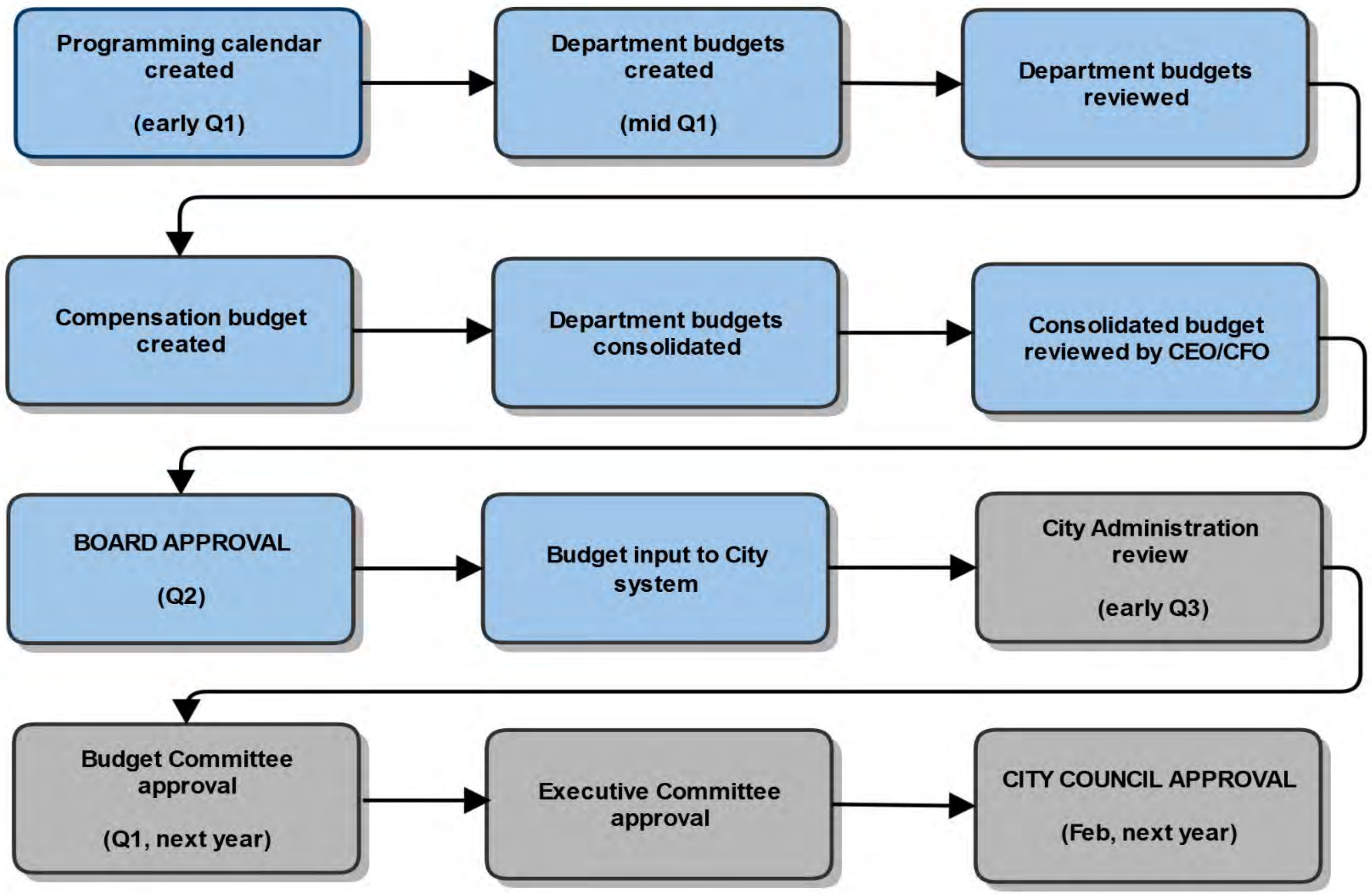
Dates	Committees
June 7	Environmental, Social and Governance (ESG)
June 7	STLC Redevelopment
June 14	Audit
June 14	Programming Risk
June 15	Human Resources, Compensation & Labour Relations
June 15	Planning & Priorities

TO LIVE
2022 Plan & Budget

Index

1. Overview

Budget Process



Assumptions, Highlights & Pressures

Assumptions

- City subsidy $8.5M
- Historical averages (2017-2019) used
- Subject to City Council approval

Highlights

- Investment in:
  - Digital Transformation initiative
  - Fundraising and sponsorship opportunities
  - Programming
  - Inclusive, diversity, equity and access (IDEA)

Challenges/pressures/opportunities

- Massey Hall and Live Nation effect
- Post pandemic effect (audience (re)building)
- SOGR and FFRF backlogs
- The impact of COVID-19 and the uncertainty of economic health
- Remote working environment

Budget Summary: Big Picture

(in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Total Gross Revenue*	**$21,403**	**$25,203**	**$31,442**	**$6,567**	**$1,582**	**$30,447**
% change in gross revenue		(6.95%)	24.75%	(79.11%)	(75.91%)	1824.57%
Total Gross Costs*	**$27,383**	**$30,089**	**$37,577**	**$15,284**	**$12,559**	**$39,028**
% change in gross costs		(7.02%)	24.89%	(59.33%)	(17.83%)	210.76%
Total Operating Surplus/(deficit) before Subsidy	**($5,980)**	**($4,886)**	**($6,136)**	**($8,717)**	**($10,977)**	**($8,581)**
Subsidy	**$5,907**	**$5,274**	**$5,599**	**$8,717**	**$10,977**	**$8,581**
Total Net Operating surplus/(deficit)	($73)	$388	($537)	$0	$0	($0)

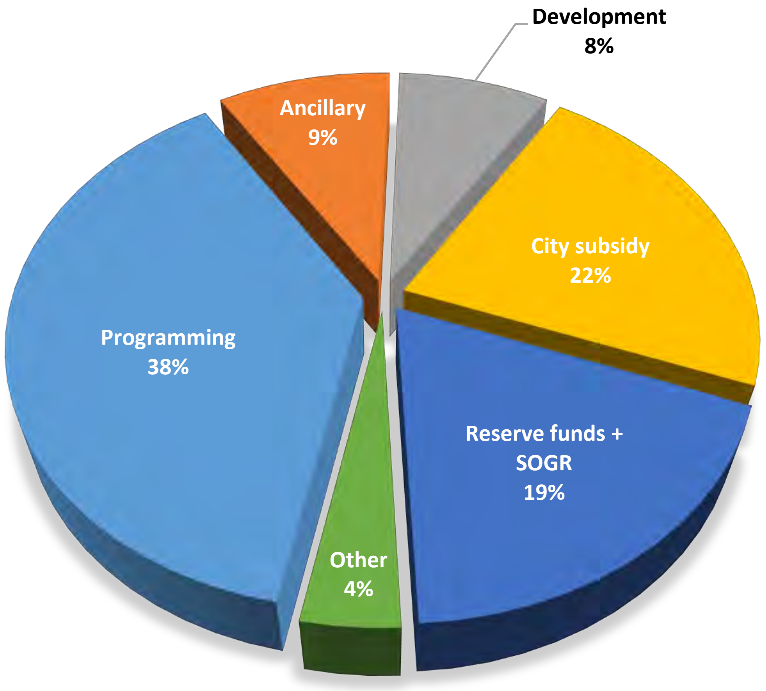
* before amortization of capital assets and deferred capital contribution (DCC)

Total gross revenue	$27,310	$30,477	$37,041	$15,284	$12,559	$39,028
City subsidy	$5,907	$5,274	$5,599	$8,717	$10,977	$8,581
as a %	21.63%	17.30%	15.12%	57.03%	87.40%	21.99%

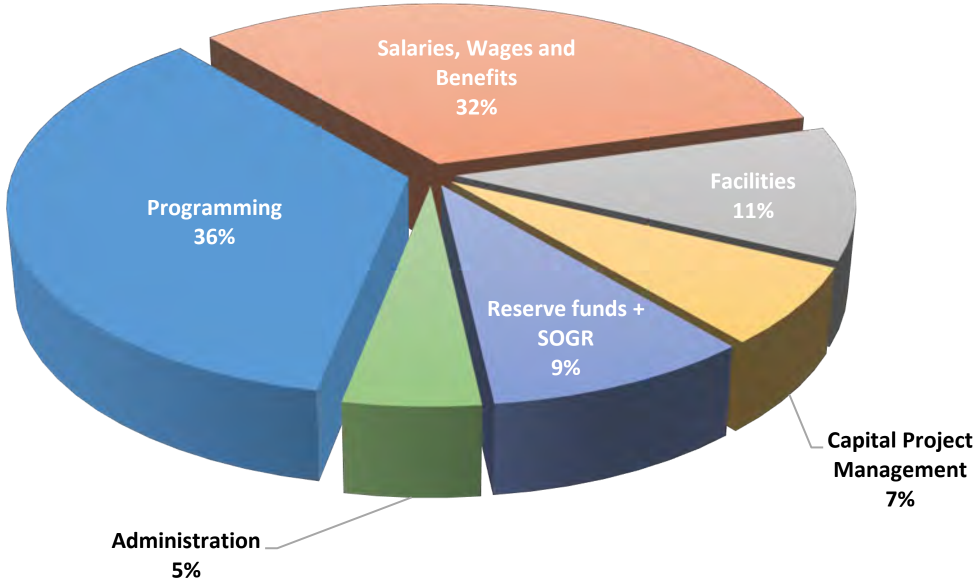
See Appendix 8A for detailed departmental view

Gross Revenues & Expenses (Industry View)

Revenues



Expenses

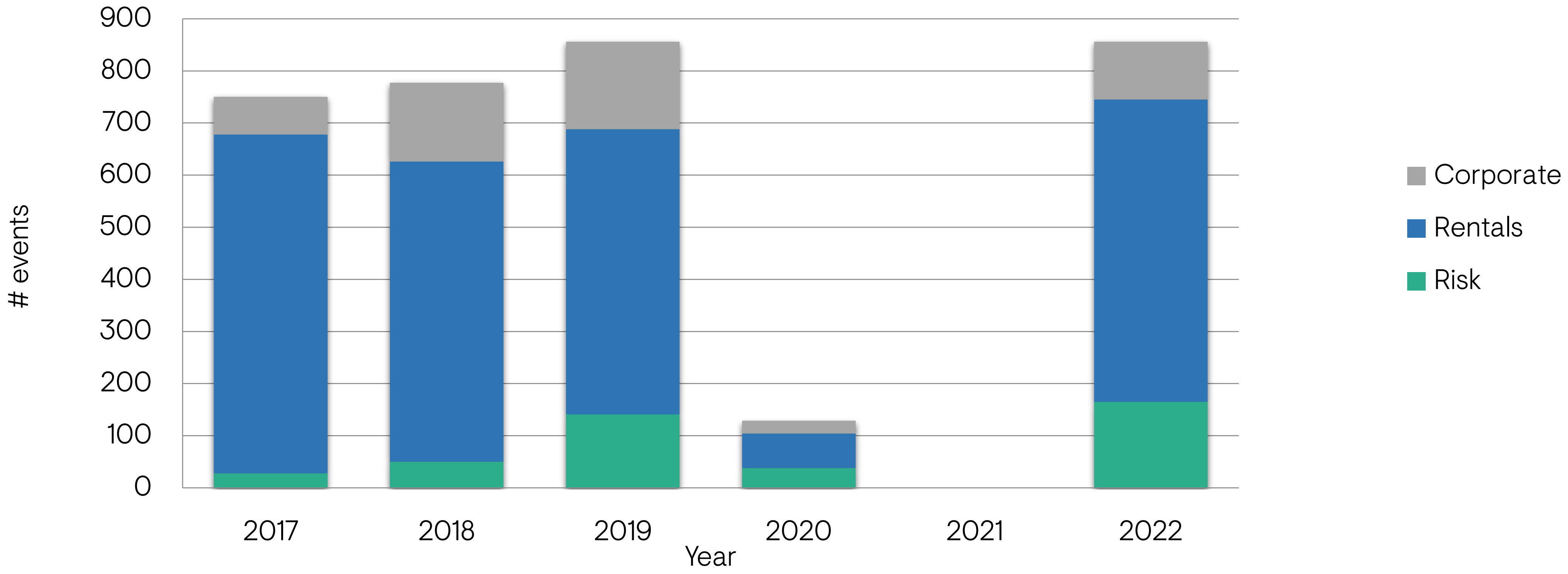


See Appendix 9A for chart data

City Subsidy Change

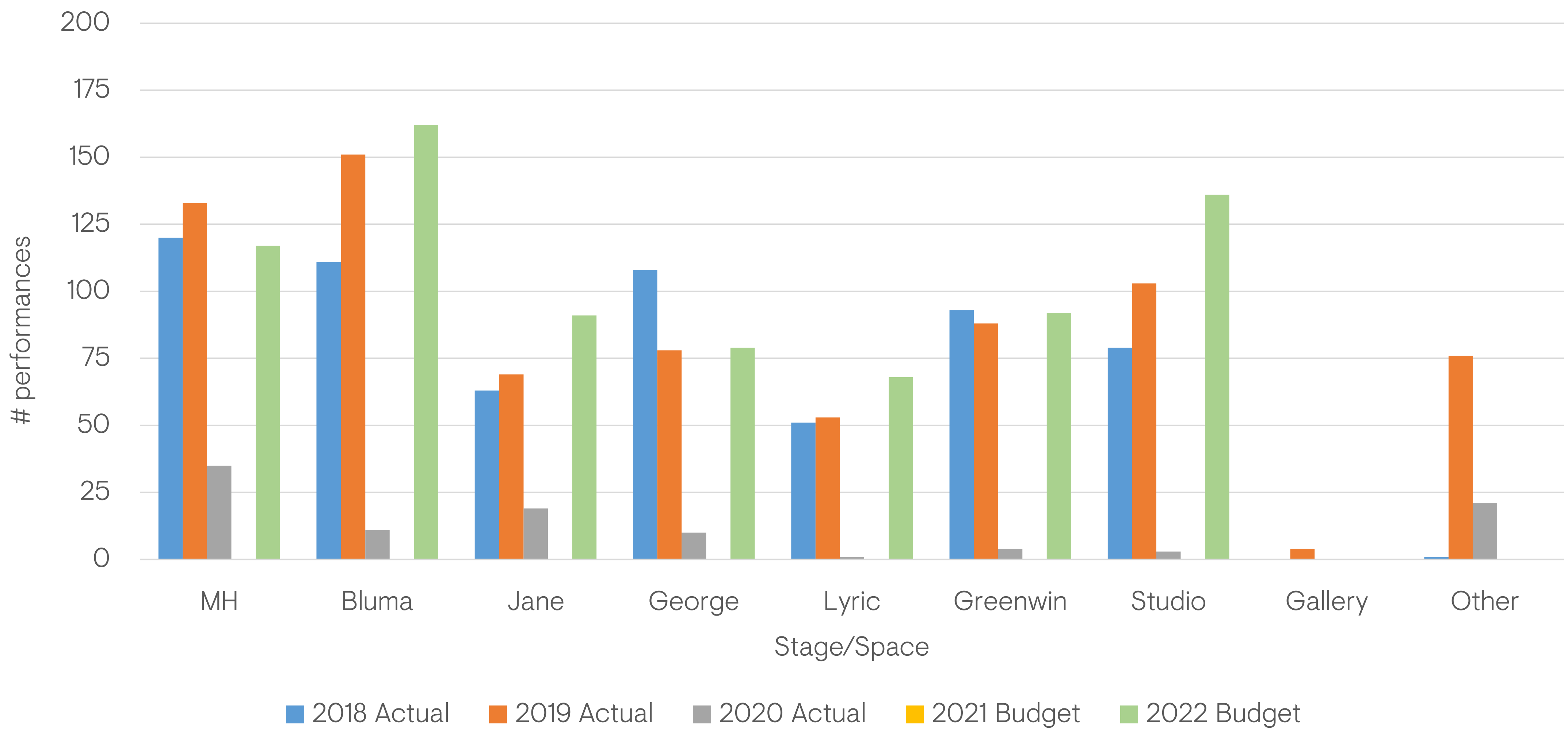
City Subsidy – 2019 (in 000s)		$5,599
Lost Revenue		
Programming	$582	
Interest	$288	
HST	$90	$960
Strategic Plan		
Digital Transformation	$585	
Gallery Programming	$296	
IDEA initiatives	$220	
Transfer to Programming Reserve Fund	$150	
COVID-19 costs	$50	
Cyber Security	$30	$1,331
Staffing		
Program Delivery	$549	
Facilities - union	$207	
Facilities - non union	$75	
Sick days for Part Time staff	$39	$870
Other		
Utilities	$126	$126
Offset by saving in:		
Administration/other	($306)	($306)
Total changes		$2,981
City Subsidy - 2022 Request		**$8,581**

Number of Events



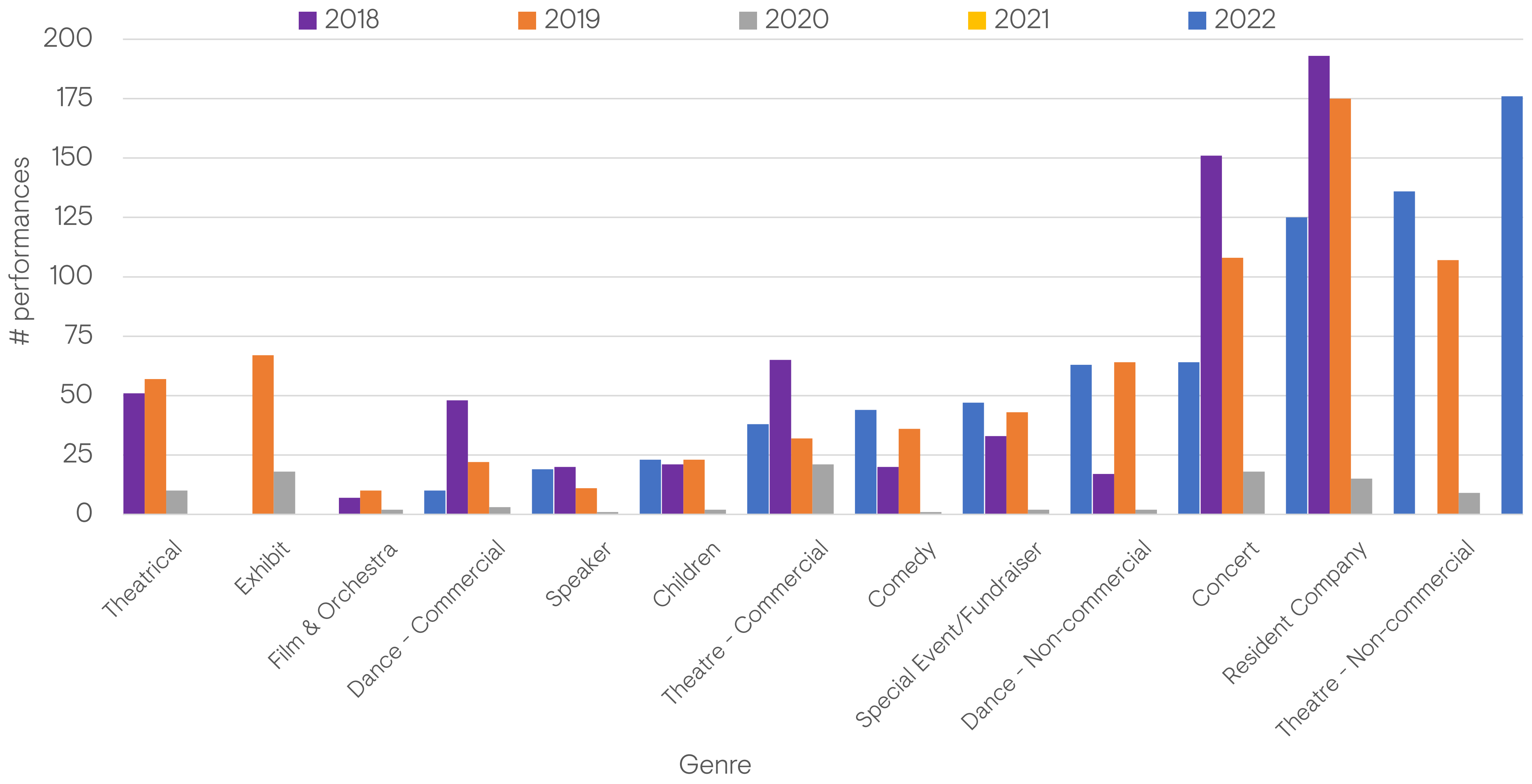
See Appendix 9C for chart data

Programming Activity by Stage/Space

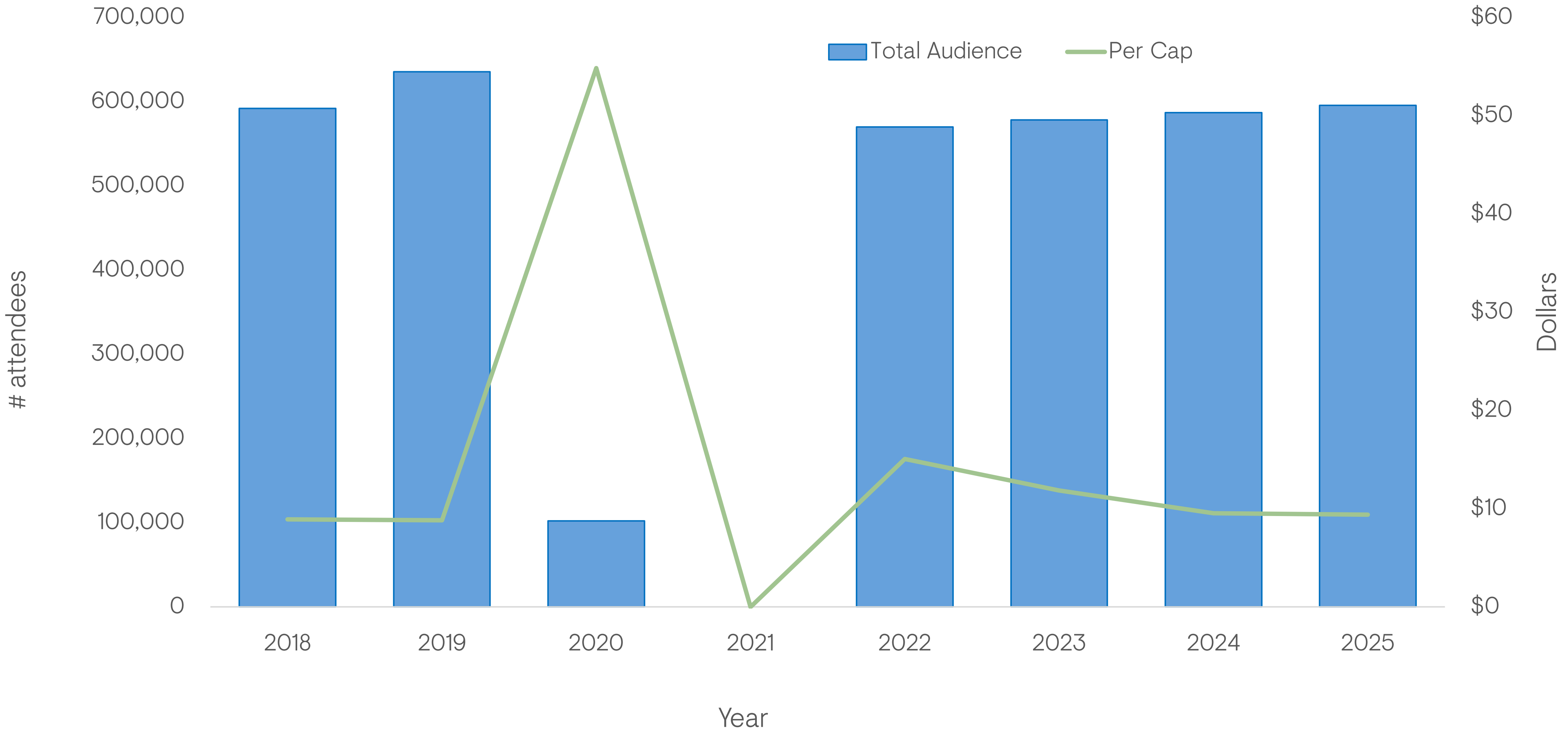


See Appendix 9I for chart data

Performances by Genre



City Subsidy per Audience



Notes: Includes estimated stage and corporate attendance numbers for 2022 - 2025
2023 City subsidy is estimated to be 80% of prior year's, same for years 2024 and 2025
See Appendix 9H for chart data

2. Goals and Objectives

Vision and Mission

VISION

Building a better city through the arts.

MISSION

TO Live believes that the arts are crucial to create healthy, vibrant, and engaged diverse communities. TO Live strives for excellence in everything that we do. We are stewards of landmark city theatres and activate our spaces through programming and rentals. We are a creative hub for audiences, artists and all those who work with us.

Core Values

- Diversity and Inclusion
  - We foster a sense of belonging in everything we do. We strive to be an antiracist organization.
- Innovative
  - We are unafraid to experiment and to push the boundaries of creativity.
- Excellence
  - We strive to be the best in class in all we do.
- Accountability
  - We value responsibility and take ownership of our work and actions.
- Adaptable
  - We see opportunity in embracing our changing world.
- Community-Minded
  - We listen to and are responsive to the people and groups we serve.

Goals and Objectives (Departmental Summary)

DEPARTMENT	TASK	CATEGORY
FINANCE & ADMINISTRATION		
Finance >>>	Deliver timely reporting	**GRB**
	Deliver clean timely Audit	**GRB**
	Deliver 2023 Budget on time	**GRB**
Information Technology >>>	Enhanced Auditing Sofware	**GRB**
	Data Backup and Retention	**GRB**
	Office 365 Premium Features	**GRB**
Human Resources >>>	IDEA training & professional development	**ESG/IDEA**
	Establish a greater diverse talent pipeline to source applicants	**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, EDRS**
	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	**IDEA**
Resident Companies and Rentals >>>	Work proactively with renters returning to live performance	**EDRS, GRB, DT**
	Support resident companies and not-for-profit annual hirers	**GRB, ECI**
Education & Engagement >>>	Position TO Live to lead in access and social impact	**ECI, IDEA**
	Engage local residents and TO Live audiences	**ECI**
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	**IDEA**
	Enhance stage services to ensure user satisfaction & market competitiveness	**GRB, EDRS**
	Develop program for Student engagement & discovery of production in live entertainment	**ECI**
Producing >>>	Provide producing support for Programming across all events	**GRB**
	Review and implement changes to Programming Department's administrative processes and systems	**GRB**

See Confidential Attachment Tab 2.A for more detailed information on the 2022 Goals and Objectives.

Goals and Objectives (Departmental Summary)

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, ESG/IDEA**
	Improve Database Management and Use of Data	**DT**
OPERATIONS		
Facilities >>>	Develop metrics to rate TO Live's Environmental Performance	**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 goals, vision, and strategic objectives	**EDRS, DT, ECI**
Annual Fundraising Program >>>	Establish recurring campaigns, donor funds and growth of Patron Program	**ECI, DT, EDRS**
Government Grants & Foundation >>>	Build a sustainable foundation giving and community portfolio	**EDRS, ECI, ESG/IDEA**
Sponsorship >>>	Strategic growth of TO Live's sponsorship portfolio; 18 months required for new sponsorship	**EDRS, ECI, ESG/IDEA**
Major Gifts >>>	Establish Major Gifts pipeline - 18 months required for new donors	**EDRS, ECI, ESG/IDEA**
Legacy Giving >>>	Position TO Live for Success with ongoing cultivation and stewardship	**EDRS**
	Launch inaugural annual gala event	**EDRS**
STLC REDEVELOPMENT		
	Finalize STLC public engagement Phase (deliver report to Exec/City Council)	**ECI**
	Solicit/steward prospects for STLC reimagined building	**EDRS**
	Digital Transformation Committee	**DT**
	Inclusion, Diversity, Equity and Access Committee	**ESG/IDEA**

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

See Confidential Attachment Tab 2.A for more detailed information on the 2022 Goals and Objectives.

3. Programming

3.1 TO LIVE Presents

TO Live Presents Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Presentations Division					
Gross revenue	$3,160	$6,435	$628	$0	$5,401
Direct expenses	$3,231	$8,073	$1,018	$2,000	$6,084
Total Net Revenue	**($71)**	**($1,638)**	**($390)**	**($2,000)**	**($683)**

TO Live Presents Overview

Highlights:

- Curatorial framework for TO Live Presents in 2022 reflects:
  - a commitment to Toronto-based artists and communities, and our ambition to present a distinctive, ground-breaking, relevant and inspirational annual season of Canadian and international work with local resonance.
  - a program, both free and ticketed, that over time will develop into full activation of all venues, including the lobby and other available spaces, independently of the in-theatre event schedule.
  - the creation of recurring annual events and series that will help build brand and audience loyalty.
  - a belief in the importance of partnerships and collaboration as fundamental to TO Live's role as a significant contributor to the local and Canadian cultural landscape.
  - establishment of a speaker series to support TO Live's role sparking civic discourse.
  - establishment of a multi-disciplinary children/family series.
  - three exhibitions in the Gallery, to support the potential of the Meridian Arts Centre as a vibrant community and cultural centre, and establishing this space as a quality visual arts destination.
  - allocation of funds to lobby activations.

See Confidential Attachment Tab 3.1.A for more detailed information on TO Live Presents programming plan and budget.

TO Live Presents - Gallery

(in 000's)	2022 Budget
Programming	$165
Patron Services	$65
Facilities Services	$66
Total Gallery Costs	**$296**

- New initiative to (re) programming the Gallery space located at MAC
- 2022 includes three partnerships/terms
- Patron Services provides front-of-house staff to assist with patrons and monitoring of gallery space.
- Facilities provides maintenance coverage, and security costs outside of normal business hours (Sat/Sun, when no performances are scheduled).

See Confidential Attachment Tab 3.1.A for more information related to the Gallery programming plan and budget.

3.2 Education & Engagement (E&E)

E&E Overview

As a response to the ongoing shifts in our industry and communities, E&E is shifting its strategy for 2022 away from measuring success solely by numbers of participants and events to an approach which includes a deeper look at program impact. Conversations in 2021 are highlighting specific community/sector needs and we are co-developing programming in response.

Highlights & New Initiatives:

- Arts & Wellness partnership with Healthcare sector, particularly long-term care (ex. Baycrest Centre).
- Neighbourhood engagement with organizations expressing specific needs. (ex. Homes First residents, North York Senior Centre residents, etc.).
- Professional development opportunities for artists and arts workers (ex. Arts & Wellness training to help artists increase accessibility of their work).
- Host 2022 Toronto Comic Arts Festival /KidsLit Family Festival.
- Introduce new accessibility infrastructure.

Challenges:

- Ensuring adequate staffing capacity for all programs across 3 locations.
- Uncertainties stemming from COVID may result in decreased capacity, program cancelations.

E&E Activity Summary

Type	Status	2018		2019		2020		2021		2022	
		Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach
All Community Classes	Approved									90	1,620
	Actual										
Yoga	Approved	87		60	1,750	60	1,750				
	Actual	57	1,716	51	1,565	16	436				
Community Classes	Approved	36		35	1,200	40	1,200				
	Actual	34	1,169	39	883	22	534				
Specialist High Skills Major (SHSM) Certification Workshops	Approved	2		6	300	4	300				
	Actual	3	180	4	152						
Xenia	Approved	5		5	500	8	800	2	150	8	775
	Actual	4	420	8	557	2	153				
Pre-Show Talks	Approved	17		20	4,000	15	3,750			18	3,600
	Actual	13	3,180	22	5,220	4	725				
Circus Sessions	Approved					6	200				
	Actual			13	553						
KeepRockinYou (KRY)	Approved	5		60	200	12	50			50	275
	Actual	6	20	54	300						
Summer Day Camp & March Break	Approved	15		5	160	10	150			6	160
	Actual	15	90	5	130						

E&E Activity Summary cont'd

Type	Status	2018		2019		2020		2021		2022	
		Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach
Doors Open/Culture Days	Approved	6		4	2,700	4	3,000	1	30	4	2,750
	Actual	4	1,893	3	700						
Discover Series	Approved	18		18	720	20	800	6	180	20	1,000
	Actual	18	356	19	538	2	45				
Masterclasses	Approved	5		10	300	12	360	5	60	11	120
	Actual	7	198	12	144	3	68				
Professional & Artist Development	Approved			1		2	50	3	20	9	355
	Actual	1	45	1	40	1	25				
Exhibit Workshops & Talks	Approved										
	Actual			3	73	2	40				
Arts & Wellness Programming with Healthcare sector	Approved					6	60	8	240	9	270
	Actual			4	8						
Open Rehearsals + Urban Sketchers	Approved			3	30	5	30			5	50
	Actual			3	38						
Family Festival Programming	Approved					4				1	400
	Actual			4	80						
Additional Projects	Approved							2	30	12	100
	Actual					5	12				
Total		196		227	11,860	208	12,500	25	680	243	11,475
		162	9,267	245	10,981	57	2,038				
Gross investment in E&E ($000s)		$261		$283		$108				$316	

4. Inclusion, Diversity, Equity and Access (IDEA)

IDEA Overview

Creating a culture of Inclusion, Diversity, Equity, and Access:

TO Live has developed an IDEA Action Plan that outlines goals, objectives, and specific actions for the organization to accomplish from now until 2023. This work is guided by the following goals:

- Identify and address systemic barriers affecting full participation at TO Live
- Ensure our policies and procedures meet our employees' needs and that employees feel safe and a sense of belonging
- Build a more diverse organization through recruitment, retention and advancement opportunities

To Live's IDEA Committee is an employee-led initiative designed to provide an ongoing platform for employee voices and to support the integration of inclusion, diversity, equity and access into all aspects of our workplace.

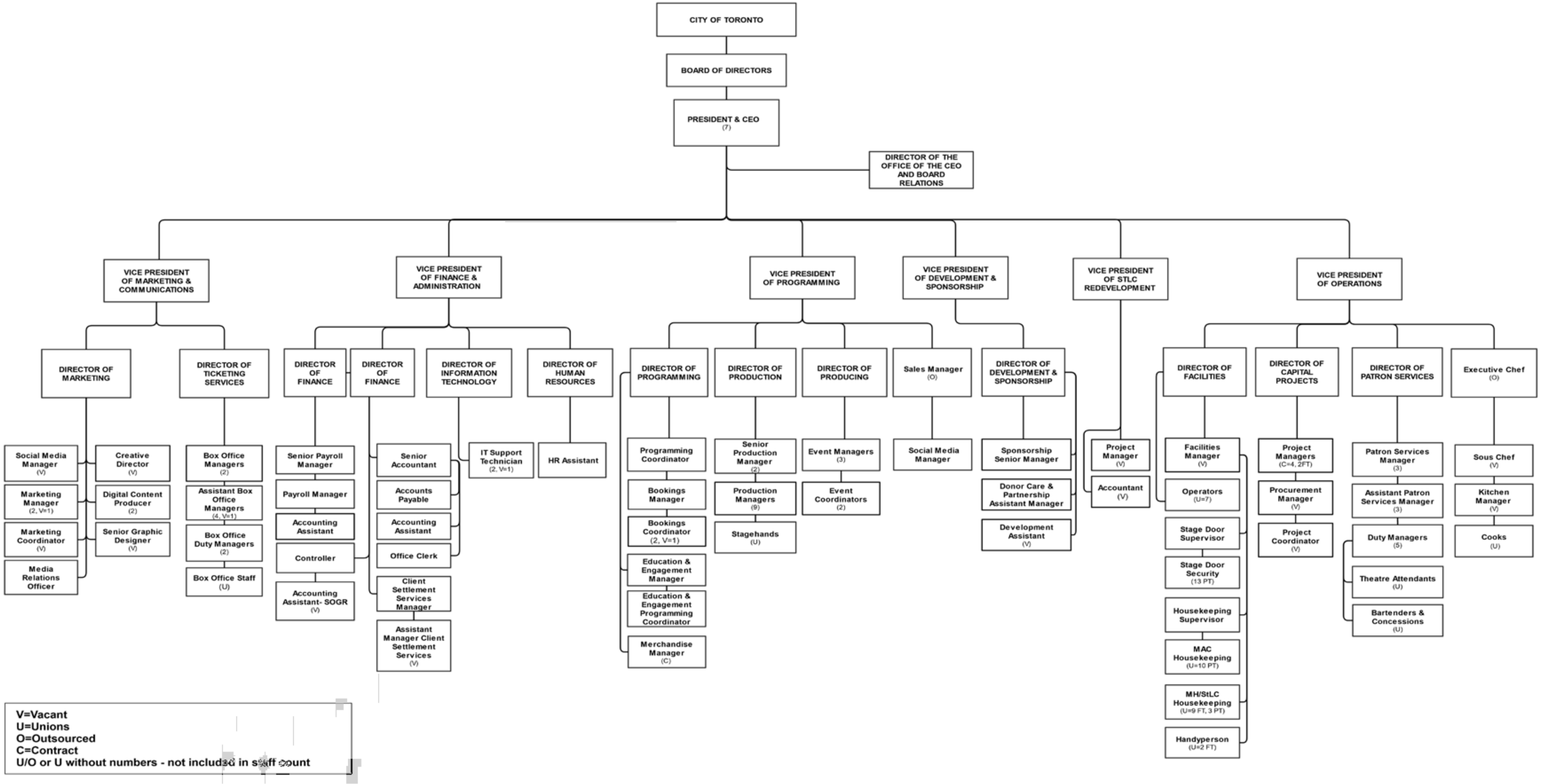
IDEA Budget

(in 000's)		2019	2022	Change
Human Resources	Contracted Services - Consulting	$50	$130	$80
	Contracted Services - Training	$0	$50	$50
	Fees - Recruitment	$9	$47	$38
Total Human Resources		$59	$227	$168
Programming	Contracted Services (Curator)	$0	$30	$30
Total Programming		$0	$30	$30
Production - Apprenticeship	Wages - Stagehands	$0	$15	$15
	Benefits - Stagehands	$0	$7	$7
Total net Production		$0	$22	$22
Grand Total		**$59**	**$279**	**$220**

- Increased consulting and training budgets as part of the action plan to increase IDEA training to staff (goal #1 and #3 of Action Plan).
- Increased recruitment budget as efforts are made to recruit and retain skilled employee that reflect the diversity of our city (goal #3 of Action Plan).
- Creation of a stagehand's apprenticeship program for up to three members from the BIPOC communities Total cost of program is $206K with $185K recoverable from chargebacks to clients, as part of the labour costs for performances (goal #3 of Action Plan).
- A Mentorship Program is not included in the 2022 budget and will only proceed if sponsorship/grant funding is received ($125K).

5. Staffing and Compensation

Organizational Chart

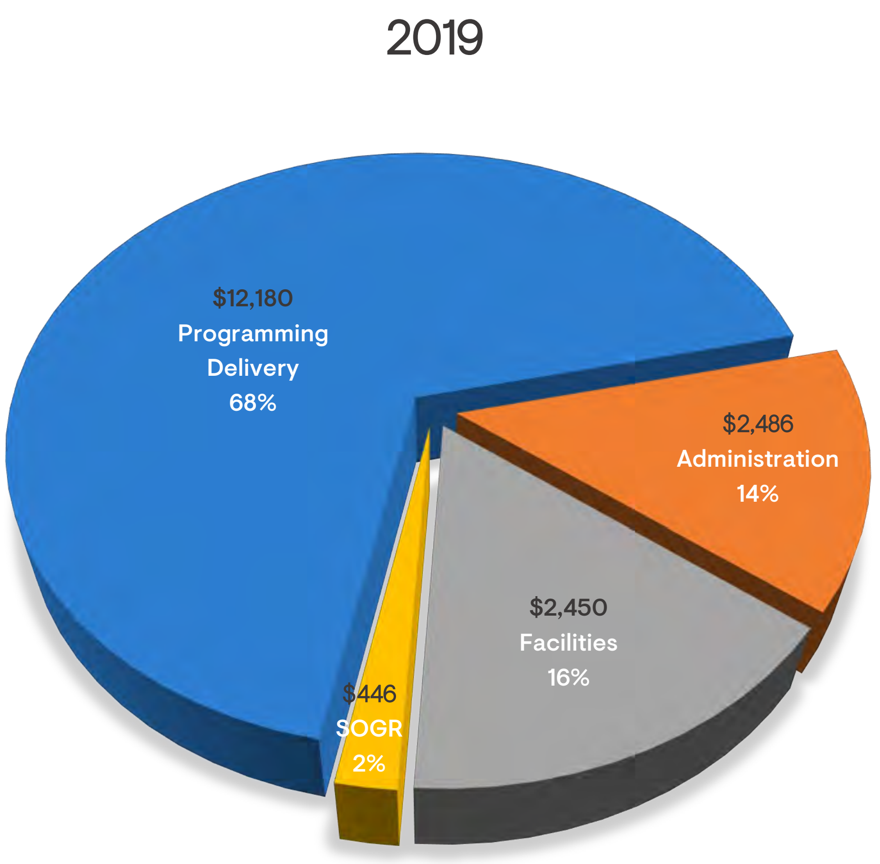


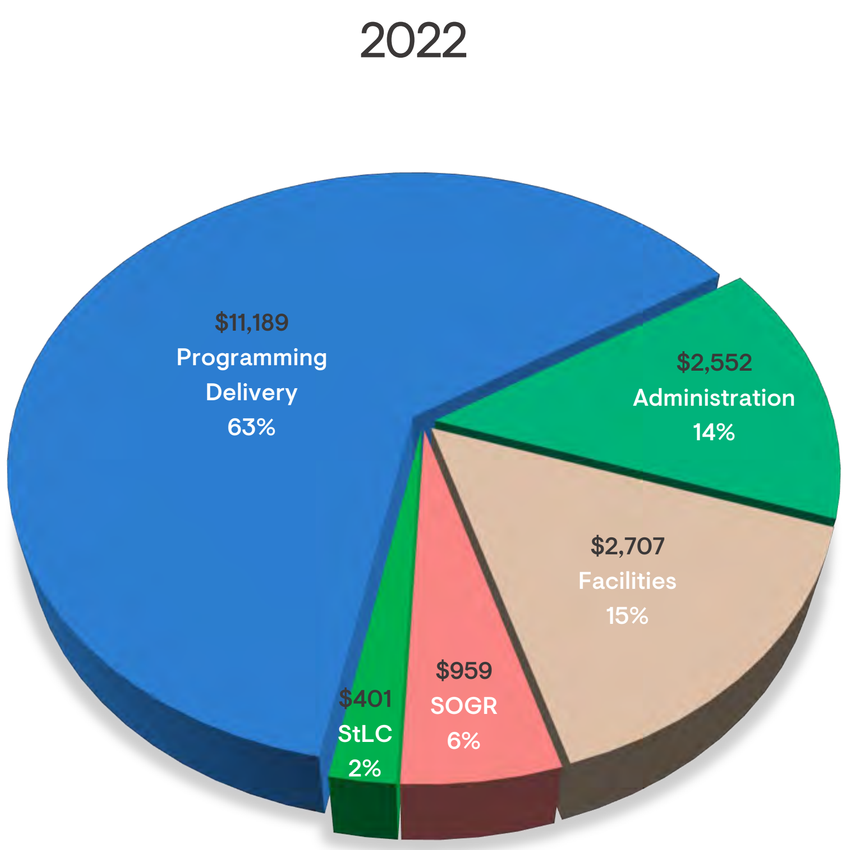
Compensation Summary

	Base			Benefits			Total		
	2019 Actual	2022 Budget	Change	2019 Actual	2022 Budget	Change	2019 Actual	2022 Budget	Change
Total FTE - Admin	$4,879	$5,748	$869	$1,438	$1,711	$274	$6,317	$7,459	$1,142
Total PT - Admin	$662	$755	$93	$139	$148	$8	$801	$903	$102
Other Contingency / COLA	$333	$260	($73)	$0	$0	$0	$333	$260	($73)
SEIU/B173	$660	$734	$74	$165	$182	$17	$825	$916	$91
UNIFOR	$606	$659	$53	$158	$168	$11	$764	$827	$63
Total non-recoverable staffing costs	$7,140	$8,155	$1,016	$1,899	$2,209	$309	$9,039	$10,364	$1,325
gross revenue							**$40,358**	**$39,028**	**($1,330)**
staffing costs as a % of gross revenue							**22%**	**27%**	**4%**
SOGR/STLC	$372	$1,148	$776	$74	$212	$138	$446	$1,360	$914
IATSE 58	$5,030	$3,253	($1,778)	$1,410	$1,229	($181)	$6,440	$4,482	($1,958)
IATSE B173	$1,501	$1,376	($126)	$136	$225	$89	$1,637	$1,600	($37)
Total recoverable staffing costs	$6,903	$5,776	($1,127)	$1,620	$1,666	$46	$8,523	$7,443	($1,081)
Grand total - staffing costs	**$14,043**	**$13,932**	**($111)**	**$3,519**	**$3,875**	**$356**	**$17,562**	**$17,807**	**$245**
gross revenue (in 000's)							**$40,358**	**$39,028**	**($1,330)**
staffing costs as a % of gross revenue							**44%**	**46%**	**2%**

See Confidential Attachment Tab 5.A for more detailed information related to the staffing and compensation plan and budget

Compensation 2019 vs 2022

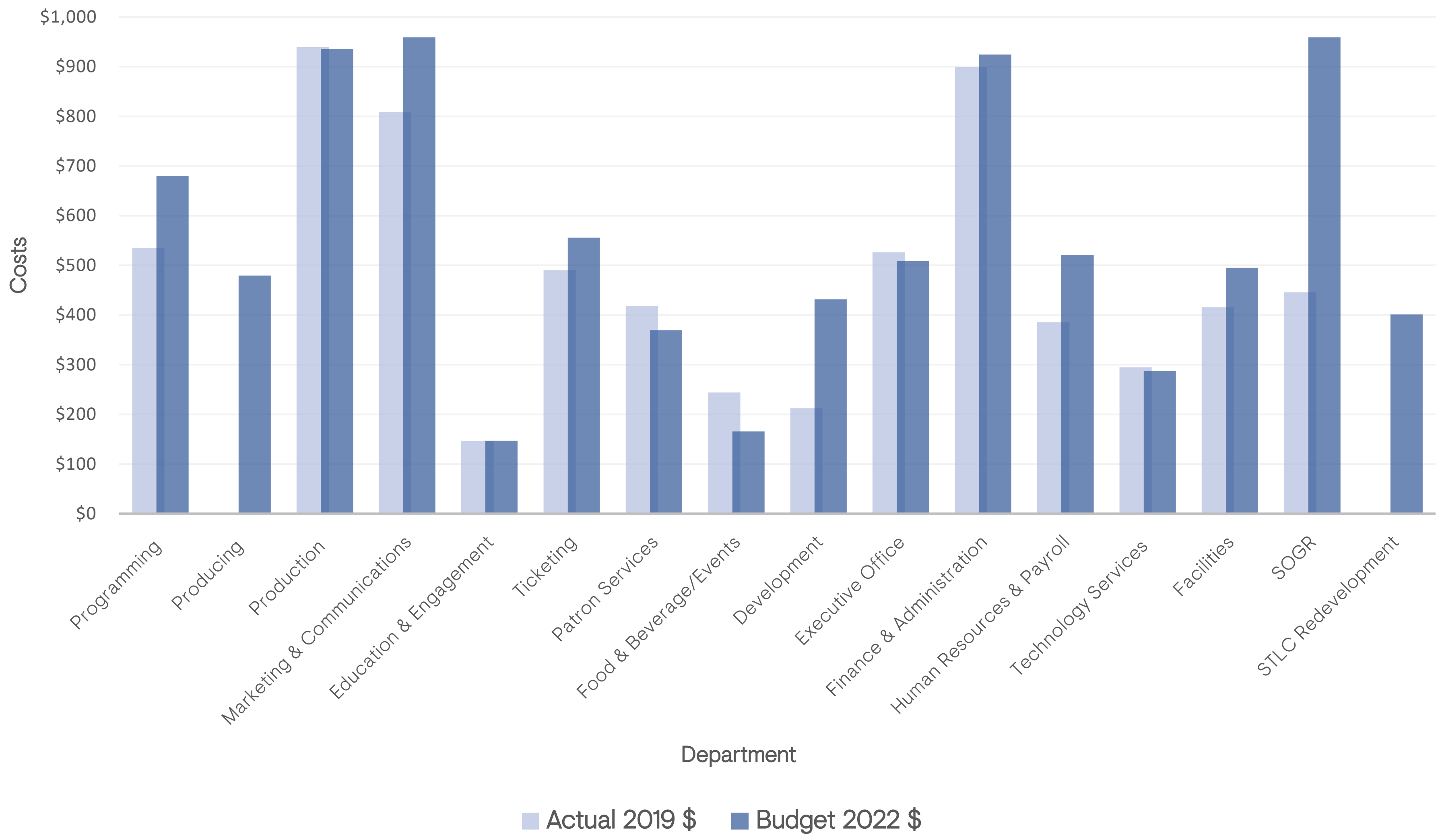




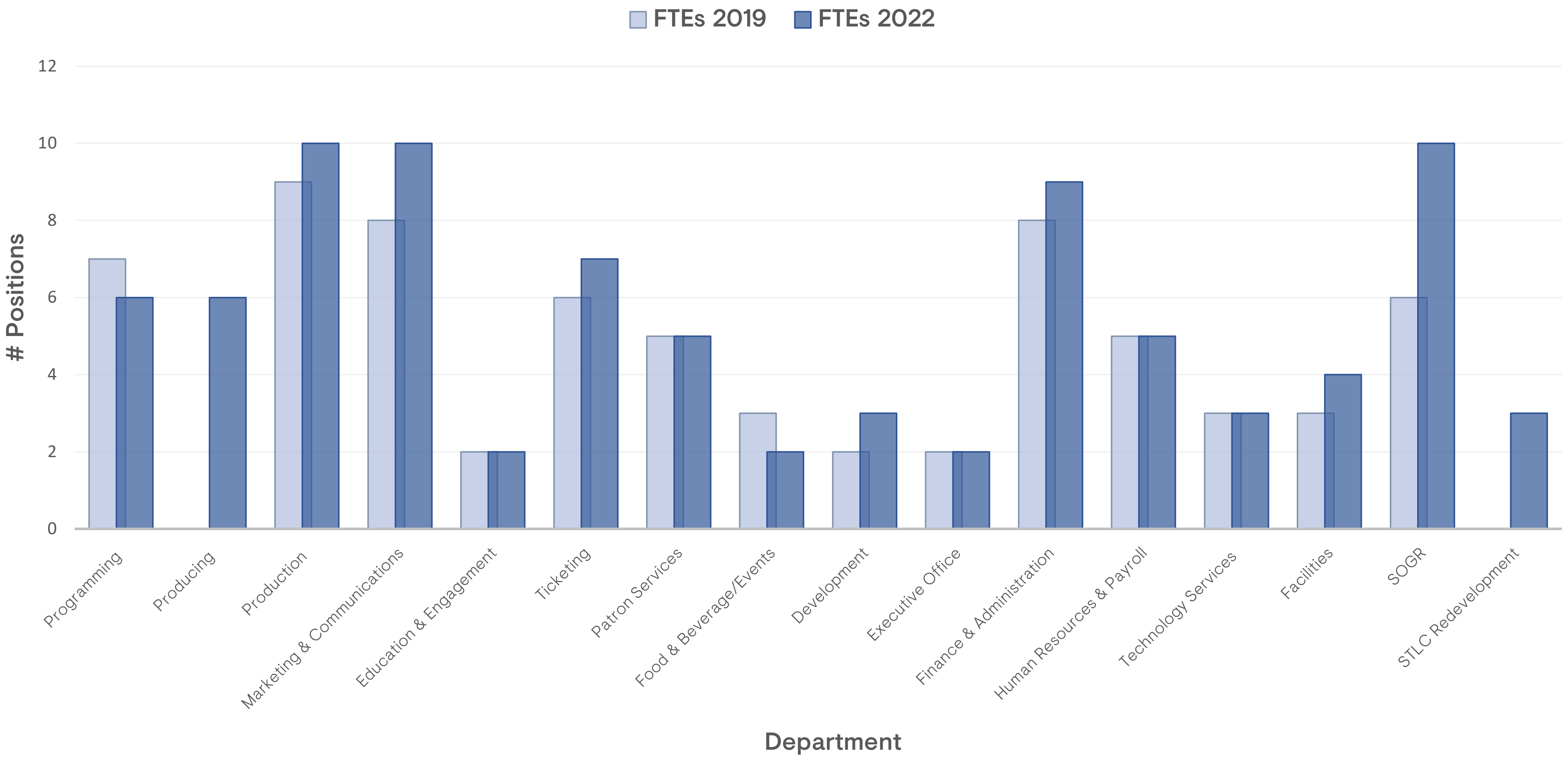
Staffing FTE Changes

Staff Complement	FTE 2019 Actual	FTE 2022 Budget	Change
Total FTE - Admin	63.0	74.0	11.0
Total PT - Admin	16.8	19.6	2.8
SEIU/B173	15.5	14.7	(0.8)
UNIFOR	8.4	8.8	0.4
Total non-recoverable complement	**103.7**	**117.1**	**13.4**
SOGR/STLC	6.0	13.0	7.0
IATSE 58	44.3	44.7	0.4
IATSE B173	43.0	42.0	(1.0)
Total recoverable complement	**93.3**	**99.7**	**6.4**
Grand total - staff complement	**197.0**	**216.8**	**19.8**

FTE's Cost trend 2019 vs 2022



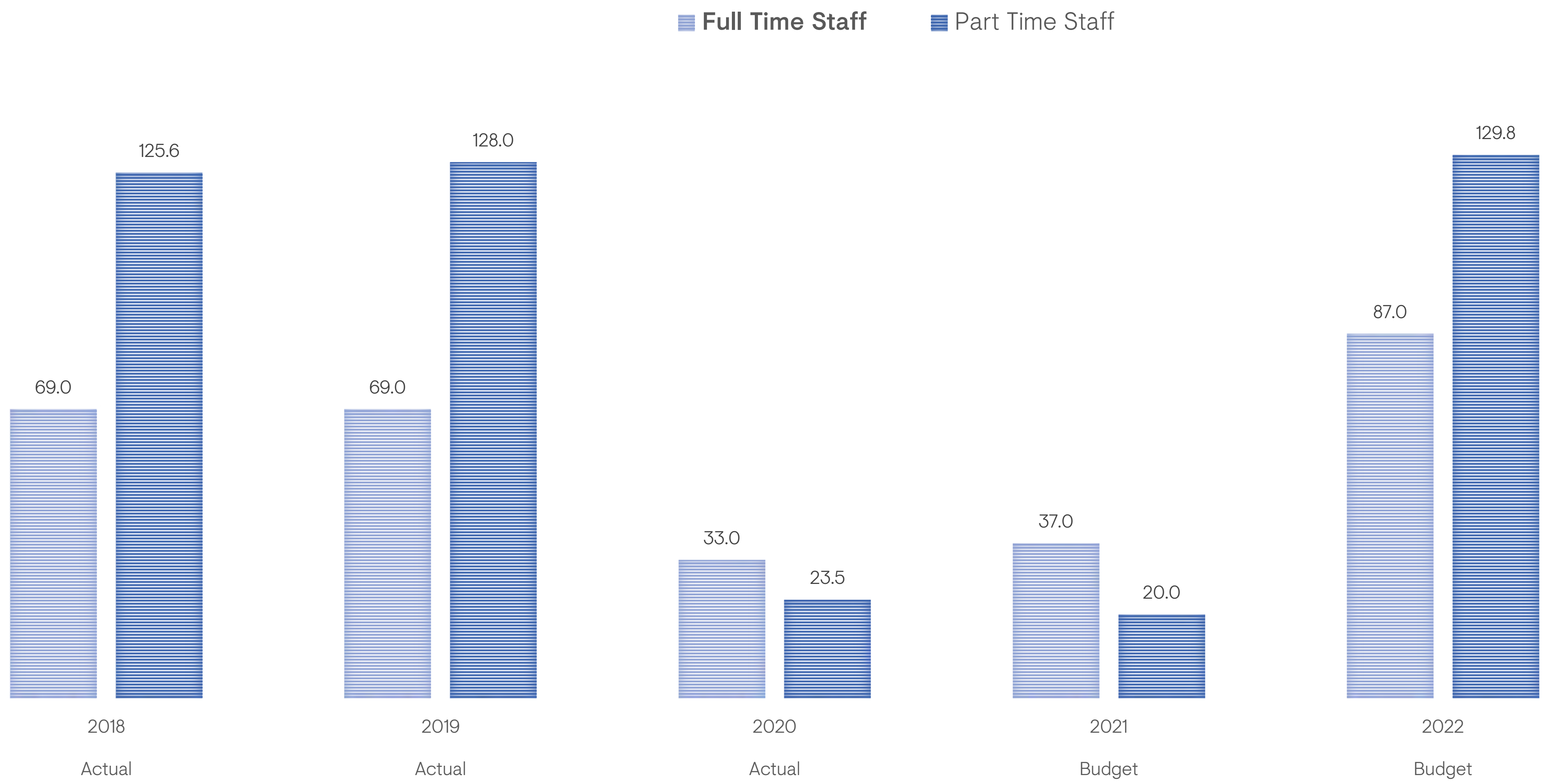
Staffing Changes



Staffing Changes FTEs summary

Department	Actual 2019 # FTE	Actual 2019 $	Budget 2022 # FTE	Budget 2022 $	Change #FTE	Total	Staff Highlights 2022 Budget
Programming	7	$535	6	$680	-1	$145	Reallocated (2) program coordinators, Added (2) booking assistants, Added (1) Programmer
Producing	-	-	6	$480	6	$480	Added (1) Director, Reallocated (3) Event Coordinator, Reallocated (2) Programming Coordinators
Production	9	$939	10	$935	1	-$4	Added (1) Production Manager/Costs reallocations
Marketing & Communications	8	$808	10	$959	2	$150	Added (2) Positions: Sr. Graphic Designer and (1) Social Media
Education & Engagement	2	$147	2	$147	0	$0	
Ticketing	6	$491	7	$556	1	$65	Added (1) Assistant Manager
Patron Services	5	$418	5	$369	0	-$49	
Food & Beverage/Events	3	$244	2	$166	-1	-$79	Reallocated (3) Event Coordinators, Added (1) Social Media (previously was outsourced) Added (1) Sous Chef
Development	2	$213	3	$432	1	$219	Removed (1) Director, Added (1) VP and (1) Assistant
Executive Office	2	$526	2	$509	0	-$17	
Finance & Administration	8	$899	9	$924	1	$25	Added (1) Director, Added (1) Assistant Settlements, (1) SOGR accountant & (1) Director reallocated to HR/Payroll
Human Resources & Payroll	5	$385	5	$520	0	$135	Added (1) Director - department reallocation
Technology Services	3	$295	3	$288	0	-$7	
Facilities	3	$416	4	$495	1	$79	Added (1) Facilities Manager
SOGR	6	$446	10	$959	4	$513	Added (4) Project Management staff
STLC Redevelopment	-	-	3	$401	3	$401	StLC project new positions
Total Staffing Changes	**69**	**$6,763**	**87**	**$8,819**	**18**	**$2,056**	

Staff Complement 2018-2022



Actuals represent FTE's as at December 31
Year 2020 & 2021 not typical years due to COVID-19 Pandemic

Staffing Trend 2019 vs 2022

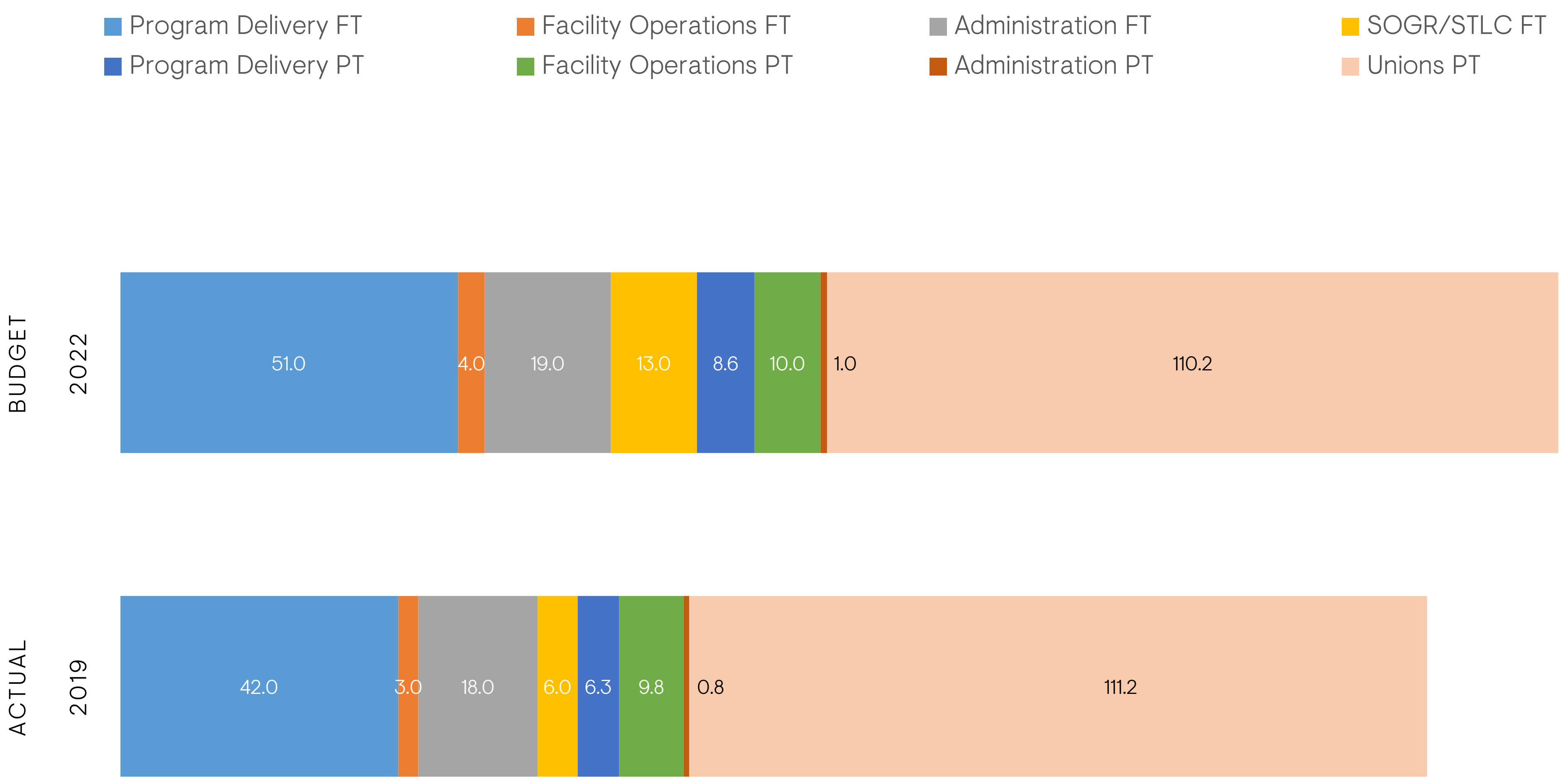


Chart Data - Staff Complement and Trend

Complement	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Full Time Staff	69.0	69.0	33.0	37.0	87.0
Part Time Staff	125.6	128.0	23.5	20.0	129.8

Trend	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Program Delivery FT	45.0	42.0	17.0	19.0	51.0
Facility Operations FT	4.0	3.0	2.0	2.0	4.0
Administration FT	18.0	18.0	11.0	12.0	19.0
SOGR/STLC FT	2.0	6.0	3.0	4.0	13.0
Program Delivery PT	7.8	6.3	0.0	0.0	8.6
Facility Operations PT	9.7	9.8	1.0	1.0	10.0
Administration PT	0.9	0.8	0.5	1.0	1.0
Unions PT	107.1	111.2	22.0	18.0	110.2
Total FTE'S	194.6	197.0	56.5	57.0	216.8

Compensation Pressures

City Subsidy – 2019 (in 000s)			$5,599
Lost Revenue			
	Programming	$582	
	Interest	$288	
	HST	$90	$960
Strategic Plan			
	Digital Transformation	$585	
	Gallery Programming	$296	
	IDEA initiatives	$220	
	Transfer to Programming Reserve Fund	$150	
	COVID-19 costs	$50	
	Cyber Security	$30	$1,331
Staffing			
	Program Delivery	$549	
	Facilities - union	$207	
	Facilities - non union	$75	
	Sick days for Part Time staff	$39	$870
Other			
	Utilities	$126	$126
Offset by saving in:			
	Administration/other	$306	$306
Total changes			$2,981
City Subsidy - 2022 Request			$8,581

Compensation Pressures - Programming

(in 000's)	2019 Actual	2022 Budget	Change	Gallery	Sick days	Digital	IDEA	Staffing
Programming Delivery								
Programming	$535	$680	$145					$145
Producing	-	$480	$480					$480
Production	$1,189	$1,161	($28)				$23	($51)
Marketing and Communication	$810	$959	$149			$150		($1)
Ticketing	$718	$804	$86		$5			$81
Patron Services	$835	$807	($28)	$65	$13			($106)
Total Costs Programing Delivery	**$4,087**	**$4,890**	**$803**	**$65**	**$17**	**$150**	**$23**	**$549**

Compensation Pressures – Programming Details

	Reallocated	*New	Change	Staff Highlights 2022 Budget
Operating Positions FTE's				
Programming Services	(2)	3	1	Reallocated (2) program coordinators, Added (2) booking assistants, Added (1) Programmer
Producing Services	5	1	6	Added (1) Director, Reallocated (3) Event Coordinator, Reallocated (2) Programming Coordinators
Production Services		1	1	Added (1) Production Manager
Marketing & Communication Services		2	2	Added (2) Positions: Sr. Graphic Designer and (1) Social Media
Ticket Services		1	1	Added (1) Assistant Manager
Development Services		1	1	Removed (1) Director, Added (1) VP and (1) Assistant
Food & Beverage/Events	(3)	2	(1)	Reallocated (3) Event Coordinators, Added (1) Social Media (previously was outsourced) Added (1) Sous Chef
Total Change in number of positions	-	**11**	**11**	

	2019 Actual	2022 Budget	Change	Details
Capital Positions FTE's**				
SOGR	6	10	4	Project Management Capital Projects
STLC	-	3	3	STLC Redevelopment Project Management
Total Change in number of positions	**6**	**13**	**7**	

*New positions from 2019 service level

**Positions recoverable from Capital Budget

Compensation Pressures - Facilities

(in 000's)	2019 Actual	2022 Budget	Change	Sick days	Staffing
Facilities					
Hourly Staff					
UNIFOR	$764	$827	$63		$63
SEIU/B173	$825	$916	$91		$91
Venue Security	$404	$465	$61		$61
Other- General wages	$13		($13)	$5	($8)
					$207
Non-Union Staff					
Operations	$416	$495	$79	($5)	**$75**
Total Costs Facilities	$2,421	$2,702	$282	-	**$282**

Compensation Pressures – Facilities Details

	2019 Actual	2022 Budget	Change	Staff Highlights 2022 Budget
Operating Positions FTE's				
Non-Union Staff				
Operations	3.0	4.0	1.0	Added Facilities Manager position
Venue Security*	9.8	10.0	0.2	Increased for Gallery operations
Union Staff				
SEIU/B173*	15.5	14.7	(0.8)	
UNIFOR* - Operators	6.5	6.4	(0.1)	
UNIFOR* - Handyman	1.9	2.4	0.5	
Total Change in number of positions	36.7	37.5	0.8	

*Actuals represent activity driven hourly positions as at December 31

Compensation Pressures - Impact

	# positions			in 000's				in 000's						in 000's		
	2019	2022		2019	2022	Change		2019	2022	2019	2022	Change		2022 Impact		
	Actual	Budget	Change	Actual	Budget	$	%	#hours (1)		Avg yearly rate (2)		$	%	Rate Driven	Volume Driven	Total
SEIU/B173	15.5	14.7	(0.8)	$825	$916	$91	11%	32.1	30.6	$26	$30	$4.29	17%	$131	($40)	$91
UNIFOR Operators	6.5	6.4	(0.1)	$662	$717	$56	8%	13.6	13.3	$49	$54	$5.26	11%	$70	($14)	$56
UNIFOR Handyman	1.9	2.4	0.5	$102	$110	$8	7%	4.0	5.0	$26	$22	($3.58)	-14%	($18)	$25	$8
Total non recoverable costs	23.9	23.5	(0.4)	$1,589	$1,743	$154	10%	49.8	48.9					$183	($29)	$154

1. # hours is calculated as (Actual or Budget number of positions X 2080 annual hours)/1000 = #hours per year
2. Average rate is calculated as # hours / Actual or Budget $. Budget and Actuals includes base wages and benefits.

Compensation Pressures – Sick Days

(in 000's)		2022 Budget
Programming:		
Rentals	$4.95	
Risk Programming	$0.82	
Corporate Sales	$2.00	
Concessions	$9.25	
E&E	$0.11	
Ticketing Services	$4.78	
Patron Services	$9.26	
F&B OH	$3.27	
Total Programming		**$34.44**
Facilities	$4.53	**$4.53**
Total Costs Sick Days		**$38.97**

- New initiative
- Included in IATSE B-173 (Front of House, Box office, Concession and Kitchen staff) negotiations.
- Extended to non union part time staff, currently not covered by Sick Day Policy.
- Sick day policy to be updated
- Allows for a maximum of 2 shifts per year paid sick days

6. Departmental Operating Budgets

6.1 Earned Revenue

Earned Revenue Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Stage Rentals Division					
Gross revenue	$7,548	$7,700	$1,527		$5,549
Direct expenses	$4,908	$4,924	$1,051		$3,037
Total Net Revenue	**$2,640**	**$2,776**	**$476**	**$0**	**$2,512**
Corporate Rental Division					
Gross revenue	$5,038	$4,874	$738		$3,901
Direct expenses	$2,894	$2,939	$544		$2,160
Total Net Revenue	**$2,144**	**$1,935**	**$194**	**$0**	**$1,740**

Stage Rental Overview

Highlights:

- As the primary revenue driver for TO Live, the goal of the bookings department is to increase days of use across all venues. This will be particularly critical in 2022 as we emerge from nearly two years of unprecedented disruption.
- While uncertainty remains, conversations with clients would suggest there is a high level of confidence that live performance will resume in 2022. As such, the 2022 budget reflects a level of activity similar to that seen in 2019.

Ongoing Initiatives:

- Continue to align rates to ensure parity amongst clients while also maintaining our competitiveness in an increasingly busy market.
- Continue to introduce existing clients to the other TO LIVE stages/spaces under TO Live management in order to broaden our business with existing clients.
- Continue to maximize usage by strategically managing concurrent bookings.
- Actively promote the new production enhancements being made to Meridian Hall (equipment) and at the Meridian Arts Centre (new acoustic wall between Lyric and Greenwin).

Challenges/Opportunities:

- The reopening of Massey Hall and the opening of a new venue operated by Live Nation represent direct competition for Meridian Hall, TO Live's main revenue generating space. As cancelled tours from 2020 and 2021 shift to 2022 we continue to see a high level of interest in Meridian Hall. As such we have assumed only a modest decrease in activity at Meridian Hall in 2022.
- While the number of days used by resident clients at the St. Lawrence Centre has dropped significantly, this has opened up opportunities for new clients – particular producers looking to use the venue for long running shows over the lucrative holiday period.

Corporate Rental Overview

Revenue Highlights

- Assumptions around the number and type of corporate and other private events have been made taking into account uncertainty about the lingering impacts of COVID-19.
- 2019 is the most recent full year of activity and has been used as a guide for planning.
- Catering revenue on budgeted activity is based on historical averages.
- Total revenue in corporate stage rentals /catering from 163 events.
- This represents total drop in revenue from Corporate Stage rentals/Catering forecast is 20%.

Expense Highlights

- The drop in expenses to deliver the budgeted corporate stage rentals in 2022 is 26%.
- Resulting in a overall drop in the contribution margin of 10% from 2019.

6.2 Ancillary Revenue

Ancillary Revenue Budget Overview

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Concession Revenue					
Gross revenue	$1,572	$1,873	$284		$1,630
Direct expenses	$846	$904	$269		$768
Total Net Revenue	**$726**	**$969**	**$15**	**$0**	**$861**
Merchandise Revenue					
Gross revenue	$200	$223	$217		$145
Direct expenses	$83	$93	$80		$62
Total Net Revenue	**$116**	**$130**	**$137**	**$0**	**$83**
Ticket Rebate					
Gross revenue	$1,509	$2,132	$326		$1,915
Direct expenses					
Total Net Revenue	**$1,509**	**$2,132**	**$326**	**$0**	**$1,915**

Merchandise Revenue

Highlights

- Key driver for merchandise sales is Meridian Hall concerts. The 2022 budget includes fewer concerts, directly affecting sales.
- Expansion to offer merchandise services at other stages/venues is slowly happening.
- Merchandise activity managed by contracted staff, based on commission.

Opportunities

- In conjunction with the Digital Transformation project, future activities will include online sales, advance merchandise sales, pre-packaged sales (ticket, t-shirts, beverage) and prepay.
- Modernized/updated infrastructures (sale stands and POS, inventory system) are required to improve sales and efficiencies of operations.
- The staffing complement will need to be increased if future objectives and goals are to be met and managed properly.

Ticket Rebates

Revenue Highlights:

- Service Fee rate model has been re-assessed and updated to maximize fee revenue, while minimizing friction with patrons and clients. To achieve this, fee ranges are extended, and an additional fee tier has been added for high-cost tickets, keeping all fees within ~15% of corresponding ticket prices, and not introducing any fee increases on low-cost tickets.
- To encourage online and phone sales, service fees will be applied to all transactions including in-person sales at Box Offices.
- Our predictive model of sales by price, venue, and sales category has been improved. This should yield more reliable projections of sales activity and corresponding income.

Revenue Risks:

- As usual for Ticket Services, all revenue items are directly tied to running events and how well they sell. As a result, changes in the calendar of ticketed events will directly impact on revenues, and such changes may be more likely than usual in 2022 as the path of recovery is still not fully known.
- Ticket buying behaviour has been modelled on rigorous analysis of past activity, but in a post-COVID world this behaviour may change. TO Live's contract as the ticket service provider for the Elgin & Winter Garden Theatre expires in mid-2022.
- TO Live's contract with Ticketmaster as our ticketing software and service provider expires in late 2022. A fulsome RFP is expected to be run in 2022.
- Depending on how the RFP for a ticket software provider resolves, there may be significant changes to the expected revenues and expenses which will need to be accommodated.

Concessions

Highlights:

- A new POS software and inventory system will be implemented that will provide better reporting/inventory tracking, and functionality.
- Work will continue with the digital transformation project committee to provide technology to customers with more flexibility when ordering – Pre-order/pay feature.
- In conjunction with the Development department work will continue to:
  - provide value to existing partners
  - explore new opportunities to help offset the cost of goods
  - look at ways to provide extra value to donors and Patron Circle members
- A new revamped food and beverage menu will be introduced providing patrons with more options including nutritious snacks, hot foods and grab-and-go products.
- New incentives will be introduced including product roving in the auditorium, pop-up bars with specialty cocktails, and more event specific offerings.
- While several pieces of concessions equipment were renewed in recent capital projects, some older concessions equipment remains.

6.3 Development

Development Budget

Revenue by Category (in 000s)	New Capital	New Project	Renewed	Stewarded	Total
Sponsorship - Naming				$1,158	$1,158
Sponsorship - Venue		$30		$20	$50
Sponsorship - In-kind		$1	$60		$61
Sponsorship - Programming		$40	$115		$155
Government Grants	$1,309	$383			$1,692
Foundations		$50			$50
Individual Giving		$60			$60
Total	**$1,309**	**$565**	**$175**	**$1,178**	**$3,227**

Development Overview

Revenue Highlights:

- Grow and optimize fundraising strategy to support TO Live's goal and vision and strategic objectives:
  - Engagement & Civic Impact & IDEA
  - Digital Transformation
  - Environmental, Social and Governance
  - Inclusion, Diversity, Equity and Access
  - Expansion and Diversification of Revenue Sources.
- Plan to launch a Patron Circle program in fall 2021 for 2022 growth.
- TO Live Awareness – TO Live is a Charity (brainstorming a name).
- Continue to build relationships with granting agencies and leverage successful grant applications in 2020 and 2021. With some limits on funding for programming, continue to pursue capital and special project funding.
- Continue to steward naming sponsors – Meridian Credit Union and Greenwin.
- Contracts for some venue sponsors were terminated because of COVID closure. We have an opportunity to engage new sponsors with increased sponsorship fees.
- Continue to steward programming sponsors, with a high potential for renewal and new partnerships associated with planned speakers' series.
- Position TO Live for success in Legacy Giving as the next ten years will see an unprecedented wealth transfer.
- Fundraising industry best practices are to assume that new gifts and corporate sponsors require 18 months of cultivation.
- Host 4 key donor/patron/sponsorship events in 2022.

Development Overview cont'd

Revenue Risks

- Individual giving is an entirely new source of revenue. This is a crucial program dependent on the entire organization's commitment and involvement in growth.
- The launch of Patron Circle is dependent on re-opening and the availability of in-person programming.
- Significant grant revenue depends on investing time to grow relationships and build a track record of success.
- Continued risk of impact of COVID and 2022 Economic recovery.

Expense Highlights

- Maintained net revenue
- Incremental expense reflects the need to build a high-performance team, fundraising program delivery and operational capacity, including:
  - Implementing a CRM,
  - Creation of fundraising materials, and
  - Cultivation and stewardship events.

Expense Risks

- To raise additional revenues and lay the foundation for a potential capital campaign, additional headcount is required.

Development Historical Summary

(in 000's)	2018 Actual	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2022 Budget
Corporate Partnerships	$687	$1,371	$2,260	$1,625		$1,208
Government	$30	$51	$263	$65		$1,847
Foundations			$50			$50
Donations	$31	$41	$87	$57		$60
In-Kind	$157	$142	$141	$101		$61
Total Fundraising Revenue	**$905**	**$1,605**	**$2,800**	**$1,849**	**$0**	**$3,227**

Gross Expenses**	$322	$502	$857	$528	$466	$769
Ratio of fundraising expenses/fundraising revenue*	35.58%	31.26%	30.59%	28.54%	100.00%	23.84%

*Blumbergs' article: *How much should a Canadian Charity Spend on Overhead such as Fundraising and Administration* indicates a generally accepted ratio between 20% to 35%

** Includes program delivery and overhead costs

6.4 Programming Services

Programming Services Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Overhead*					
Programming Services**	$749	$631	$496	$575	$907
Production Services	$1,223	$1,387	$1,295	$1,086	$1,398
Ticket Services	$752	$736	$486	$451	$825
Food & Beverage Services	$789	$763	$128	$296	$639
Patron Services	$754	$636	$246	$127	$679
Producing Services	$0	$0	$289		$572
Total Costs Overhead	**$4,267**	**$4,153**	**$2,940**	**$2,535**	**$5,020**

*Includes, salaries and benefits, program delivery and administration costs
** Change in staffing complement from 2018 to 2019

Programming Services

Highlights:

- An investment in additional curators to enhance our programming in three streams: contemporary music, visual arts, and indigenous art (multi-disciplinary).
- While the programming services budget maintains a budget for international travel to see work, attend conferences etc., travel restrictions and shifts in travel costs due to Covid-19 will need to be managed on an ongoing basis.

Production Services

Revenue Highlights:

- Anticipating a stable revenue stream from rentals and handling fees from our clients as they take advantage of our in-house expertise and preferred rates from vendors.

Revenue Risks

- Clients may scale back on all production elements as a way of dealing with unpredictable audience sizes and revenues.

Expense Highlights

- Compensation - Guarantees are lower as the unfulfilled burden of the “season” will be assumed in the 2021 fiscal year.
- Creation of Production’s own Legal Services budget line, distinct from the Human Resources’ legal services budget line.
- Creation of a stagehand’s apprenticeship program budget line to provide greater experiential opportunities to members of the BIPOC communities working as stagehands.

Expense Risks

- There is always some risk of unanticipated and profound equipment failure in one of the theatres, requiring expenditures beyond the amounts budgeted in the Equipment Rentals, Equipment Servicing and Equipment Purchases budget lines.

Ticket Services

Highlights:

- Although all revenues for Ticket Services are tied to running events and selling tickets, only ~31% of the staffing budget is tied to part-time event support. Therefore, significant reduction of ticketed events in the calendar would lead to significantly greater loss of revenues than expenses.
- To optimize use of data, improvement of internal processes, adoption of new ticketing technologies and smoother functioning of the department as a whole, a new full-time position will be added in 2022.
- Minimizing the use of paper tickets and other physical materials, coupled with discouraging the use of cash, will reduce material costs. Furthermore, this increased encouragement of digital ticketing should allow for more efficient staffing on show nights.
- Reexamination of uniform policy may yield reduction in expenses related to uniform purchase and cleaning.
- As noted under Revenue Risks, late 2022 will see the end of TO Live's existing contract with Ticketmaster and, depending on how the RFP for a ticket software provider resolves, there may be significant changes to expected revenues and expenses which will need to be accommodated.

Food & Beverage/Catering Services

Highlights:

- Industry Night – A New Initiative
  - The 2021 budget allows for a one-time investment in an “Industry Night” at the Meridian Arts Centre
  - The Industry Night invites event planners and industry professionals to spend an evening at the Meridian Arts Centre to witness the event possibilities within the venue
- The Meridian Arts Centre will be uniquely positioned to capture new business as an events venue with the aid of a new catering kitchen installed in 2020.

Challenges:

- The impact of COVID-19 and the uncertainty of economic health in 2022 will present continued challenges in 2022 including unknown attendance figures.
- Most equipment in the Meridian Hall kitchen is aging with the anticipated requirement for future repairs or replacement.

Patron Services

Highlights:

- Patron Service management staffing has been adjusted to better position the team to support the operational needs of the department.
- Continued training for all levels of the department with particular attention to diversity and inclusiveness will be a focus in 2022.
- Launch of reimagined uniforms will occur in 2022 ensuring that staff are a fresh and cohesive representation of the TO Live brand.

Producing Services

Highlights:

- This is a new department, first budgeted in 2020 and so it has not yet operated through a normal year of activity.
- It was established to provide producing services for TO Live Presents and external (corporate and private) events.
- Staff were reallocated from the Programming and Events departments to work under the Director of Producing.
- All staff including the Director were furloughed as a result of COVID-19, with the Director returning in Q4 2020. The 2022 budget assumes a return to full staffing levels.
- While there is no budget versus actual precedent on which to base the 2022 budget, reductions to the 2021 budget have been made to: legal fees, staff professional development and travel.

6.5 Marketing & Communications

Marketing & Communications Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Overhead*					
Marketing & Communications	$865	$1,134	$555	$533	$1,273
Total Overhead Costs	**$865**	**$1,134**	**$555**	**$533**	**$1,273**

*Includes, salaries and benefits, program delivery and administration costs

Marketing & Communications Overview

Prior to COVID-19, the competitive landscape for consumer entertainment was increasingly complex and challenging. Added to this dynamic, is the uncertainty created due to the pandemic which has been particularly difficult for the live entertainment business. In large part, the business model for live entertainment is predicated on groups of people congregating in a space together

Challenges and Strengths

- TO Live will be focusing our efforts on creating a safe and welcoming environment and communicating this to patrons. This will be our main priority as we resume performances and look to build audiences once again.
- In 2021, TO Live made strategic investments in Digital Transformation and a new brand strategy and creative identity, two projects that we believe will increase recognition and ticket sales.

Opportunities

- Marketing is expanding capacity to create original content with the purchase of new photo and video equipment, with a goal to increase visitor engagement, traffic to our (web)site, and ultimately increase revenue. This is part of our shift to more of a content marketing approach to sales.
- Promoting the TO Live brand is a new strategy to engage audiences with our mission and vision, complementary to stage programming. Our goal is to position TO Live in the minds of Torontonians as the city’s foremost brand for arts and culture. As such, we’ve budgeted for a brand campaign in 2022.
- We will also be adding capacity to align staffing to the digital transformation strategy.

Digital Transformation

(in 000's)			2022 Budget
Marketing			
	Staffing	$150	
	Marketing	$60	
	Marketing Supplies	$25	
	Equipment	$8	$243
Information Technology			
	Licenses	$162	
	Software	$180	$342
Total Budget			**$585**

- TO Live's Digital Transformation initiative, launched in 2021, will change the way customers engage with us on their digital devices; driving sales, allowing a better understanding of our audience, and delivering improved experiences.
- Goals:
  - drive revenues
  - create a platform for the presentation of digital content
  - increase band awareness and affinity
  - find operational efficiencies
  - build future goals

6.6 Administration

Administration Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Overhead*					
Executive Office	$734	$664	$621	$739	$701
Finance & Administration	$1,063	$1,541	$1,418	$1,120	$1,306
Human Resources & Payroll	$520	$1,019	$467	$662	$1,229
Technology Services	$553	$595	$471	$609	$1,189
Total Overhead Costs	$2,870	$3,819	$2,977	$3,130	$4,425

*Includes, salaries and benefits, program delivery and administration costs

Executive Office and Finance & Administration

Executive Office Highlights:

- Allowances for research and development travel, legal fees, memberships business entertainment and contracted services budget are included.
- Includes costs for conducting Board affairs which includes a general allowance (usually used for catering etc.) and chargeback from the City Clerk's office.

Finance & Administration Highlights:

- Budget/costs mainly driven by 1) internally: office supplies, photocopying charges, staff relations (coffee/tea) and postage and 2) contracts: insurance, audit fees, and photocopying lease.
- Insurance fees have dropped since 2019 (from 432K to $190K) as old claims are removed from the premium calculation.
- Administrative costs are mainly driven by membership and professional development fees for five accountants on staff.

Human Resources

Highlights:

- Providing new or refresher employee training, professional development and Lunch & Learn sessions.
- BambooHR to be fully launched and used by all management and employees.
- HR Downloads is a mainstay resource for the HR department. This full HR toolkit includes HR Fundamentals for current legislation or best practices, Live HR advice, online employee training, policy manual development and job description generator.
- The budget provides increased funding for consulting services that covers coaching, conflict resolution, executive compensation policy, Pay Equity plan, demographic surveys and other professional services as required.
- IDEA consultant(s) are needed to ensure that TO Live's IDEA goals and objectives are aligned, clarified, and directed.

Core Strengths

- Supporting, monitoring and developing TO Live's employee work culture.

Challenges & Opportunities ahead

- Cost efficient education and engagement for all TO Live employees.

Information Technology

Highlights:

- The Information Technology 2022 budget continues to amalgamate all department costs for software licensing, communications, services, and computer equipment relating to technology for TO Live as a whole. New in 2022 are increased costs for Cyber Security and Digital Transformation.
- Cyber Security will continue to be a strong focus point as the technology being used and consumed by TO Live is continually evaluated and analyzed. Cyber Security plans and policies being developed and approved in 2021 will greatly assist and guide TO Live going into 2022 and beyond regarding technology, its usage, and security thereof.
- 2022 will see TO Live continue the shift to cloud-based platforms and services, both from in-house services and new technology, such as the TO Live Digital Transformation project. The shift to cloud-based platforms will also reduce overall security risks ensuring expenditures on services are representing good TCO and ROI, as well as being forecastable for future budgeting purposes.

6.7 Facility Services

Facility Services Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Overhead*					
Facilities	$4,754	$4,826	$2,803	$2,333	$5,324
Total Overhead Costs	**$4,754**	**$4,826**	**$2,803**	**$2,333**	**$5,324**

*Includes, salaries and benefits, program delivery and administration costs

Facility Services Overview

Highlights:

- Due to overall financial uncertainties related to COVID-19, new initiatives are limited in 2022 with the prime focus on maintaining facility services and infrastructure in support of programming and rental activities, artists and staff.
- The 2021 budget allowed for a new waste diversions project to be researched and planned. The 2022 budget will see this program implemented. Funding exists for increased waste processing fees and physical infrastructure.
- Energy use KPIs will be developed in 2021. Energy use can greatly fluctuate depending on planned programming activities and it is expected this will present challenges in establishing baselines.

Challenges:

- Economic factors continue to present financial pressure points on utility budgets.
- The age of facility infrastructure continues to result in unscheduled maintenance. This condition does continue to improve each year with State of Good Repair investments. Future investments in preventative maintenance will be required to ensure new infrastructure operates at optimum levels
- While a small budget has been set aside to address issues related to COVID-19, the actual financial impact upon the facilities budget is unknown at this time.
- A turnover in staffing in this area is expected in 2022 due to retirements and attrition during COVID-19 furloughs.

6.8 STLC Redevelopment

STLC Redevelopment Summary

The St. Lawrence Centre for the Arts redevelopment project Is a longer-term infrastructure stimulus project and aligns with the Mayor's plan for recovery. The current investment in the project is minimal and focused on community consultation and planning thereby not drawing from much needed immediate recovery funding. The project will deliver on four main pillars highlighted in the report from the cultural roundtable for the Mayor's Task Force on Economic Support and Recovery:

1. Provide equitable and inclusive access;
2. Invigorate the arts and culture work force;
3. Provide 21st century digital infrastructure; and
4. Strengthen a diverse neighbourhood.

TO Live has embarked on a quest to unleash debate.

To get things started, we have commissioned artists who have inspired us to create a digital provocation, because whatever STLC NEXT is to be, we want it to be a place for inspiration.

So, we are asking questions.

We are listening.

STLC Redevelopment Budget

(in 000's)	2022 Budget*
Consultants	$1,975
Marketing	$250
Legal fees	$150
Hospitality	$150
Administration	$475
Total Overhead Costs	**$3,000**

* Entire budget is offset by funding from SOGR

STLC Redevelopment Overview

Highlights:

- The final report containing the recommendations from the public consultation for the re-imagined St. Lawrence Centre will be delivered for consideration and approval to Executive and City Council in February 2022.
- Concurrent with the reporting, we will be preparing for an International Architectural Design Competition that will be ready to respond to the February Council decision. The project work in 2022 will include design, site investigation (ie; Heritage, Planning, Transportation) and costing.
- We will be preparing and implementing a Case for Support to build a broad-based funding strategy from all orders of Government, corporate sponsors and individual donors for the STLC NEXT.
- In concert with Development, there is a Gala event planned for November 2022. The event will highlight the reimagined STLC and focus on shoring up the capitol campaign.
- All of the above subject to City Hall/Council approval/guidance.
- The SOGR 10 year plan provides for $3M in years 2021, 2022 and 2023 for studies and planning, with unused funding rolling over to the redevelopment stage.

STLC SOGR Budget*

Item (in 000s)	2021 (Total)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total Cost
ABOVE THE LINE											
Accessibility	$0	$2,248	$1,135	$5,029	$4,680	$0	$0	$500	$0		$13,592
SOGR - Performance Dimming	$500	$3,561	$8,914	$1,422	$1,781	$3,139	$5,754	$2,000	$0		$27,071
SOGR - Door Repairs	$75										$75
H&S Improvements during COVID-19	$376										$376
Building Condition Assessment	$0	$80			$85				$90		$255
Future SOGR	$0							$2,000	$2,100	$3,000	$7,100
Studies and Redevelopment Planning	$3,661	$3,000	$3,000								$9,661
TOTAL ABOVE THE LINE	**$4,612**	**$8,889**	**$13,049**	**$6,451**	**$6,546**	**$3,139**	**$5,754**	**$4,500**	**$2,190**	**$3,000**	**$58,130**
BELOW THE LINE											
TOTAL BELOW THE LINE											
TOTAL ABOVE & BELOW THE LINE	**$4,612**	**$8,889**	**$13,049**	**$6,451**	**$6,546**	**$3,139**	**$5,754**	**$4,500**	**$2,190**	**$3,000**	**$58,130**

*Taken from TO Live's SOGR 10-Year Plan 2021-2030

7. Facility Fee Reserve Fund & State of Good Repair Budgets

7.1 Facility Fee Reserve Fund (FFRF)

FFRF Overview

Purpose

- Restricted funding (not available for operations) to maintain general maintenance, purchase of chattels and equipment, minor state of good repairs, heritage preservation, and renovation of the theatres.

Funding

- Funded by naming rights, ticket surcharge, capital salvage.

See Confidential Attachment Tab 7.3.A for more detailed information related to the FFRF plan and budget.

FFRF Continuity Schedule

(in 000s)	Actual 2018	Actual 2019	Actual 2020	Forecast 2021	Budget 2022
Balance, beginning of year	**$1.94**	**$3.23**	**$3.30**	**$2.89**	**$2.41**
Revenue:					
Revenue from ticket capital surcharge	$1.28	$1.30	$0.23		$1.22
Investment income	$0.02	$0.06	$0.05		
Proceeds from Name-In-Title sponsorship**	$0.43	$2.15	$0.13	$0.52	$1.00
Total revenue in	$1.74	$3.51	$0.41	$0.52	$2.22
Total funding available	**$3.68**	**$6.74**	**$3.72**	**$3.41**	**$4.63**
Withdrawals:					
Building Maintenance		($0.61)	($0.57)		($0.14)
Chattel asset purchases	($0.45)	($0.93)	($0.26)	($1.00)	($1.67)
SOGR draws for Signage		($1.90)	$0.00		
Total withdrawals	($0.45)	($3.44)	($0.83)	($1.00)	($1.81)
Balance, end of year	**$3.23**	**$3.30**	**$2.89**	**$2.41**	**$2.83**

** Net of Finder's Fee

7.2 State of Good Repair (SOGR)

SOGR Overview

Purpose

- Maintains infrastructure, major theatre equipment, and meets Heritage Agreement obligations
- Funded mostly by City of Toronto debt

Building Condition Assessments

Meridian Hall:

- 2015 completed
- 2021 underway

STLC

- 2015 completed
- 2022 scheduled (to be reviewed)

MAC

- 2018 completed
- 2022 scheduled

Challenges

- Project Prioritization → unfinished vs. legislated (AODA) vs. operational
- Costs increases as backlog increases

See Confidential Attachment Tab 7.3.A for more detailed information related to the SOGR plan and budget.

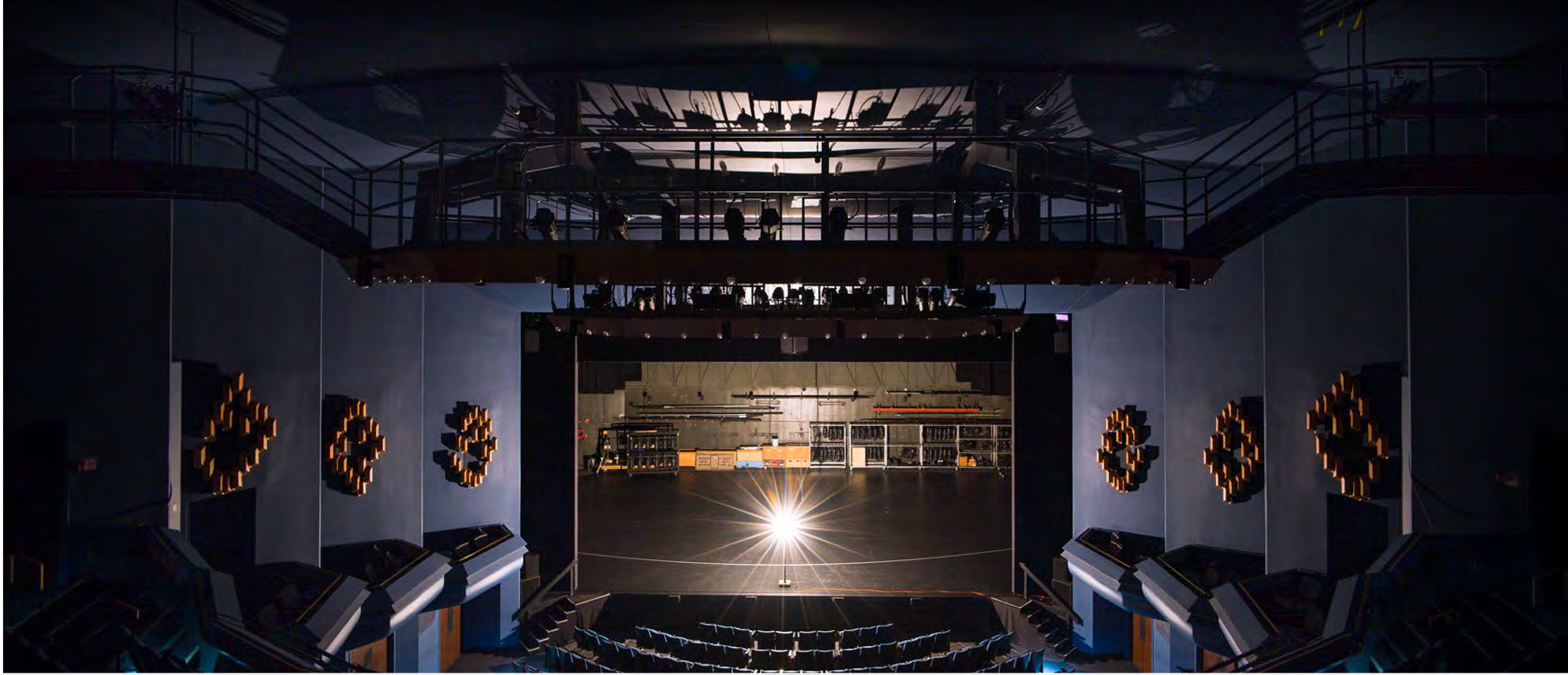
SOGR 10 Year Plan

(in 000s)	Total	2021 (total)*	2022	2023	2024	2025	2026	2027	2028	2029	2030
Meridian Hall	$24,056	$10,722	$4,856	$1,378	$2,036	$1,974	$0	$0	$90	$0	$3,000
Meridian Arts Centre	$45,117	$15,216	$8,908	$4,539	$5,646	$6,564	$1,244	$0	$0	$0	$3,000
STLC	$58,130	$4,612	$8,889	$13,049	$6,451	$6,546	$3,139	$5,754	$4,500	$2,190	$3,000
Total	**$127,303**	**$30,550**	**$22,653**	**$18,966**	**$14,133**	**$15,084**	**$4,383**	**$5,754**	**$4,590**	**$2,190**	**$9,000**
Below the Line (uncommitted funding)											
	Total	2021 (total)*	2022	2023	2024	2025	2026	2027	2028	2029	2030
Meridian Hall	$14,211	$512	$2,248	$1,309	$1,873	$493	$1,194	$1,910	$2,572	$2,100	$0
Meridian Arts Centre	$18,334	$1,313	$3,838	$3,738	$1,445	$907	$396	$2,291	$2,306	$2,100	$0
STLC	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total	**$32,545**	**$1,824**	**$6,085**	**$5,047**	**$3,318**	**$1,400**	**$1,590**	**$4,201**	**$4,878**	**$4,200**	**$0**
Above and Below the Line											
	Total	2021 (total)*	2022	2023	2024	2025	2026	2027	2028	2029	2030
Meridian Hall	$38,266	$11,234	$7,104	$2,687	$3,909	$2,467	$1,194	$1,910	$2,662	$2,100	$3,000
Meridian Arts Centre	$63,452	$16,529	$12,746	$8,277	$7,091	$7,471	$1,640	$2,291	$2,306	$2,100	$3,000
STLC	$58,130	$4,612	$8,889	$13,049	$6,451	$6,546	$3,139	$5,754	$4,500	$2,190	$3,000
Total	**$159,848**	**$32,374**	**$28,738**	**$24,013**	**$17,451**	**$16,484**	**$5,973**	**$9,955**	**$9,468**	**$6,390**	**$9,000**

*2021 includes carried forward projects and funding from 2019 and 2020

Future years budgets subject to updated building condition audits schedule in the next couple of years and City Council approval

The show will continue…



8. Supplementary Information

Appendix 8A: Net Revenue Details

(in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Stage Rentals Division						
Gross revenue	$6,251	$7,548	$7,703	$1,527		$5,549
Direct expenses	$3,911	$4,908	$4,924	$1,051		$3,037
Total Net revenues/(costs) Stage Rentals	**$2,340**	**$2,640**	**$2,779**	**$476**	**$0**	**$2,512**
Presentations Division						
Gross revenue	$4,904	$3,160	$6,435	$628		$5,401
Direct expenses	$4,370	$3,231	$8,073	$1,018	$2,000	$6,084
Total Net revenues/(costs) Programming	**$534**	**($71)**	**($1,638)**	**($390)**	**($2,000)**	**($683)**
Corporate Rental Division						
Gross revenue	$3,807	$5,038	$4,874	$738		$3,901
Direct expenses	$2,109	$2,894	$2,939	$544		$2,160
Total Net revenues/(costs) Corporate Rental	**$1,698**	**$2,144**	**$1,935**	**$194**	**$0**	**$1,740**
Development Division						
Gross revenue	$777	$905	$1,604	$1,849		$3,227
Direct expenses	$263	$61	$213	$160		$308
Total Net revenues/(costs) Development	**$514**	**$844**	**$1,391**	**$1,689**	**$0**	**$2,919**
Ancillary Division						
Gross revenue	$2,913	$4,195	$4,228	$677		$3,689
Direct expenses	$841	$927	$998	$281		$831
Total Net revenues/(costs) Ancillary	**$2,072**	**$3,268**	**$3,230**	**$396**	**$0**	**$2,859**
Other Division (including OH Recoverable)						
Gross revenue	$1,657	$883	$1,732	$469		$1,674
Direct expenses	$1,047	$431	$436	$182		$323
Total Net revenues/(costs) Other	**$610**	**$452**	**$1,296**	**$287**	**$0**	**$1,351**

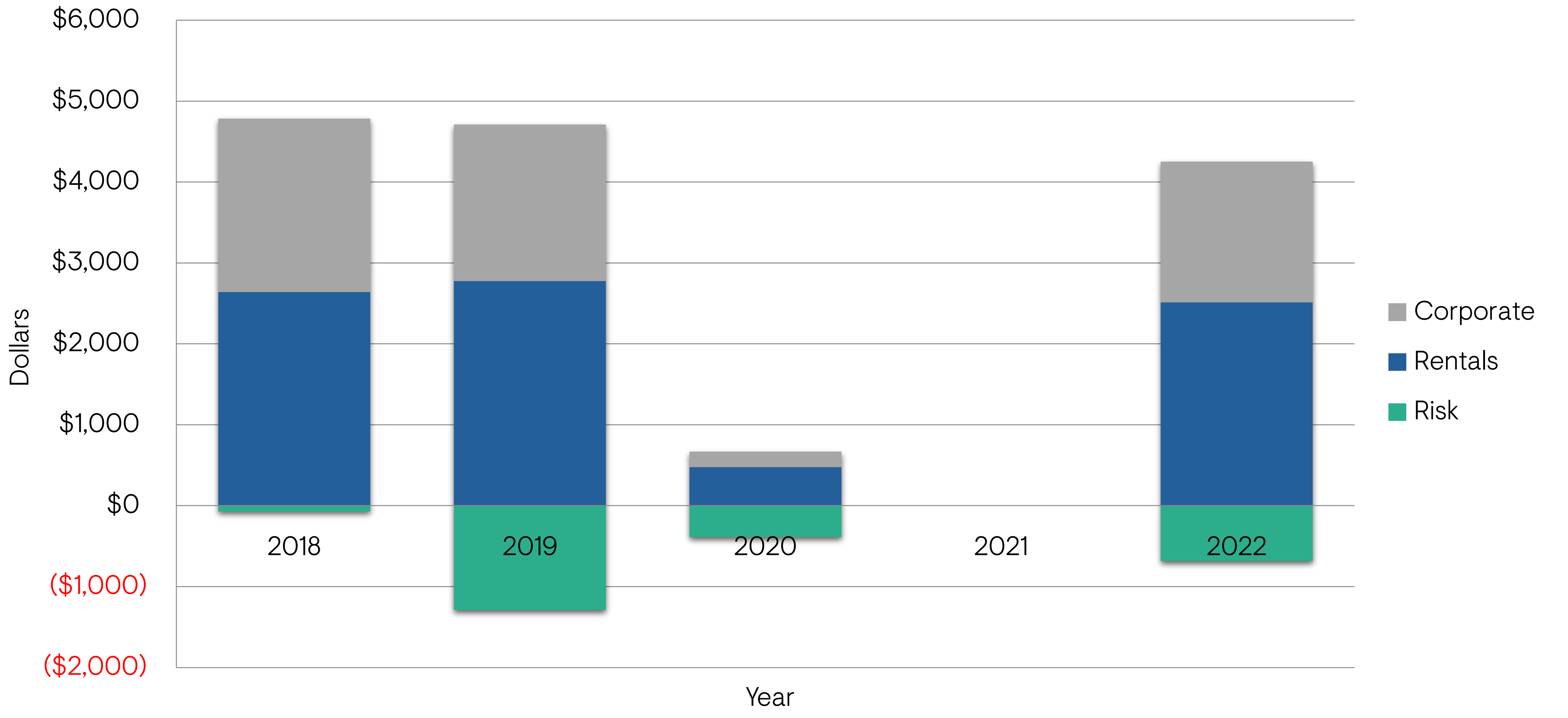
Appendix 8A: Net Revenue Details cont’d

(in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Overhead						
Programming Services	$272	$749	$631	$496	$575	$907
Production Services	$763	$1,223	$1,387	$1,295	$1,086	$1,398
Development Services	$134	$261	$228	$367	$446	$461
Marketing Services	$771	$865	$1,134	$555	$533	$1,273
Education & Engagement	$108	$261	$283	$108		$316
Ticket Services	$283	$752	$736	$486	$451	$825
Food & Beverage Services	$708	$789	$763	$128	$296	$639
Patron Services	$317	$754	$636	$246	$127	$679
Producing Services	$0	$0	$0	$289		$572
Executive Office	$649	$734	$664	$621	$739	$701
Finance & Administration	$1,641	$1,063	$1,541	$1,418	$1,120	$1,306
Human Resources & Payroll	$324	$520	$1,019	$467	$662	$1,229
Technology Services	$475	$553	$595	$471	$609	$1,189
Facility Services	$4,516	$4,754	$4,826	$2,803	$2,333	$5,324
CTT	$517					
Total Costs Overhead	**$11,478**	**$13,278**	**$14,443**	**$9,750**	**$8,977**	**$16,819**
SOGR Project Mgmt.						
Gross revenue	$0	$0	$446	$379	$582	$976
Direct expenses	$0	$0	$446	$379	$582	$976
Total Net revenues/(costs) Other	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
STLC Redevelopment						
Gross revenue	$0	$0				$3,000
Direct expenses	$0	$0				$3,000
Total Net revenues/(costs) Other	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Appendix 8A: Net Revenue Details cont'd

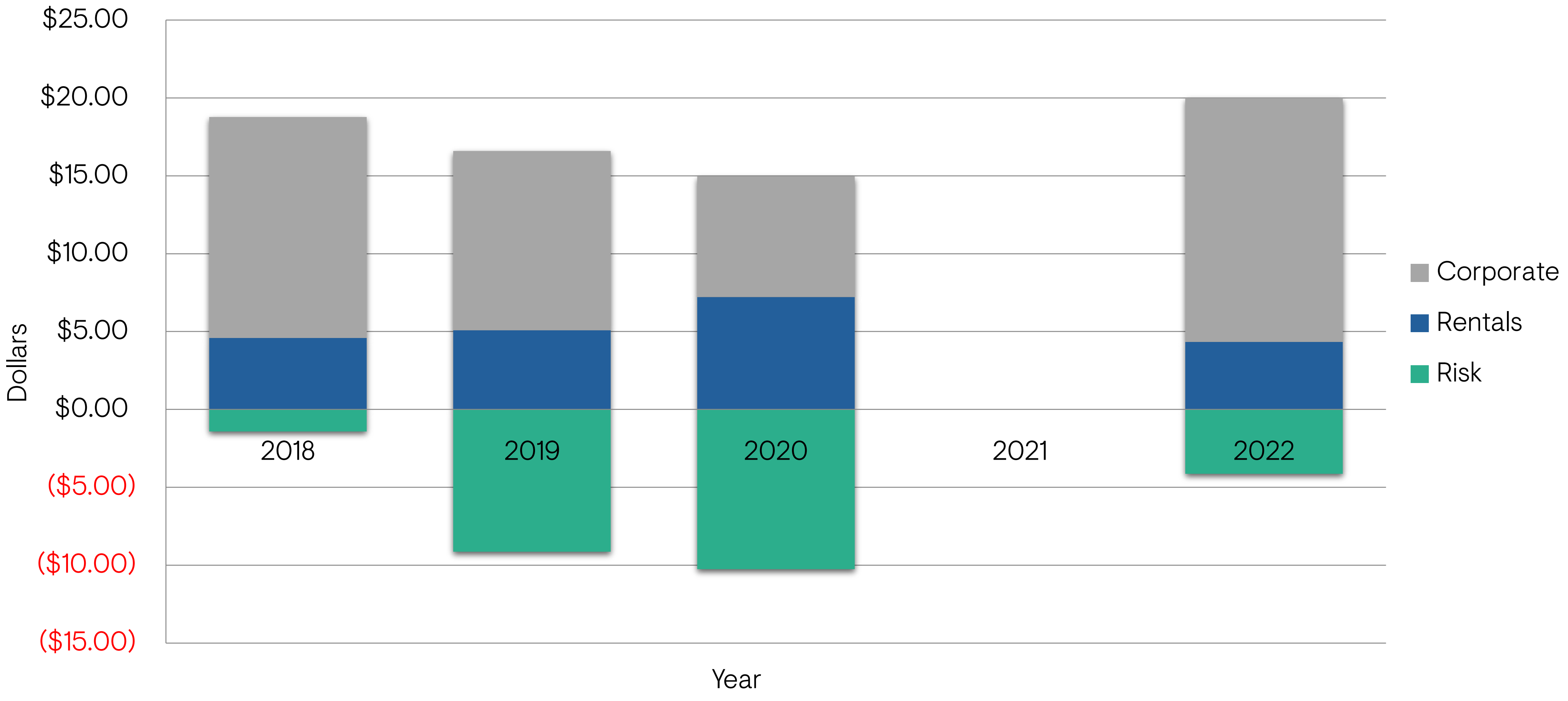
(in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Reserve Fund Transfers (FFRF)						
Gross revenue	$909	$1,601	$1,747	$300	$1,000	$3,030
Direct expenses	$1,326	$2,034	$2,782	$1,565	$1,000	$4,031
Total Net revenues/(costs) Other	**($417)**	**($433)**	**($1,035)**	**($1,265)**	**$0**	**($1,001)**
Reserve Transfers (Programming RF)						
Gross revenue	$0	$0	$350	$0		
Direct expenses	$0	$0	$0	$353		$150
Total Net revenues/(costs) Other	**$0**	**$0**	**$350**	**($353)**	**$0**	**($150)**
Reserve Transfers (SOGR)						
Gross revenue	$0	$0	$0	$0		
Direct expenses	$0	$0	$0			$1,309
Total Net revenues/(costs) Other	**$0**	**$0**	**$0**	**$0**	**$0**	**($1,309)**
Transfer to Foundation						
Gross revenue	$0	$0	$2,323	$0		
Direct expenses	$0	$0	$2,323	$0		
Total Net revenues/(costs) Other	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Transition Costs						
Gross revenue	$0	$0	$0	$0		
Direct expenses	$1,853	$0	$0	$0		
Total Net revenues/(costs) Transition	**($1,853)**	**$0**	**$0**	**$0**	**$0**	**$0**
One time Settlement						
Gross revenue	$0	$1,873	$0	$0		
Direct expenses		$2,325	$0	$0		
Total Net revenues/(costs) Settlement	**$0**	**($452)**	**$0**	**$0**	**$0**	**$0**
Surplus (Deficit) before Subsidy	($5,980)	($4,886)	($6,136)	($8,716)	($10,977)	($8,581)
City Operating Subsidy	$5,907	$5,274	$5,599	$5,599	$10,977	$8,581
Emergency Funding				$3,118		
Net Operating Surplus/(Deficit)	**($73)**	**$388**	**($537)**	**$0**	**$0**	**$0**

Appendix 8B: Net Contribution Margin



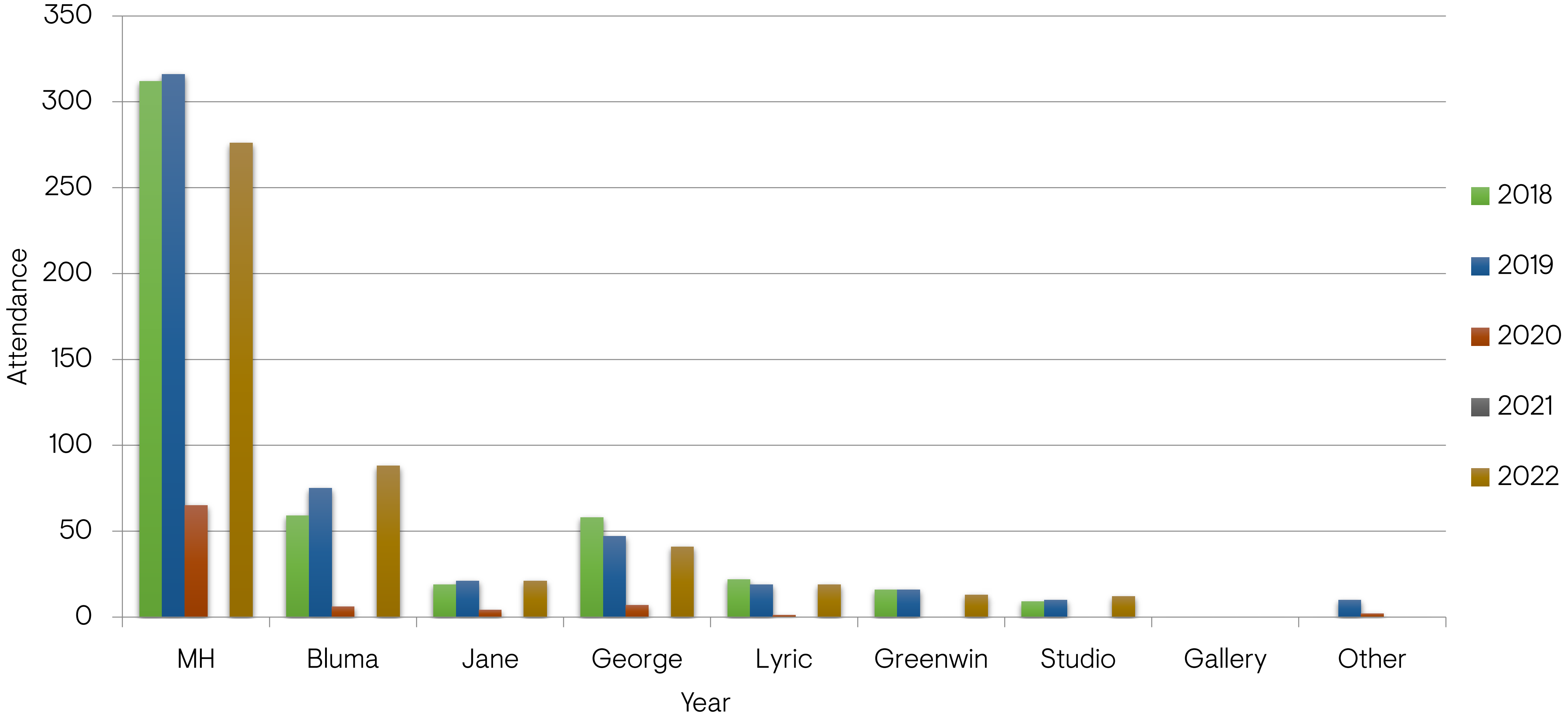
For chart data, see Appendix 9D

Appendix 8C: Average Contribution per Event



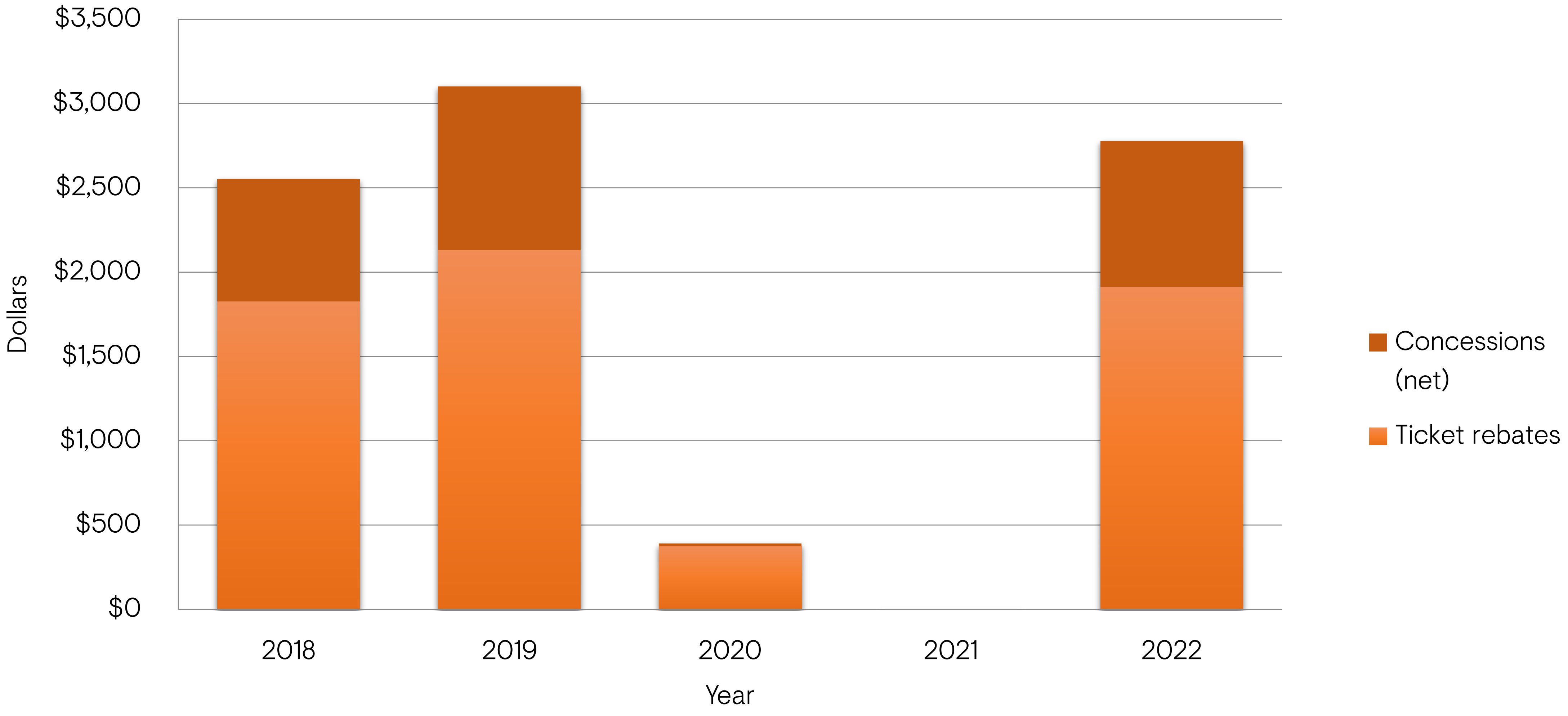
For chart data, see Appendix 9B

Appendix 8D: Attendance by Stage (in 000s)



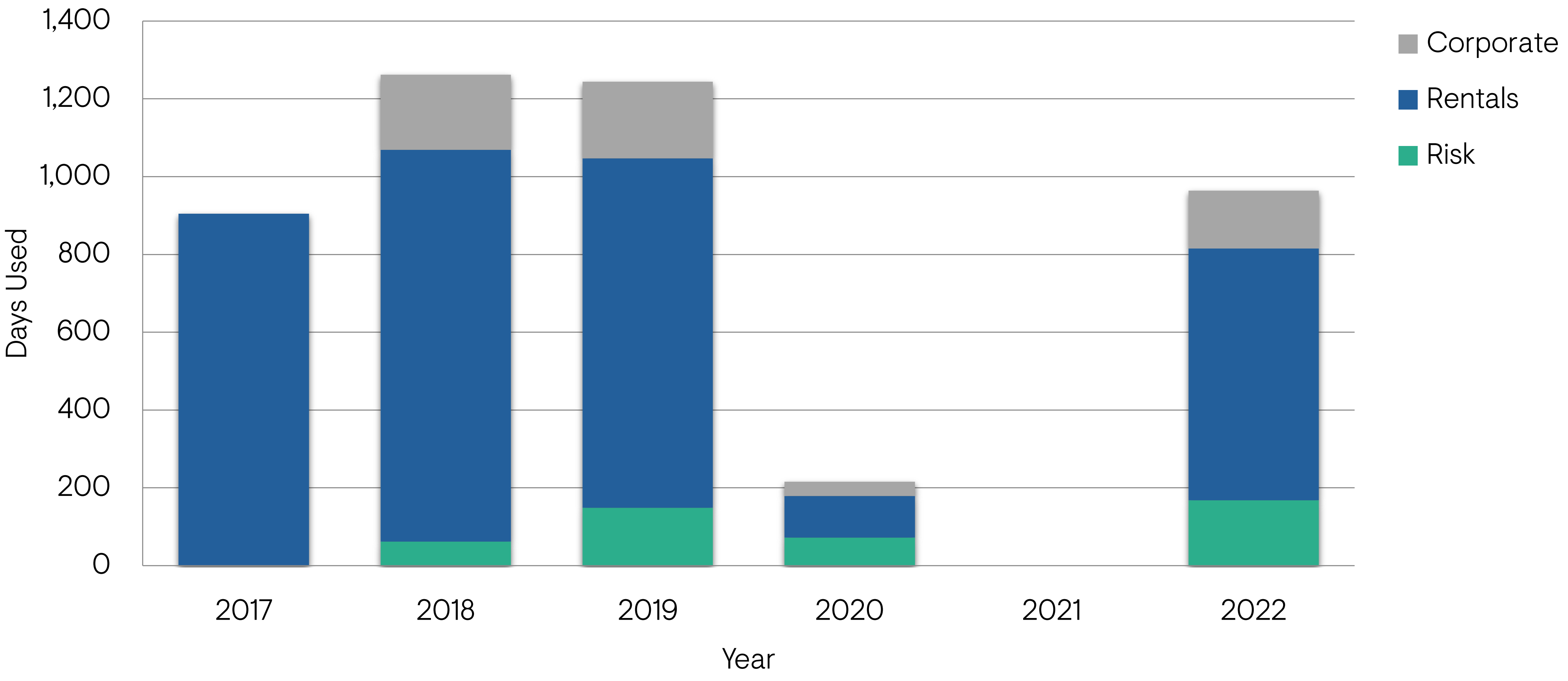
For chart data, see Appendix 9G

Appendix 8E: Ancillary Revenue CM per Event (in 000s)



For chart data, see Appendix 9F

Appendix 8F: Days Used

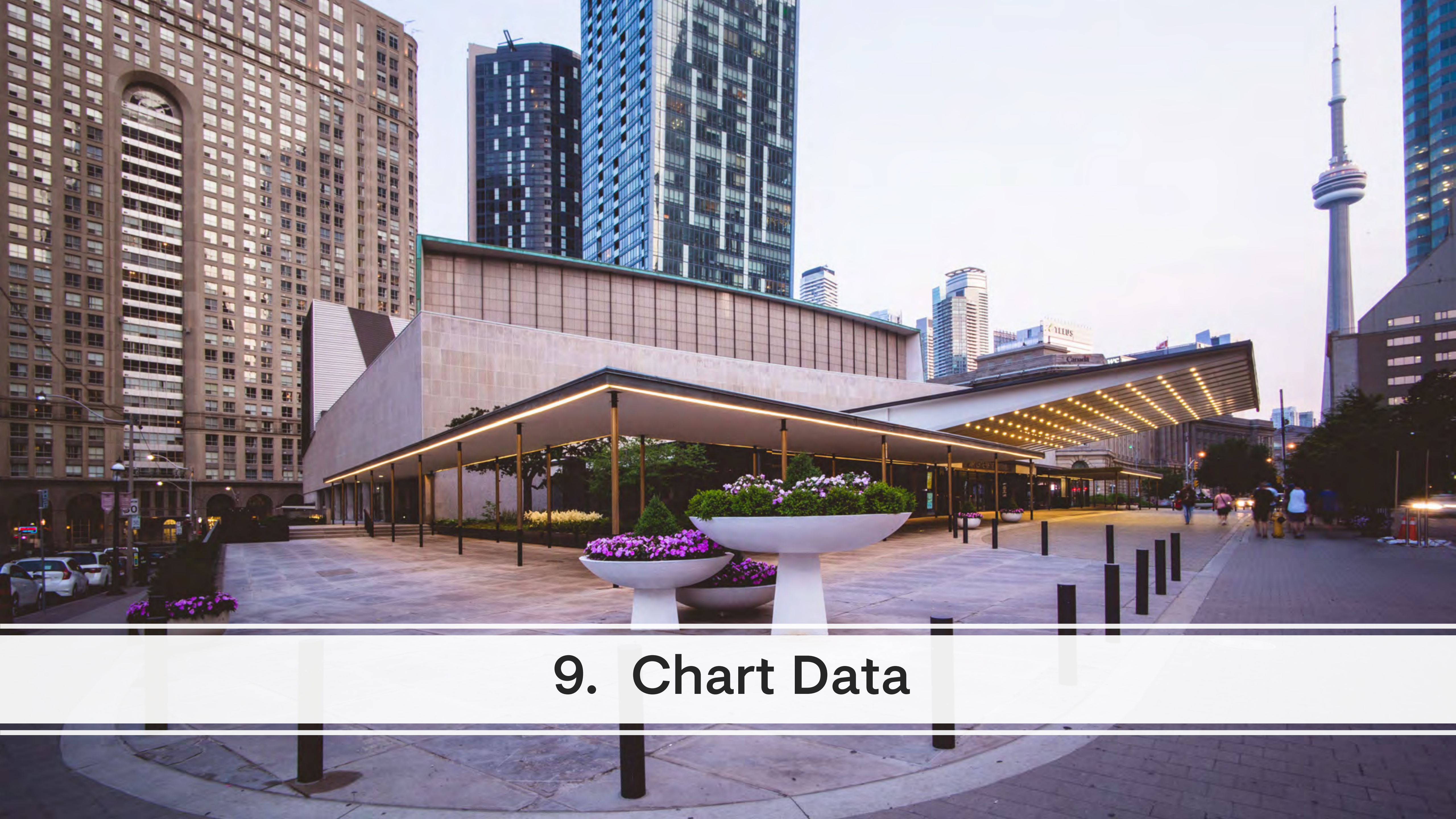


For chart data, see Appendix 9E

Appendix 8G: Resident Companies Usage

	2018 Actual			2019 Actual			2020 Actual			2021			2022 Budget		
	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks
CanStage*	66	61	10	91	56	13							48	33	7
Music Toronto	6	13		19	13		4	4					13	13	
Toronto Operetta	23	9		25	11	3.5	14	6					35	17	5
Opera In Concert	11	7		10	5		2	1					8	4	
Hannaford Street Band	3	3		4	4		3	1					2	2	
Harold Green Jewish Theatre	101	88	15	129	65	19							78	67	
North York Arts	34	4		107	13										
Sinfonia Toronto	3	3		3	3		1	1							
Orchestra Toronto	3	5		5	5		2	2							
Total	**250**	**193**	**25**	**393**	**175**	**35.5**	**26**	**15**	**0**	**0**	**0**	**0**	**184**	**136**	**12**

* includes co- productions



9. Chart Data

Appendix 9A: Gross Revenue and Expenses

Revenue		
2022 Operating Budget by Funding Source		
Programming	38%	$14,851
Ancillary	9%	$3,689
Development	8%	$3,227
City Subsidy	22%	$8,581
Reserve fund + SOGR funding	18%	$7,206
Other	4%	$1,474
Total	100%	$39,028

Expenses		
2022 Operating Budget by Service		
Programming	36%	$13,984
Salaries, Wages and Benefits	32%	$12,438
Facilities	11%	$4,426
Capital Project Management	7%	$2,615
Reserve Funds + SOGR	9%	$3,682
Administration	5%	$1,883
Total	**100%**	**$39,028**

Appendix 9B: Contribution Margin (CM)

Total Contribution Margin (in 000s)	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Risk	($71)	($1,288)	($390)	$0	($682)
Rentals	$2,640	$2,776	$476	$0	$2,512
Corporate	$2,144	$1,935	$194	$0	$1,740
Total	$4,713	$3,423	$280	$0	$3,570

Contribution Margin average per show (in 000's)	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Risk	($1.42)	($9.13)	($10.26)	$0.00	($4.13)
Rentals	$4.58	$5.07	$7.21	$0.00	$4.33
Corporate	$14.20	$11.52	$7.76	$0.00	$15.68

Appendix 9C: Performances and Events Summary

	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Risk	50	141	38	0	165
Rentals	576	547	66	0	580
Corporate	151	168	25	0	111
Total	**777**	**856**	**129**	**0**	**856**

Appendix 9D: Events & Contribution Margin Total

Contribution Margin (in 000's)	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Risk	($71)	($1,288)	($390)	$0	($682)
Rentals	$2,640	$2,776	$476	$0	$2,512
Corporate	$2,144	$1,935	$194	$0	$1,740
Total	$4,713	$3,423	$280	$0	$3,570

Appendix 9E: Chart Data – Days Used

Number of Days	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Risk	62	149	72	0	168
Rentals	1,007	898	107	0	647
Corporate	193	197	37	0	149
Total	**1,262**	**1,244**	**216**	**0**	**964**

Appendix 9F: Ancillary CM

Contribution Margin Ancillary (in 000's)	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Ticket rebates	$1,826	$2,132	$374	$0	$1,915
Concessions (net)	$725	$969	$15	$0	$861

Appendix 9G: Attendance per Stage

Attendance per Stage (in 000's)	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
MH	312	316	65	0	276
Bluma	59	75	6	0	88
Jane	19	21	4	0	21
George	58	47	7	0	41
Lyric	22	19	1	0	19
Greenwin	16	16	0	0	13
Studio	9	10	0	0	12
Gallery	0	0	0	0	0
Other	0	10	2	0	0
Total	**495**	**514**	**85**	**0**	**470**

Appendix 9H: City Subsidy per Attendee

	Year	Total Stage	Corp attends	Total Audience	Per Cap	Subsidy
Actual	2018	494,550	97,385	591,935	$8.91	$5,274,491
Actual	2019	513,676	121,822	635,498	$8.81	$5,599,152
Actual	2020	84,634	17,457	102,091	$54.84	$5,599,152
Budget	2021	0	0	0	$0.00	$10,976,961
Budget	2022	470,047	100,000	570,047	$15.05	$8,580,765
Forecast*	2023	478,448	100,000	578,448	$11.87	$6,864,612
Forecast*	2024	487,017	100,000	587,017	$9.54	$5,599,152
Forecast*	2025	495,757	100,000	595,757	$9.40	$5,599,152

*2% increase in tickets, 80% of previous year's subsidy for 2023 then $5.6M for 2024 and 2025. Subject to Board and City approval

Appendix 9I: Programming Activity by Stage/Space

	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
MH	120	133	35	0	117
Bluma	111	151	11	0	162
Jane	63	69	19	0	91
George	108	78	10	0	79
Lyric	51	53	1	0	68
Greenwin	93	88	4	0	92
Studio	79	103	3	0	136
Gallery	0	4	0	0	0
Other	1	76	21	0	0
Total	**626**	**755**	**104**	**0**	**745**

Appendix 9J: Performances by Genre

	2018	2019	2020	2021	2022
Theatrical	51	57	10	0	0
Exhibit	0	67	18	0	0
Film & Orchestra	7	10	2	0	10
Dance - Commercial	48	22	3	0	19
Speaker	20	11	1	0	23
Preferred User	27	28	2	0	25
Children	21	23	2	0	38
Theatre - Commercial	65	32	21	0	44
Comedy	20	36	1	0	47
Special Event/Fundraiser	33	43	2	0	63
Dance - Non-commercial	17	64	2	0	64
Concert	124	80	16	0	100
Resident Company	193	175	15	0	136
Theatre - Non-commercial	0	107	9	0	176
Total	**626**	**755**	**104**	**0**	**745**