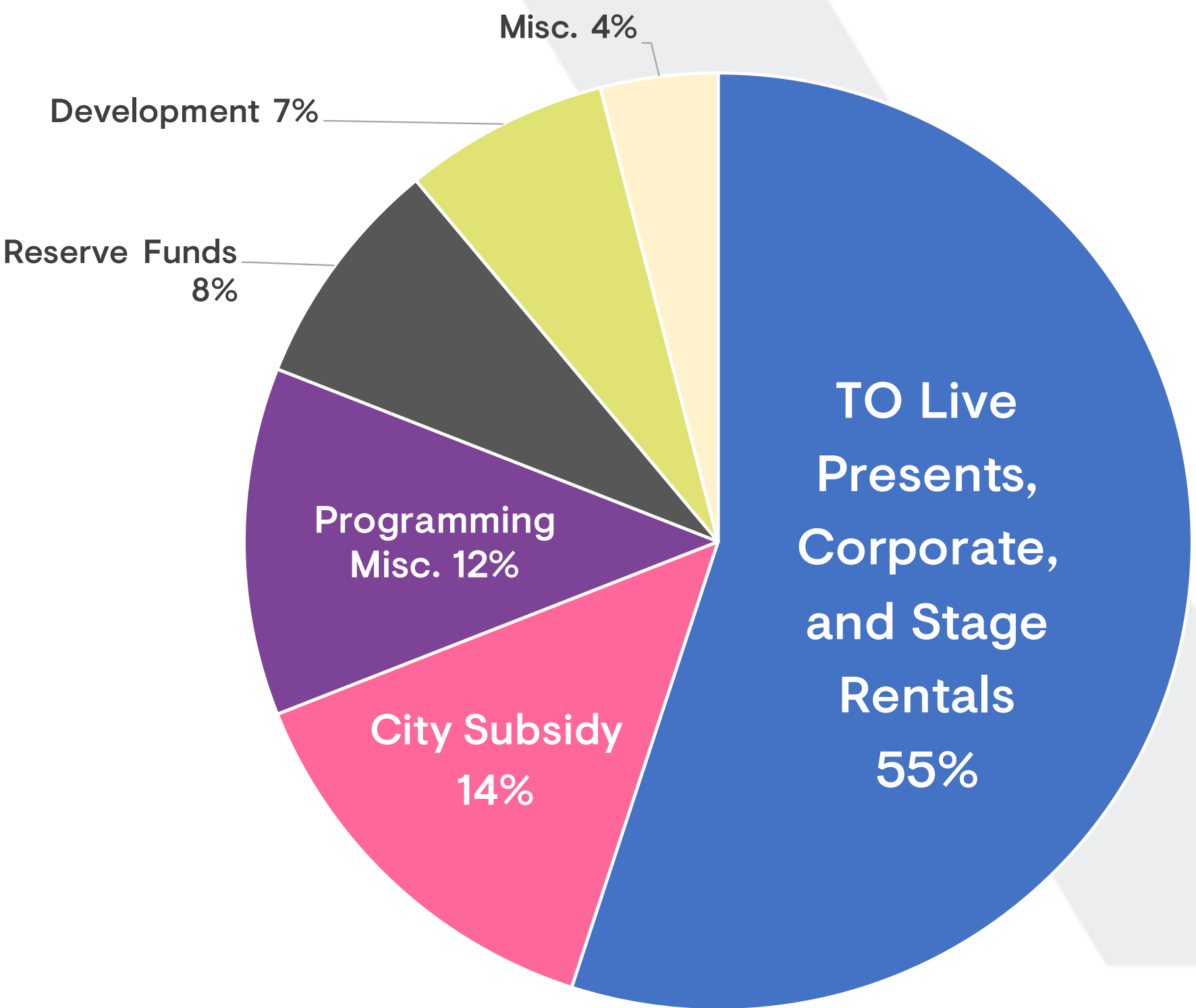
canadianstage

Corporate and Government Partners

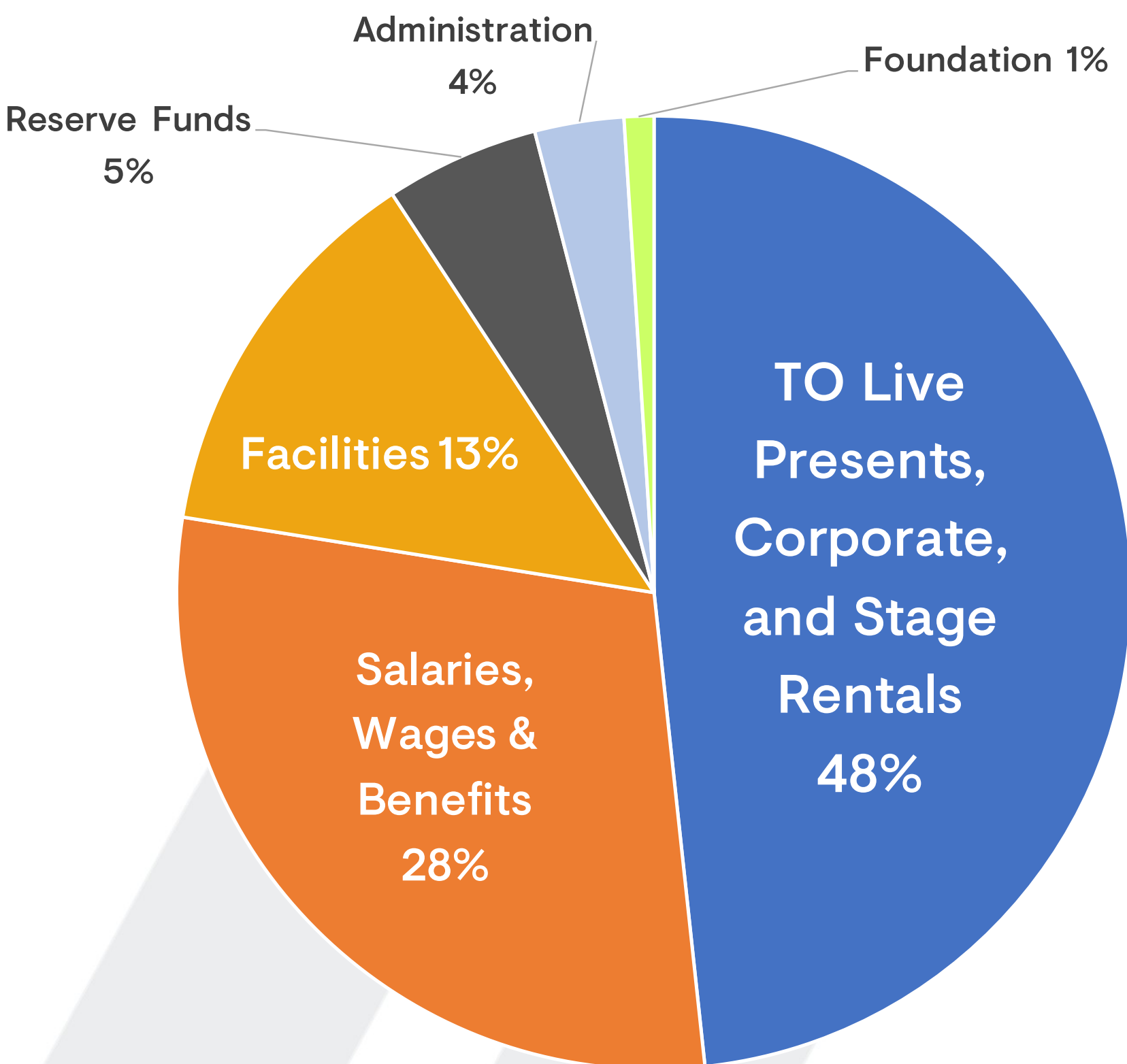


Proposed Operational Budget for 2020

REVENUES



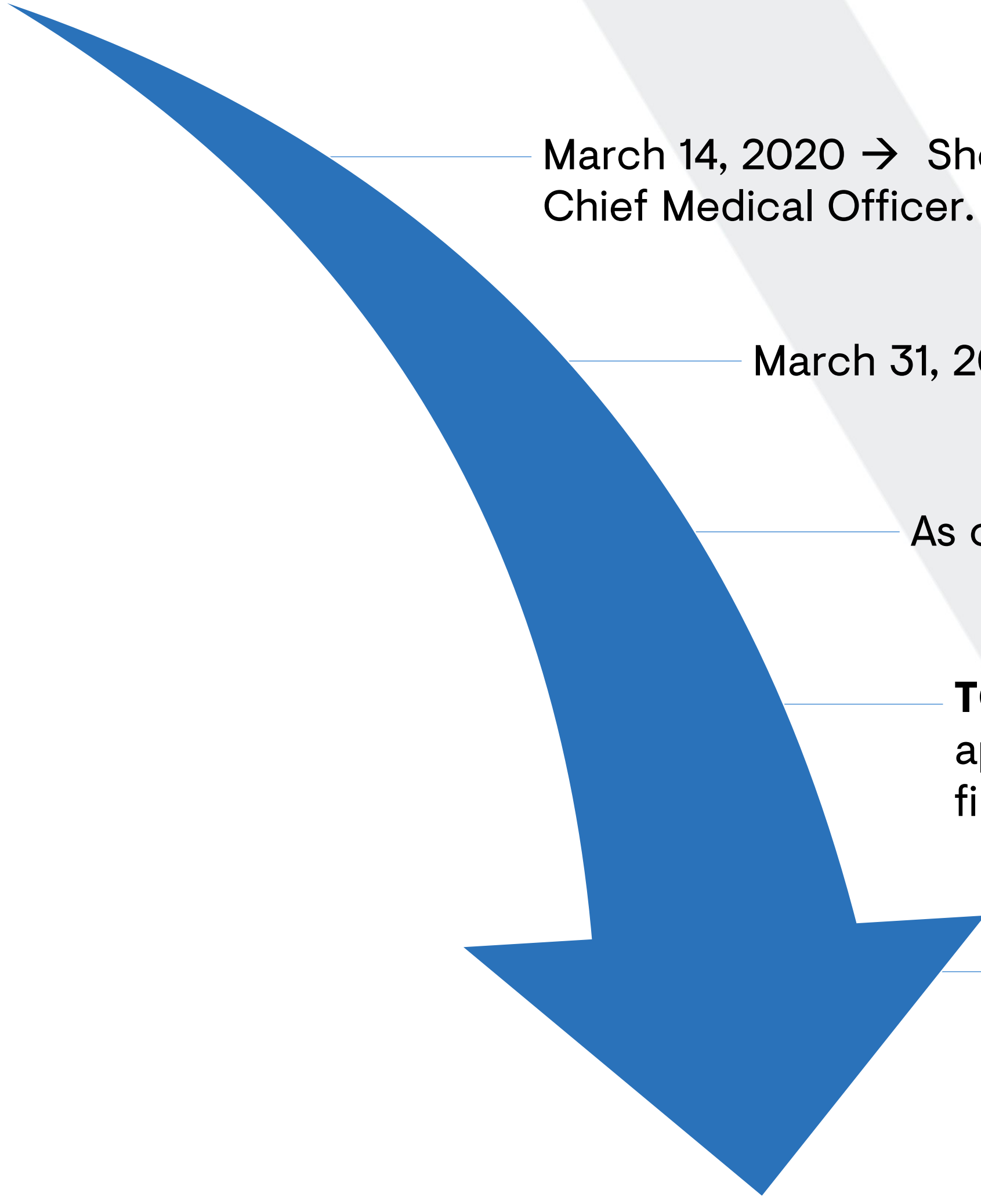
EXPENSES



70% of operating budget is earned revenue. This is high in the not-for-profit sector.

TO Live’s key earned revenue streams include rentals to resident and other arts companies, corporate rentals, and programs presented by TO Live. Also included are corporate sponsorships, government grants and donations. TO Live is aggressively pursuing a strategy to grow charitable donations.

TO Live faces significant losses due to COVID-19



March 14, 2020 → Shows suspended at TO Live's 3 venues as a result of a directive from the City of Toronto's Chief Medical Officer.

March 31, 2020 → City of Toronto suspended all events in public spaces through to June 30.

As of April 20, 2020, we have issued over 450 ROEs.

TO LIVE WOULD FACE A \$3.5 MILLION net variance from budget. This represents approximately 15% of TO Live's total budget. TO Live has run scenarios to assess the financial impact of COVID-19 (see Appendix A).

This has a significant downstream effect on the performing arts community, employment opportunities and local businesses (i.e. tourism, restaurants, bars, parking, etc.).

TO Live's role in Toronto's vision for recovery and future: Programming and Infrastructure

At a time when the world faces an unprecedented crisis brought on by COVID-19, the call to support the arts as a force for healing, social cohesion and economic recovery has been pervasive. Never before has this message felt so meaningful and urgent, nor the livelihood and practice of so many artists been so threatened.

Programming

The scale and breadth of TO Live's footprint, program blueprint and our network of partners and audiences means that we are eager and able to respond to the task of recovery. **We are uniquely positioned to be able to get artists and arts companies back to work and reconnected with their audiences.**

Infrastructure

TO Live is in the beginning phase of a **significant capital project that would provide economic stimulus and provide employment opportunities.**

TO Live remains relevant...

TO Live is committed to **supporting artists** during this period, placing emphasis on practical ways to provide financial assistance and to stay connected as a community.

On March 20,
TO Live
launched its first
initiative

Living Rooms:

This series features a local artist each day performing from the comfort of their own living room.

TO Live is sharing the videos on our digital platforms and encouraging people to purchase works directly from the artists.

Artists from diverse backgrounds and practices include composers and multi-instrumentalists OKAN, Mexican folk musician Quique Escamilla, former child soldier turned musician Emmanuel Jal, dance artist Irma Villafuerte and dancer Travis Knights.



OKAN



Travis Knights

TO Live will welcome back artists and audiences

TO Live will help the city's artists get back to work, reconnect with their audiences, and start to rebuild their livelihoods.

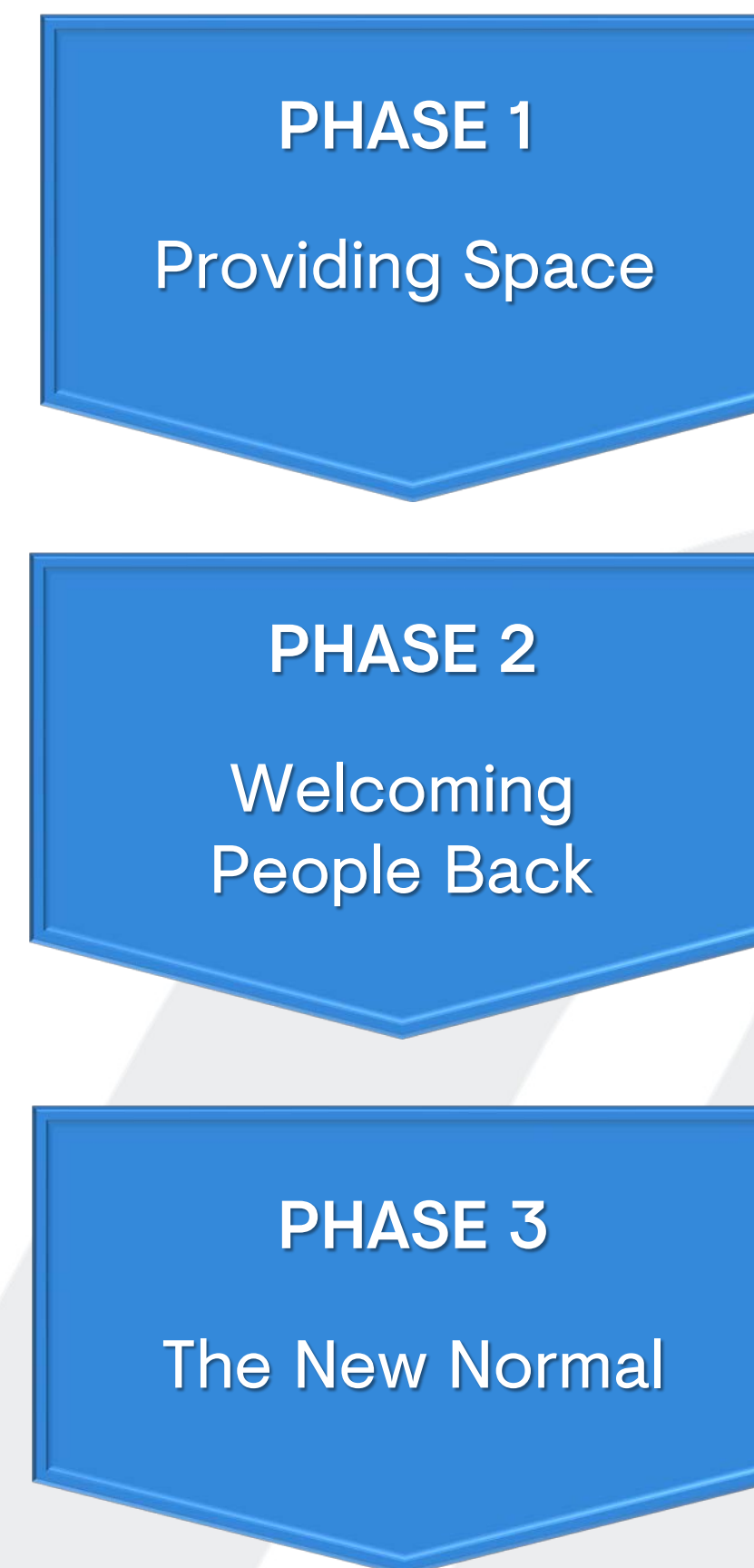
From reopening, audiences will again experience extraordinary live performances, but initially, some nervousness about entering theatres will persist.

We want to offer safe, anxiety-free ways for people to return to our venues and enjoy the arts.

TO Live's strategy is to welcome our audiences back in a 3-phased recovery approach (**more details noted in Appendix B**).



RECOVERY →



Short Term

- Social distancing rules = gatherings of 50 or less

Medium Term

- Social distancing rules continue; reduced theatre capacities

Long Term

- Putting Toronto at the centre

PROGRAMMING FOR RECOVERY

TO Live's recovery plan includes a refreshed curatorial direction supporting local artists and promoting Toronto's ambitions as a global cultural centre by:

PROVIDING	SHOWCASING	CREATING	RETURNING	REOPENING	REBUILDING	PRESENTING
spaces for local artists to work on creative development of new shows; to rehearse; and meet in a professionally and socially supportive environment.	Toronto artists and companies; presenting intimate shows for small audiences; seeking partnerships with resident and other companies to rebuild the sector’s vibrancy and capacity for growth.	additional on-line programming to continue to connect with broad audiences and to offer artists a platform for performance.	to important initiatives to engage with Toronto’s diverse communities and with young people both directly and through the education system.	our foyers and public spaces as inviting community hubs in which people gather and share cultural and social experiences.	revenue by reinstating TO Live as the first choice for Canadian and international promoters, corporate, education and other events.	a balanced program of subsidized and commercially viable Canadian and international stage works to attract large audiences and assist with budget regeneration.
PHASE 1 → PROVIDING SPACE – gatherings of 50 or less						
PHASE 2 → WELCOMING PEOPLE BACK - social distancing continues. reduced theatre capacities						
PHASE 3 → THE NEW NORMAL - putting Toronto at the centre						

Economic Stimulus: Redevelopment of the St. Lawrence Centre for the Arts

TO Live is planning a transformative civic space for the future, a place for meeting and for the exchange of ideas, a place for the city and the country to look at the potential of creative industries, and a place to present the best of those ideas on a globally relevant cultural platform.

On January 2020, Toronto City Council unanimously endorsed “the replacement of the St. Lawrence Centre for the Arts with a new re-imagined centre as a state-of-the-art cultural and civic hub for the City’s creative communities and the community at large.”

TO Live, in partnership with CreateTO, is currently conducting public consultations to understand the needs and aspirations of the cultural community and the city. We will deliver to City Council in the third quarter of 2020:

- Business model, project and funding plans including all levels of government and the private sector;
- An international Architectural Design Competition for the re-imagined St. Lawrence Centre to be imminent.

Stakeholder Quotes

*"The St. Lawrence Market Neighbourhood has been blessed to have two of the city's premier theatres within our catchment area...Their presence has a large influence on all aspects of our area and BIA: Tourism, restaurants, retail, residents, new developments and commercial properties to name a few... **We need them, and we need them operating at capacity.** They are an **integral part of recovery** who will respond to the task by getting artists and arts companies back to work, and reconnecting with their audiences."*

**Al Smith, Executive Director
St. Lawrence Market Neighbourhood Business Improvement Association**

*"The St. Lawrence neighbourhood is a vibrant and thriving neighbourhood...We **look forward to what is next for the St. Lawrence Centre** for increasing programming for the City as a whole....Locally speaking these venues area an anchor for public realm and stitch together Berczy Park, the St. Lawrence Market. This an **important gateway** for our community."*

**Suzanne Kavanagh, Executive Director
St. Lawrence Neighbourhood Association**

*"**TO Live is unique** in that it's not just one arts and theatre complex but three buildings with multiple theatres, concert venues, and galleries, as well as support spaces, such as rehearsal halls, **supporting Toronto's vibrant performing and visual arts community**...The opportunity to work as a "resident" orchestra in the Meridian Arts Centre creates a worry-free experience for us: from rehearsals through ticket sales, pre-production, set-up, and concert days..."*

**Jennie Worden, Executive Director
Orchestra Toronto**

"I have been working in the Arts and Heritage sector in Toronto for over twenty years, and it's been exciting to see TO Live becoming that accessible space...filling a gap to ensure Toronto's Cultural diversity is on stages both uptown and downtown year round."

**Karen Carter
Co-founder and Director of Black Artists' Network and
Dialogue (BAND), former Executive Director of Heritage Toronto**

A Vision for the Future

“The arts community in Toronto is facing an unprecedented challenge from the fallout from the COVID-19 pandemic. Visionary leadership is needed to weather this storm.

TO Live is a community aggregator and a remarkable multi venue/diverse arts organization with a bold vision for recovery. Our plan involves creative programming that engages artists and audiences welcoming them back into our theatres in addition to a state-of-the-art infrastructure project that can lead our artists and our city through this crisis.”

**Robert Foster, Chair, Board of Directors, TO Live
Clyde Wagner, President & CEO, TO Live**

APPENDIX A – FINANCIAL IMPLICATIONS OF COVID 19

	IMPACT
Number of Lost Events	269
Performances	218
Corporate Events	51
Attendance decrease:	152,000
Stage	107,000
Corporate	45,000
REVENUE: variance from budget	\$3.5M
Stage Rentals	\$853k
Risk	\$484k
Corporates	\$1,006k
Ticket Rebates	\$611k
Concessions	\$273k
Merchandise	\$295k
Capital Improvement Fund – Impact from Budget	\$342k

Notes:

- Impact model reflects lost activity and revenue for the 3-month period April to June only with a complete shutdown
- Actual Gross Revenue loss for the period is \$10M
- Impact model does not include additional expenses required during this shut down period (i.e. cleaning, etc.)
- Impact model does not reflect any relaunch activity and related expenses

PHASE 1

PROVIDING SPACE

Gatherings of 50 or less

PHASE 2

WELCOMING PEOPLE BACK

Social distancing continues, reduced theatre capacities

PHASE 3

THE NEW NORMAL

Putting Toronto at the centre

INDOORS

TO Live venues and public spaces are set to be transformed into:

- Atmospheric drop-in destinations for social and professional interaction for artists and the public; incorporating Wi-Fi, work spaces, cafés and activations
- Hubs for forums, lectures, civic discussion and artistic inspiration
- Go-to locations for community classes and masterclasses
- Visual arts spaces including a reimagined Meridian Arts Centre Gallery program and accompanying events
- Homes to the unexpected, with shows for small audiences to encourage the public back into theatres safely

OUTDOORS

TO Live will signal to the City that the arts are back with:

- Projection works to animate the streetscape
- Outdoor performances
- A large-scale prominent public artwork created to thank health care and other essential workers whose efforts got us through: Your Name In Lights

PROVIDING SPACE

ARTISTS of Toronto need work now more than ever and TO Live will be there to support them.
PEOPLE will need healing and nourishing and TO Live will reach out to them.

In the early recovery phase, when we may only be able to gather in groups of up to 50, TO LIVE will:

OPEN its spaces to local artists for residencies, creative development and rehearsal, including access to stages and technical facilities; and offer experienced staff to advise artists companies impacted by Covid-19.	PRESENT work created for small audiences to help encourage a return to live performance; and create a large-scale public art work to thank health care and essential workers whose efforts got us through.	COMMISSION artists and offer residencies for creative development, with a focus on work that can be presented before anticipated resumption of normal operations.	EXTEND its on-line programming, showcasing local artists, providing arts and entertainment, and uplifting moments made possible through private and corporate support.	COMMISSION a large-scale work with established Canadian artists for presentation in 2022 with a view to attracting investing and presenting partners nationally and internationally.	COMMENCE an <i>In Discussion</i> series hosted by a prominent Toronto commentator on topics of vital interest to the public. Starting as a live stream, when allowed, the series will continue in-venue.
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PHASE 1 → PROVIDING SPACE – gatherings of 50 or less

WELCOMING PEOPLE BACK

As it becomes possible to gather in larger groups again, albeit with social distancing, TO Live will continue to support local artists and welcome back audiences and partners.

In Phase 2, TO Live will:					
CONTINUE	PARTNER	RESUME	HOST	REBUILD	RESUME
residency, partnership, and presentation initiatives commenced from Phase 1 as well as activation of public spaces.	with cancelled summer festivals and other presenters to offer presentation opportunities for local artists from their programs with cancelled seasons.	the Education and Engagement Program and postponed expansion of activity.	sector celebratory events to support artists, bolster the industry public presence and further open up venues; maximizing activation of foyer and public spaces.	revenue through rental and ancillary sources from commercial and corporate bookings.	where possible, previously committed TO Live local, national and international mainstage programming.
PHASE 2 → WELCOMING PEOPLE BACK - social distancing continues. reduced theatre capacities					

THE NEW NORMAL

By Phase 3, TO Live will be ready to realize its vision to be, not only a key cultural leader and vital home to the arts in Toronto, but also a visible and attractive national and international centre for the arts that amplifies and promotes Toronto’s image as a sophisticated global cultural centre.

Sustaining and building on the initiatives developed throughout the recovery period, TO LIVE will:

COLLABORATE	PROGRAM	PRESENT	REBUILD REVENUE	CONTINUE TO DEVELOP	CONTINUE TO DEVELOP	CONCEIVE
with local partners across the sector to present a large-scale, free, unmissable celebratory event to joyously welcome audiences back. TO Live has initiated discussion.	4 large-scale shows chosen for maximum impact. (dance, theatre, music, commercial theatre) selected to promote Brand Toronto and audience reach.	the Canadian premiere of one of the world’s most revered performing arts companies sure to be a drawcard for visitors and locals alike.	from rental and corporate events, activating venues and building financial strength.	relationships and partnerships to maximize earned revenue from philanthropic, corporate and other sources to support TO Live’s programming and sector leadership.	partnership opportunities with Toronto-based organizations across the sector.	a long-term residency for a local artist/company in each of TO Live’s 3 venues.

Cost Estimates

*ESTIMATED NET COST
(in 000's)

Spaces (residencies, development & rehearsal): crew calls and other staff	\$ 250
TO Live venues as social and professional hubs (MAC and StLC)	\$75
Visual Arts & MAC Gallery programming and activation events	\$600
Local artist commissions, creative development, presentation	\$225
Large scale Canadian commission and creative development	\$200
<i>In Discussion</i> civic engagement series	\$50
Large scale public art work and outdoor projection	\$250
Equipment upgrade to facilitate streaming	\$220
Partnerships with festivals and presenters	\$200
Presentation of 4 high impact events (subsidized and commercial balance)	\$150
Presentation of Canadian Premiere of international star company	\$750
TOTAL	\$2,970

**after earned revenue from box office, corporate, private and sector partners, if applicable*



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