TO Live
2023 Budget and Plan

Date	Committee
May 13th	Environmental, Social and Governance
May 13th	Human Resources, Compensation and Labour Relations
May 18th	Programming Risk
May 18th	Planning & Priorities
May 24th	Audit
May 30th	Board of Directors

TO Live

TO LIVE - LAND ACKNOWLEDGEMENT

TO LIVE would like to acknowledge Tkaronto (TKahr-on-dOnH), which is a Mohawk word meaning "the place in the water where the trees are standing." We live and work on the traditional territory of Haudenosaunee (HODE-en-oh-show-nee)-speaking nations, including the Huron-Wendat, Seneca and Mohawk. Haudenosaunee-speaking nations have been here since time immemorial and were more recently joined by the Mississaugas of the Credit.

This place has many Indigenous ports, including where the Humber and Rouge rivers meet other waterways such as Lake Ontario. Ancient longhouses - typical Haudenosaunee housing structures -have been found along both of these Rivers and in the north of Toronto as well (near modern-day York University). This territory is covered by the Dish with One Spoon Wampum Belt Covenant, an agreement between the Haudenosaunee (Six Nations) Confederacy and the Anishnaabe (Ojibwe) and allied nations to peaceably share and care for the lands and the relationships around the Great Lakes.

...What this means is that by living and working here, we all have a responsibility to the environment and to each other, to treat each other and the environment with peace & respect. This means we have responsibilities to honour, renew, and consistently uphold the values and relationships outlined in the ancient agreements.

Today, Toronto is home to Indigenous peoples and settlers from around the world. Let us all come together in an atmosphere of respect and peace to do Good Work together with Good Minds. Let's start building stronger and healthier relationships with each other, and the spaces which we inhabit in Tkaronto (TKahr-ON-donH), Ontari:io(on-dahr-EE-yo), Kanata (Gan-AH-dah). Let's hold our minds together in kindness.

Nia:wen. Thank you.

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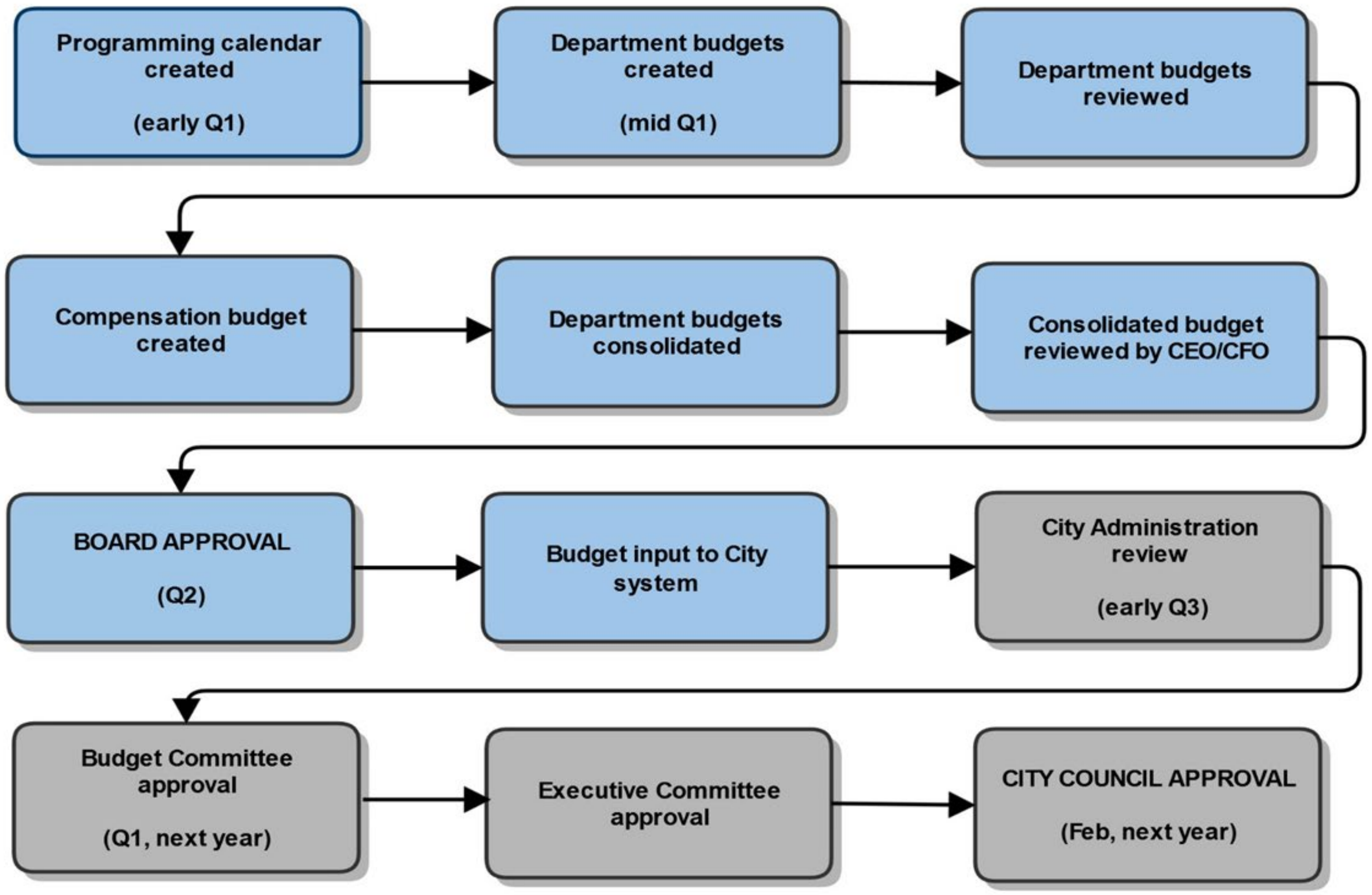
1. Overview

Budget Process



Assumptions, Highlights & Pressures

Assumptions

- City subsidy $7M
- Historical averages (2017-2019) continue to be used
- Subject to City Council approval

Highlights

- 1st year of 2023-2027 Strategic Plan
- Changes in base rents
- Investment in:
    - Fundraising and sponsorship opportunities
    - Programming
    - Inclusion, Diversity, Equity, and Access (IDEA)

Challenges/pressures/opportunities

- Post pandemic effect (audience (re)building)
- SOGR and FFRF backlogs
- Impact of COVID-19 and the uncertainty of economic health
- Remote working environment
- Rebuilding TO Live culture

Budget Summary: Big Picture

(in 000's)	2018 Actual	2019 Actual	COVID Period 2020 Actual	COVID Period 2021 Actual	COVID Period 2022 Budget	2023 Budget	2023 Strat Plan
Total Gross Revenue*	**$25,203**	**$31,442**	**$6,567**	**$4,862**	**$30,613**	**$36,836**	**$32,002**
% change in gross revenue	(6.95%)	24.75%	(79.11%)	(25.97%)	529.66%	20.33%	558.23%
Total Gross Costs*	**$30,089**	**$37,577**	**$15,284**	**$14,401**	**$38,672**	**$43,908**	**$39,074**
% change in gross costs	(7.02%)	24.89%	(59.33%)	(5.78%)	168.53%	13.54%	171.32%
Total Operating Surplus/(deficit) before Subsidy	**($4,886)**	**($6,136)**	**($8,717)**	**($9,539)**	**($8,059)**	**($7,072)**	**($7,072)**
Subsidy	**$5,274**	**$5,599**	**$8,717**	**$10,038**	**$8,059**	**$7,072**	**$7,072**
Total Net Operating surplus/(deficit)	**$388**	**($537)**	**$0**	**$498**	**$0**	**$0**	**$0**

* before amortization of capital assets and DCC

Total gross revenue	$30,477	$37,041	$15,284	$14,899	$38,672	$43,908	$39,074
City investment	$5,274	$5,599	$8,717	$10,038	$8,059	$7,072	$7,072
as a %	17.30%	15.12%	57.03%	67.37%	20.84%	16.11%	18.10%

2023 Budget vs Strategic Plan

- The Risk Programming target set in the Strategic Plan was not met because it was possible to reduce the net investment by $150k and still achieve the objectives established in the Plan.

- The 2023 Corporate rentals budget reflects an increase in net revenue of 15% over 2022 budget but falls short of the Strategic Plan by $77k; one contributing factor to consider is that the marketing expenditure set in the Strategic Plan was not included in the final 2023 budget.

- Strategic Plan included funding from Investing in Canada Infrastructure Program (ICIP) for capital projects ($1.3M) which will not be received by TO Live and is therefore removed from the Development Division 2023 budget.

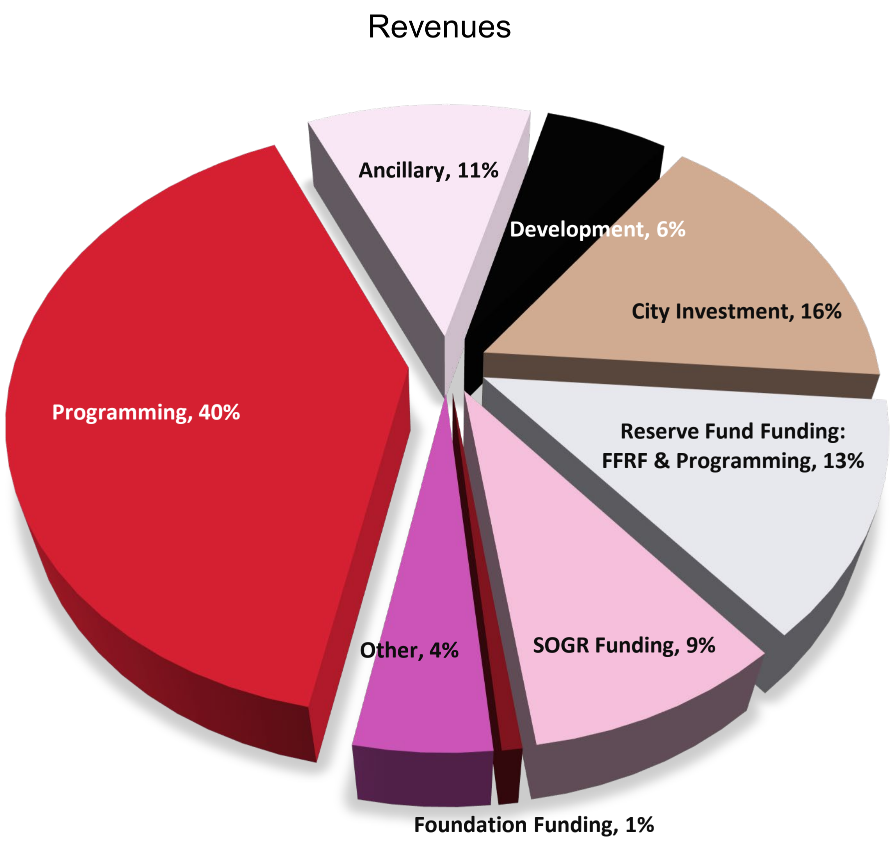
- Strategic Plan did not consider the compensation changes undertaken in 2022.

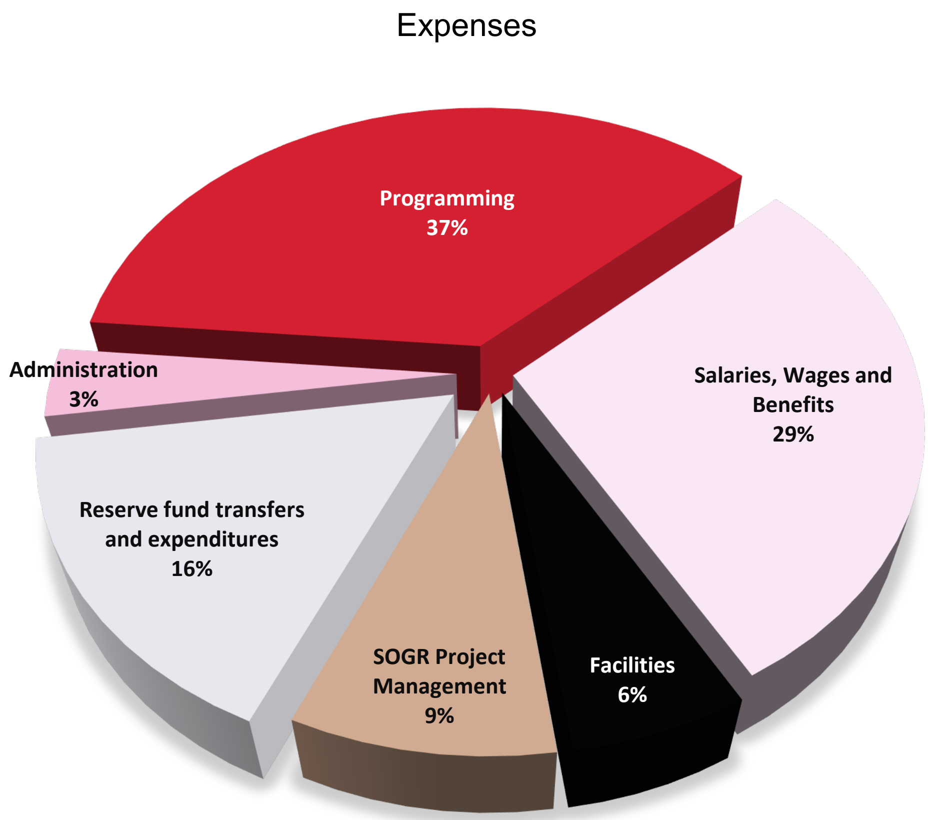
- The Strategic Plan did not consider changes to base rental rates or ticketing service fees.

- Operating efficiencies were achieved in 2022 as a result of a reorganization in the Programming departments and Patron & Event Services area.

- The 2023 IT budget includes additional cyber security initiatives not considered in the Strategic Plan nor did the Strategic Plan consider all of the impacts of digital transformation requirements.

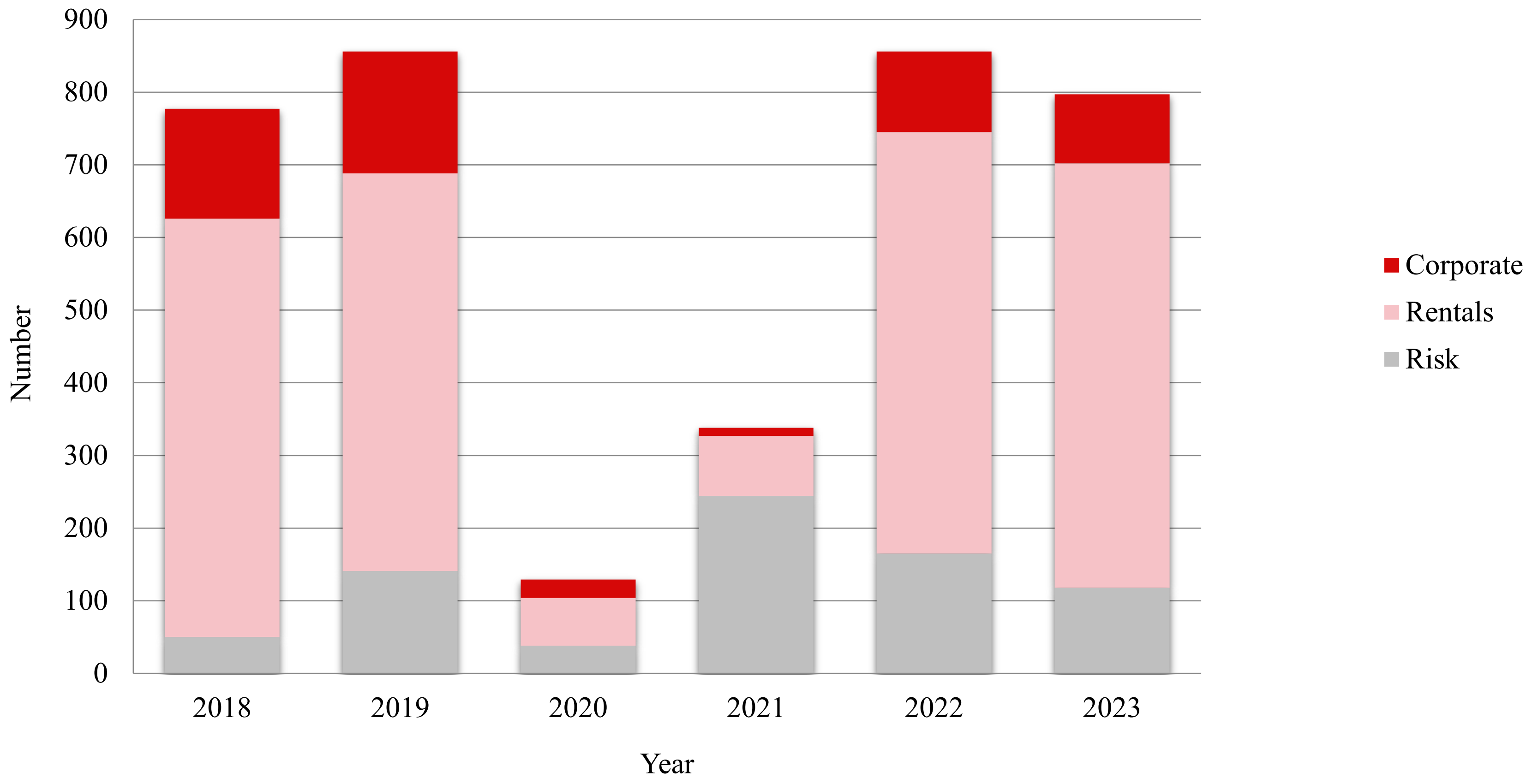
Gross Revenues & Expenses





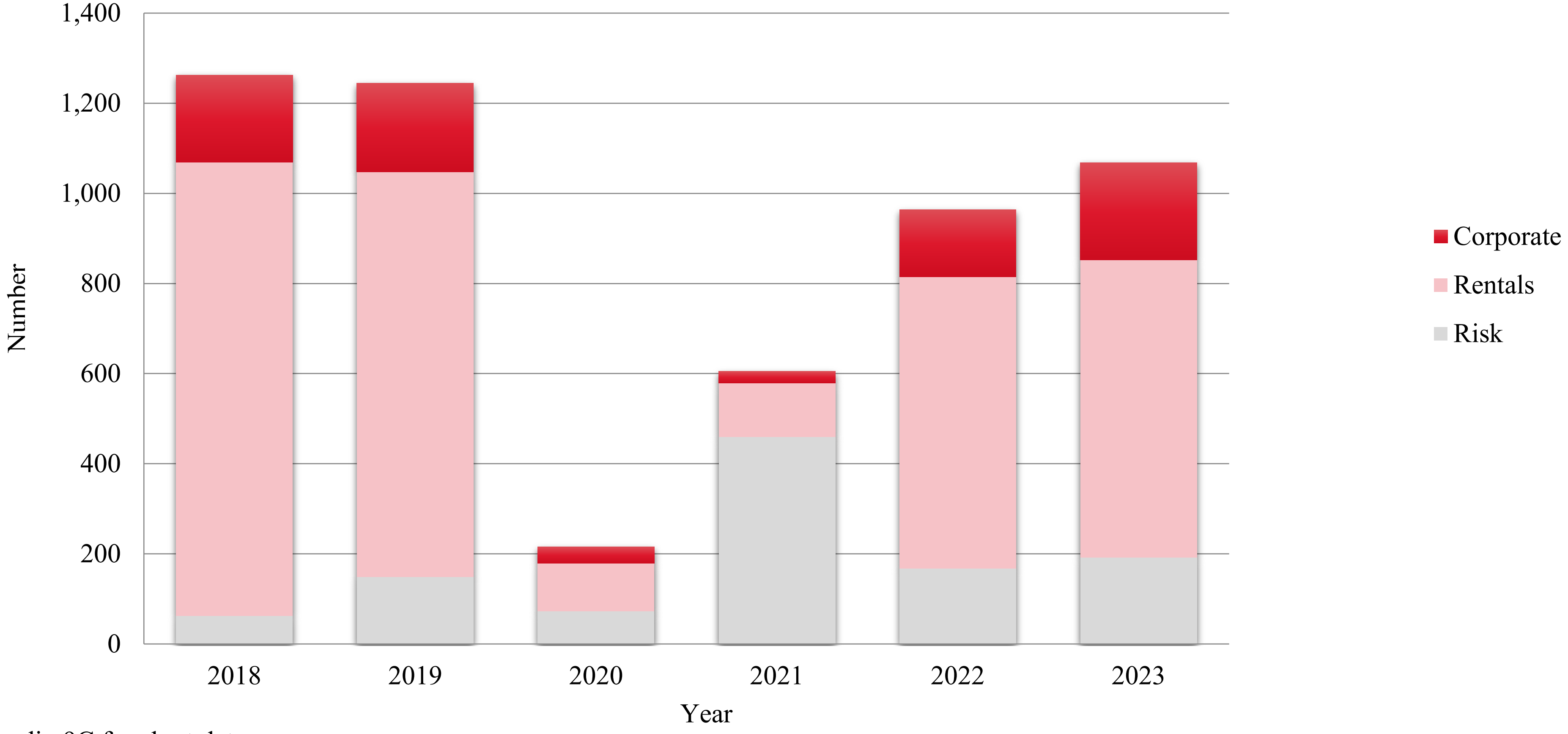
See Appendix 9A for chart data

Number of Events



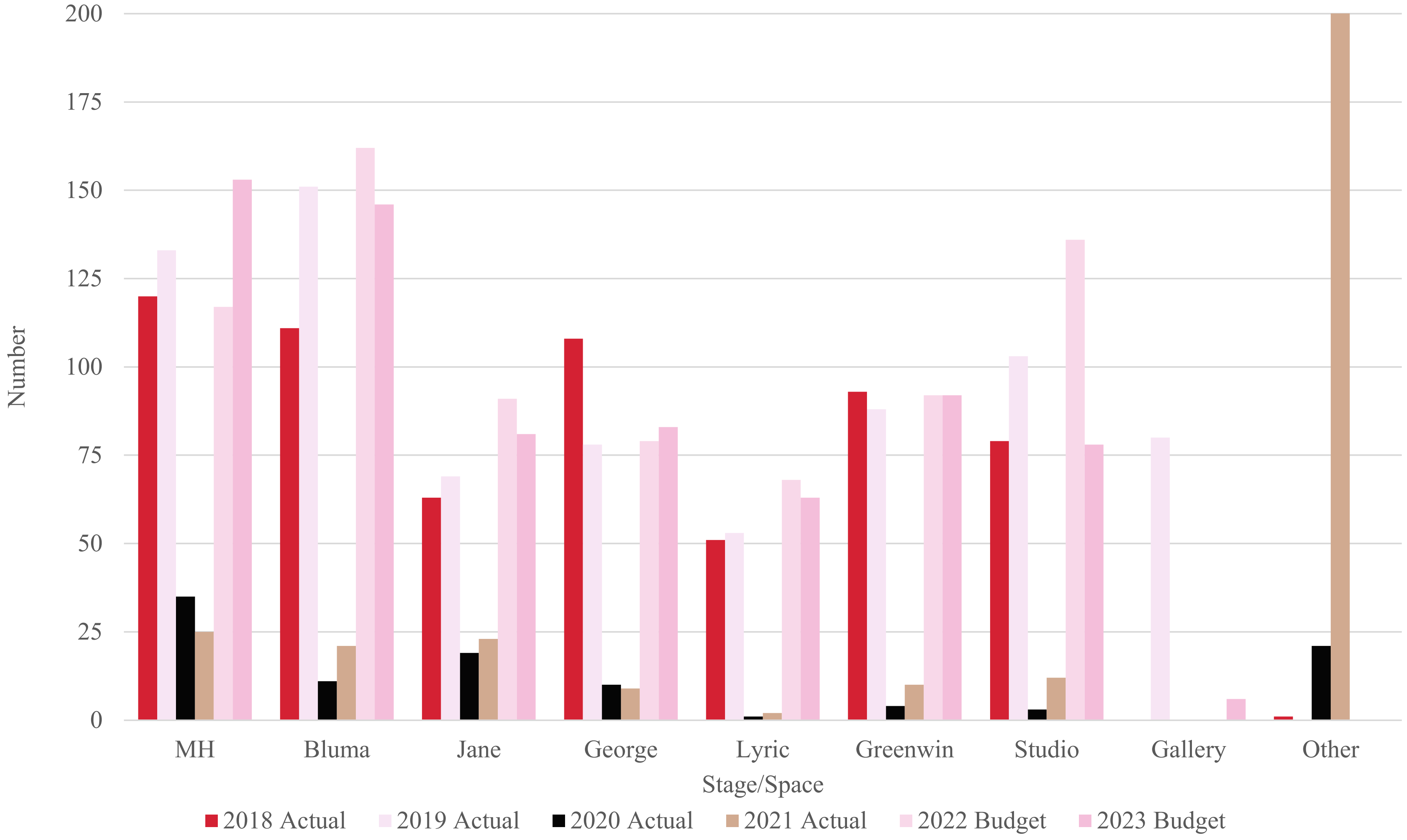
See Appendix 9B for chart data

Activity by days used



See Appendix 9C for chart data

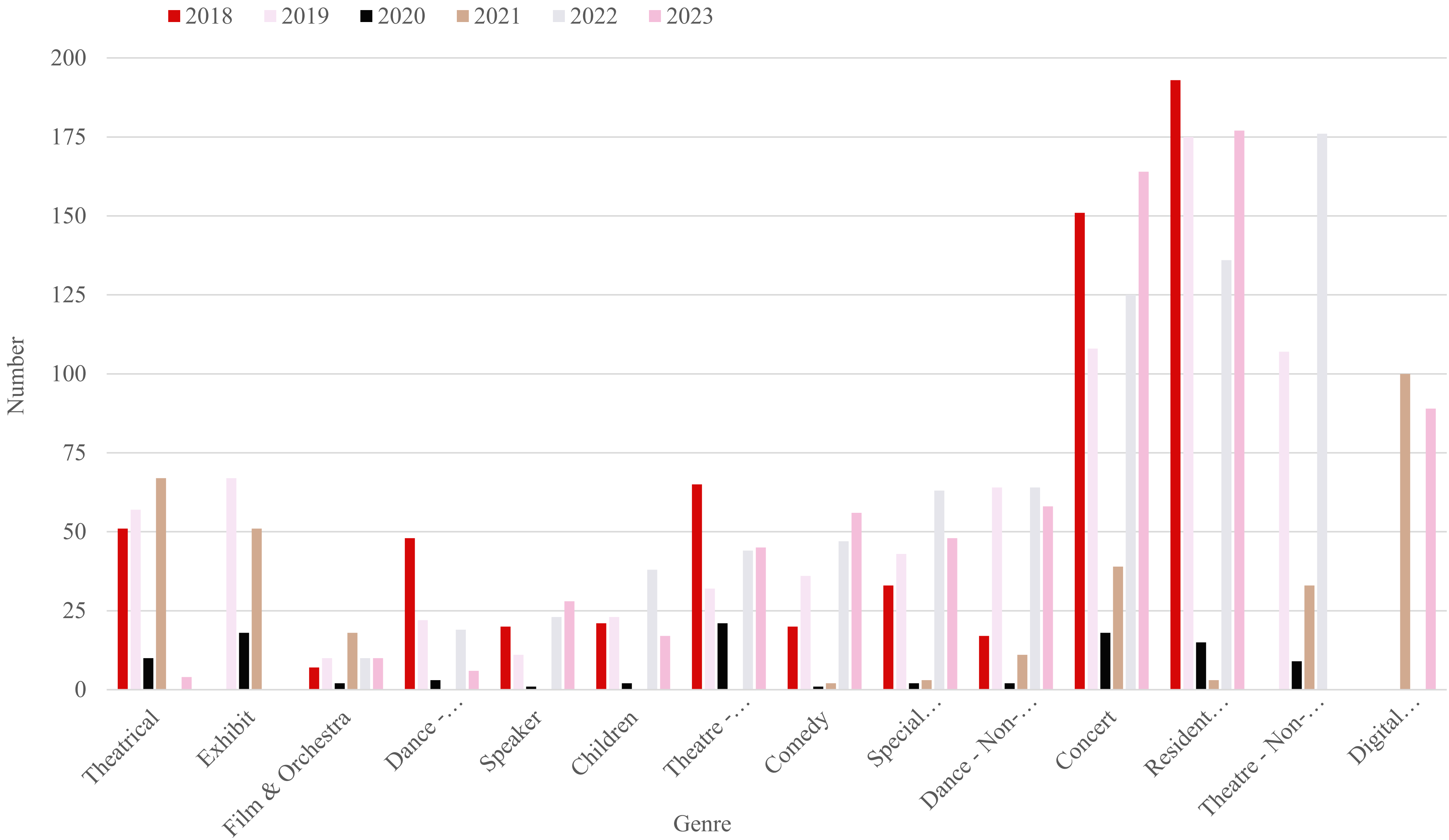
Programming Activity by Stage/Space



Other: reflects offsite events, digital events and rehearsal hall usage

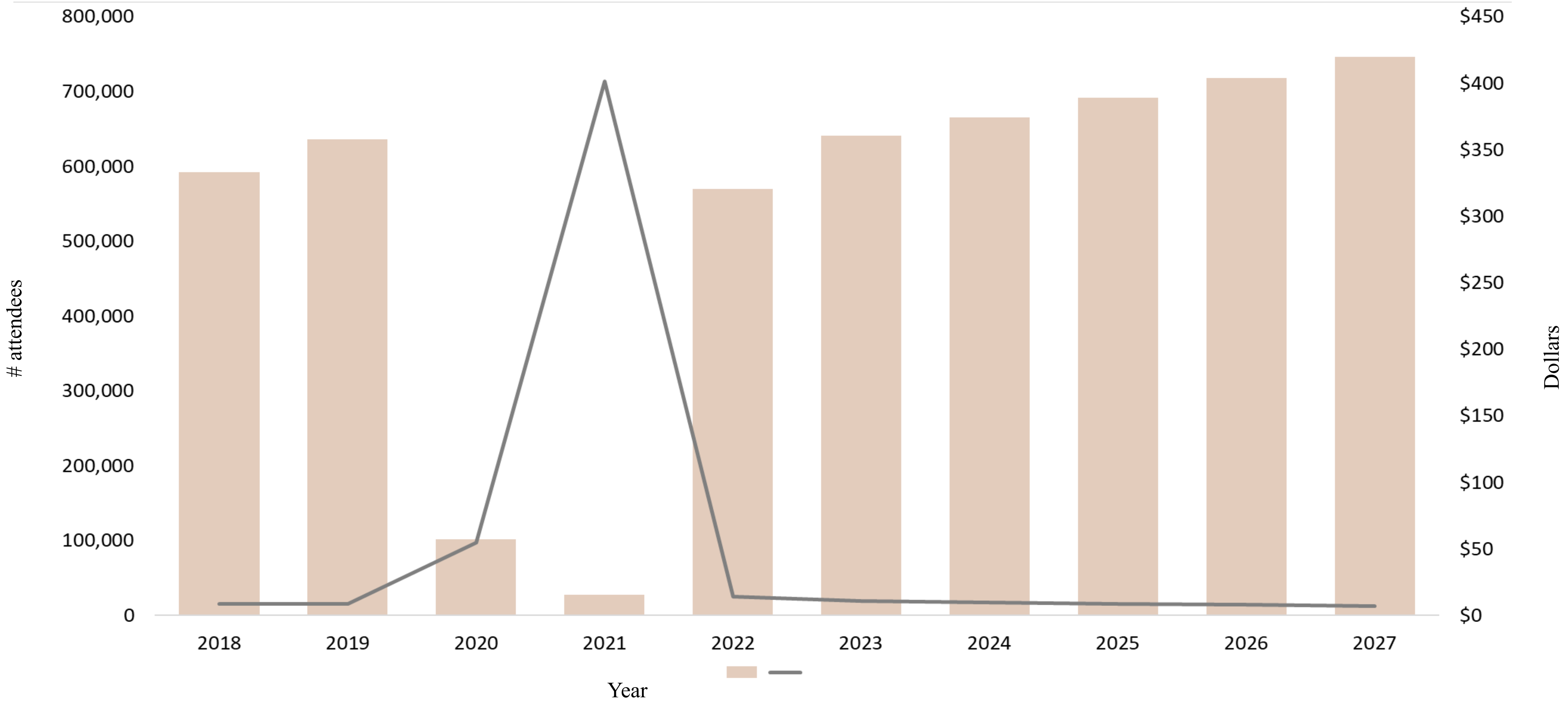
See Appendix 9D for the chart data

Performances by Genre



See Appendix 9E for chart data

City Investment per Audience



Notes: Includes estimated stage and corporate attendance numbers for 2024 – 2027
2023 City investment is taken from TO Live's 2023-2027 Strategic Plan
See Appendix 9F for chart data

Strategic Plan – 1st year impact

From Strategic Plan:

The organization has a large footprint which includes seven stages, public spaces and an art gallery. TO Live has offered a wide variety of programming, significantly curtailed by the impact of the pandemic. As with other arts and cultural institutions across the globe, this moment in time continues to offer tremendous opportunity but also has its challenges and will require flexibility and a willingness to investigate change.

The charge moving forward is to embrace the role TO Live can have as a civic leader. It is likely the COVID-19 pandemic will have a long-lasting impact. Creating a more diverse TO Live landscape (staff, Board and constituency), continuing to understand how to best work with City government, and enhancing the working relationships among and between staff and Board are important areas of focus. Finally, determining how to address growth within a healthy and sustainable financial outlook will be critical.

Strategic Plan – 1st year impact: Three Pillars

Creative Community Hubs
- Welcoming the public throughout the day and week
- Community resource
- Must-see place for residents and visitors
- Pillar for cultural engagement

- Provide access and build relationships with underserved artists and groups through reduced price rental structures
- Engage a broader public through free / reduced price ticketing and community feedback mechanisms
- Expand connections with educational partners to offer programs and learning opportunities
- Offer workshops, residencies, research, professional development, and commissions by and for local artists
- Offer expanded and enhanced food & beverage services

Inclusion, Diversity, Equity, and Access
- Inviting and economically accessible venues and experiences
- Representing diversity throughout the organization
- Fostering a culture of equity and inclusion

- Invest in new accessibility options for all venues
- Invest in community safety
- Engage brand ambassadorships
- Resource the IDEA Action Plan and finalize results of pay equity review

Sustainability and Environmental Impact
- Lead by example in managing environmental impact
- Making sustainable financial decisions

- Ensure financial sustainability
- Increase revenue from 'at-risk' programming and investment in programming for diverse populations
- Invest in TO Live Foundation
- Reduce TO Live's waste and carbon footprint

Strategic Plan – 1st year impact

Revenues:

These outcomes shift the balance of operating revenue and expenses. Organizational growth is an outcome of specific tactics which drive increased revenue to support new activities and initiatives. Some key tactics which will drive significant revenue include:

- Increased sales of stage, corporate, and private rentals, revised rental rates across all venues
- Development revenues supporting the creation of a program to provide free space to underserved communities and artists
- Development revenues supporting the provision of free and accessible programs indoors and outdoors, uptown and downtown
- Sale of food and beverage from new bars and cafés

Expenses:

Meanwhile, the expense impacts of the Strategic Plan result in average growth in expenses of 5% year over year, an increase of nearly $3 million in TO Live's annual budget once fully implemented. A key driver is the addition of 9.5 full-time equivalent staff beginning in full after year two of implementation. Other expense drivers include:

- Capital investment in accessibility equipment / technology
- Expansion of human resources department to support IDEA initiatives
- Upgrades for 24/7 operation of the recording studio at Meridian Arts Centre
- Investment in at-risk programming

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

IDEA Overview

From TO Live's 2023-2027 Strategic Plan:

Leading in IDEA:

Broad and deep investment in IDEA is also a critical part of an effective future for TO Live. Welcoming the whole Toronto community means creating inviting and economically accessible venues and experiences, representing diversity throughout all aspects of the organization, and fostering a culture of equity and inclusion both internally and externally.

Highlights

- IDEA belief is embedded across the organization
- All employees are ambassadors of IDEA
- The conviction is lead by a cross represented department/employee IDEA Committee

IDEA Budget

Strat #	Strategy Description	Budget		
ECONOMIC ACCESSIBILITY		Revenue	Expenses	
1.1.1.1	Optimize use of all available spaces	$472,050		increase # of rentals and corporate
1.1.2.2	Program local, national and international shows of excellence that complement other activity in the Toronto market, reflect the city of Toronto's diversity, and build its standing as a global cultural destination		$25,000	
1.1.3.2	Cultivate and steward effective partnerships	$350,000		government funding/sponsorship
2.2.2.2	Build and strengthen relationships with the diverse cultural communities of Toronto			
2.2.1.2	Develop and invest in a program to consistently provide free and reduced-price tickets and access to individuals and communities that may not otherwise have access to TO Live programs	$100,000	$75,000	funding/free tickets
3.3.1.2	Elevate TO Live and the St. Lawrence Centre Redevelopment's case for support			
3.3.3.1	Expand TO Live's financial model to include increased revenue from 'at-risk' programming and investment in programming for diverse populations		$75,000	funding/free tickets
3.3.3.3	Invest leadership and personnel resources in activating the TO Live Foundation to build philanthropic interest and engagement	$75,000		

IDEA Budget

Strat #	Strategy Description	Budget		
CULTURE ACCESSIBILITY		Revenue	Expenses	
1.1.1.2	Broaden and deepen relationships with range of communities from which visitors and users come		$53,000	marketing surveys, promotions
1.1.1.3	Ensure our spaces are safe and welcoming		$35,000	signage - braille, ALS services
1.1.1.4	Enhance food and beverage offerings	$20,000	$25,000	
1.1.2.1	Deepen and broaden TO Live's engagement with local artists and organizations to build on our role as a meaningful and relevant contributor to Toronto's cultural landscape		$5,000	E&E initiatives
1.1.2.2	Program local, national and international shows of excellence that complement other activity in the Toronto market, reflect the city of Toronto's diversity, and build its standing as a global cultural destination			
1.1.3.1	Build a network of natural helpers - community informers with strategic outreach		$25,000	
1.1.3.2	Cultivate and steward effective partnerships			
1.1.3.4	Leverage TO Live's Digital Transformation initiative to equip the arts sector with the tools to thrive in a rapidly evolving digital eco-system			
2.2.1.1	Implement measures that increase the accessibility of TO Live performances and events		$10,000	via production
2.2.2.1	Actively identify and dismantle systemic barriers within TO Live		$40,000	via HR
2.2.2.2	Build and strengthen relationships with the diverse cultural communities of Toronto			
2.2.3.1	TO Live becomes an employer of choice reflective of the diversity of Toronto			
3.3.1.2	Elevate TO Live and the St. Lawrence Centre Redevelopment's case for support			
	*1. Apprenticeship program		$15,000	via production
	*1. Mentorship program		$103,000	via production

IDEA Budget

Strat #	Strategy Description	Budget		
SUSTAINABILITY ACCESSIBILITY		Revenue	Expenses	
Environmental				
1.1.3.5	Build TO Live's reputation as an influential and trusted charity	$7,500		
3.3.1.1	Commission study(ies) to determine TO Live’s economic, social and artistic impact in order to secure public sector funding		$30,000	via Marketing, study
3.3.1.2	Elevate TO Live and the St. Lawrence Centre Redevelopment’s case for support			
3.3.2.1	Reduce TO Live’s waste			
3.3.2.2	Reduce TO Live’s carbon footprint		$115,000	study/consultant
Financial				
1.1.3.3	Leverage the strengths of our venues to attract high profile events		$55,000	industry nights
3.3.3.2	Grow utilization of TO Live spaces by third-party renters			
Other				
	*2. Training		$45,000	
	*3. Staffing		$810,000	

IDEA Budget

Strat #	Strategy Description	Budget		
PHYSICAL ACCESSIBILITY		Revenue	Expenses	
1.1.1.1	Optimize use of all available spaces			
1.1.2.2	Program local, national and international shows of excellence that complement other activity in the Toronto market, reflect the city of Toronto's diversity, and build its standing as a global cultural destination			
1.1.3.2	Cultivate and steward effective partnerships			
2.2.1.1	Implement measures that increase the accessibility of TO Live performances and events			
2.2.2.2	Build and strengthen relationships with the diverse cultural communities of Toronto			
3.3.1.2	Elevate TO Live and the St. Lawrence Centre Redevelopment's case for support			
	*4. via SOGR AODA projects			
Grand total		**$1,024,550**	**$1,541,000**	net **($516,450)**

*Notes

1. Mentorship and Apprenticeship, under Production department, part of operating budget
2. Training initiatives under multiple strategies
3. Additional staffing across several departments, for several strategic initiatives
4. Capital projects underway to make venues physically accessible as part of SOGR budget and funding

3. Goals & Objectives, Key Performance Indicators (KPIs)

Mission & Vision

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.

Vision

To build a better city through the arts.

Core Values

DIVERSITY AND INCLUSION: We foster a sense of belonging in everything we do. We strive to be an anti-racist organization.

INNOVATION: 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.

ADAPTABILITY: We see opportunity in embracing our changing world.

COMMUNITY-MINDEDNESS: We listen to and are responsive to the people and groups we serve.

Purpose

To amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation.

Social Engagement

This refers to the goal of using TO Live's resources to engage with ideas and issues to resonate with the local and global communities we serve.

Cultural Exchange

It's about facilitating dynamic interchange of ideas and experiences between different groups. Exchange is about reciprocity, mutual respect and curiosity to grow together.

Creative Innovation

This speaks to the critical role TO Live plays in working with artists, collaborators, and other arts organizations to bring new and exciting experiences to life in both physical and digital spaces.

Goals & Objectives (Strategic Plan)

GOALS:

1. To serve Toronto's communities as an anchor cultural institution

2. To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization

3. To positively contribute to the city of Toronto's identity and progress

Next Steps:

For TO Live, having clarity of purpose, mission, vision, and core values creates a strong foundation for the organization to move forward. Achievable goals, with a committed staff to implement them, as well as strong Board support, position the institution well for success. The opportunities abound to support staff efforts, activate its building assets, provide further assistance for artists and arts organizations, diversify staff and Board, more deeply engage diverse communities, and become an anchor arts institution. As TO Live invests in these areas of opportunity, the organization will make headway toward its desired position: to be a pillar organization serving a myriad of stakeholders, and making a long-standing, positive contribution to the city of Toronto, the province of Ontario, and Canada.

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Finance >>>		
GOAL 3 - To positively contribute to the city of Toronto's identity and progress	Ensure financial stability	
	Deliver timely reporting	GRB
	KPI >>> Deliver timely management reports to VPs and Directors	
	Deliver clean timely Audit	GRB
	KPI >>> Deliver clean and timely audit, without any corrected or uncorrected entries	
	Deliver 2023 Budget on time	GRB
	KPI >>> Deliver balance budget within workback plan	
Information Technology >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Establish TO Live as a pillar organization for cultural engagement	
	Configure Azure Information Protection	GRB
	Implement Azure Information Protection and hold traning sessions for staff	
	KPI >>> Implement advanced office 365 security features and train staff on all features	
	Establish TO Live as a pillar organization for cultural engagement	
	Cybesecurity training	GRB
	Phishing Simulations	
	KPI >>> Run and Evaluate cybersecurity training and phishing simulations	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Human Resources >>>		
GOAL 2 - To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization	Actively identify and dismantle systemic barriers within TO Live	IDEA
	HR and WGs to create and implement action plans based on survey themes	
	Increase survey participation by 20 bases points.	
	Increase overall favorability by 10 basis points	
	KPI >>> Increase overall score of IDEA Staff Survey 20 bases points by Feb 2023	
GOAL 2 - To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization	Build and strengthen relationships with the diverse cultural communities of Toronto	IDEA
	Increase the use of diverse recruitment platforms to increase our diversity candidacy in various positions within the organization by 10%	
	Implement diversity programs to enourage understand, education and allyship (bias & equity training)	
	Increase our eNPS score by 5 bases points.	
	KPI >>> Increase the Employee Engagement Rating from IDEA Staff Survey by .5 points by Feb 2023	
GOAL 2 - To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization	Implement measures that increase the accessibility of TO Live performances and events	GRB
	Create AODA policy and Process in line with governmental requirments	
	Provide AODA training to current and new employees	
	Report our 5 year AODA plan to the province	
	KPI >>> Increase TO Live internal compliance and employee education by Nov 2023	
GOAL 2 - To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization	TO Live becomes an employer of choice reflective of the diversity of Toronto	GRB
	Create development programs to provide employees the opportunity to development and grow within organization	
	Create a succession process to increase transparency of employee's potential growth plan	
	KPI >>> Build TO Live reputation to become an employer of choice by 2024	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Marketing & Communications >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Transform our venues into welcoming hubs daytime and nighttime seven days a week	
	KPI >>> Enhance food and beverage offerings by offering cultural diverse menus at 20% of our shows	
	KPI >>> Optimize us of all available spaces by increasing bookings by 10%	
GOAL 1 -To serve Toronto's communities as an anchor cultural institution	Transform our venues into welcoming hubs daytime and nighttime seven days a week	CCH
	Identify communities of interest and research/listen to what they want through surveys, forums, townhalls, etc. Gather feedback and suggestions to review by staff regularly	
	Develop marketing materials to support mentorship programs for cultural organizations that helps them build solid roots	
	KPI >>> Execute 5 community touch points (e.g. Townhall, survey)	
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Position TO Live venues as go-to places for cultural entertainment for locals and visitors to Toronto	CCH
	Maintain outstanding awareness of quality ground-breaking work being created locally, throughout Canada and internationally that is available for presentation.	
	Leverage existing neighborhood relationships for rental partnerships (e.g. restaurants, small businesses, etc.)	
	KPI >>> Develop a minimum of 4 new partnerships	
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Establish TO Live as a pillar organization for cultural engagement	CCH
	Leverage TO Live's Digital Transformation initiative to equip the arts sector with the tools to thrive in a rapidly evolving digital eco-system	
	Develop onboarding kits (for TO Live Digital Engagement Platform)	
	KPI >>> Meet or exceed sales targets for 2023 season	
GOAL 2 - To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization	Ensure TO Live is accessible to all Torontonians	IDEA
	Provide accessible programs and materials for our performances, events, and exhibitions	
	KPI >>> Increase in accessibility ratings in customer satisfaction survey	
GOAL 3 - To positively contribute to the City of Toronto's identify and progress	Showcase the economic and artistic impact of TO Live to the City of Toronto, province and nation	SEI
	Commission a study to determine TO Live's economic, social, and artistic impact in order to secure public sector funding.	
	Develop marketing materials to support the promotion of the study	
	KPI >>> Increase campaign revenue by $7,500	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Operations >>>		
GOAL 3 - To positively contribute to the city of Toronto’s identity and progress	Be a leader in environmental sustainability	SEI
	KPI >>> Increase waste diversion by 5% from 2022 levels	
	KPI >>> Decrease energy usage by 3% from 2022 levels	
GOAL 1 - To serve Toronto's communities as an anchor cultural institution.	Transform our venues into welcoming hubsdaytime and nighttime, seven days a week	CCH
	KPI >>> Offer culturally curated concession offers to five ticketed shows	
	KPI >>> Increase concessions revenue by 10% over 2022	
	KPI >>> Based on annual survey results, increase the percentage of patrons who feel safe and welcome by 5%	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Development >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Transform our venues into welcoming hubs daytime and nighttime, seven days a week 14	GRB/IDEA
	Broaden and deepen relationship with range of communities from which visitors and user come	
	KPI >>> Increase sponsorship and government revenues by 20%	
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Position TO Live venues as go-to places for cultural entertainment for locals and visitors to Toronto	GRB/CCH
	Deepen and broaden TO Live's engagement with local artists and organizations to build on our role as a meaningful and relevant contributor to Toronto's cultural landscape	
	KPI >>> Finalize Capital Campaign Plan	
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Establish TO Live as a pillar organization for cultural engagement	
	Cultivate and steward effective partnerships	GRB
	Build TO Live's reputation as an influential and trusted charity	IDEA/GRB
	KPI >>> Increase all donation revenue by $7500	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
STLC Redevelopment >>>		
GOAL 2 - To proactively incorporate inclusion, diversity, equity and access in every aspect of the organization	Ensure TO Live is accessible to all Torontonians	CCH/IDEA
	Co-lead Respectful Workplace Working Group for IDEA Committee	
	Execute objectives and goals of Plan	
	Co-lead on Indigenous consultation	
	KPI >>> Create design competition that is inclusive and has IDEA imbedded in the Project	
GOAL 1: To serve Toronto's communities as an anchor cultural institution	Transform our venues into welcoming hubs daytime and nighttime, seven days a week	GRB/CCH
	Increase TO Live's role as leader in artistic and technical innovation.	
	KPI >>> Award winning architectural design for STLC NEXT to include Vision + technical	
GOAL 3: To positively contribute to the city of Toronto's identity and progress	Elevate TO Live and the St. Lawrence Centre Redevelopment's case for support	CCH/IDEA
	Build and disseminate Case for Support and work in concert with Fundraising team to steward relationships with all orders of Government for STLC project	
	KPI >>> Increase government funding to support STLC NEXT	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Risk Programming >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Transform our venues into welcoming hubs daytime and nighttime seven days a week	CCH
	Optimize use of all available spaces	
	Broaden and deepen relationships with range of communities from which visitors and users come	CCH/IDEA
	KPI >>> $75k incremental budget allocated over 2022 to free & accessible programming	
	Position TO Live venues as go-to places for cultural entertainment for locals & visitors to Toronto	CCH/IDEA
	Program local, national & intn'l shows of execellence that complement other activity in Toronto market, reflect city of Toronto's diversity, & build its standing as a global cultural destination	
	Take a leadership role in artistic and technical innovation in the cultrual sector	CCH
	KPI >>> Meet or exceed attendance targets to ticketed and non-ticketed 2023 events	
	Establish TO Live as a pillar organization for cultural engagement	CCH/IDEA
	Cultivate and steward effective partnerships	
	Leverage TO Live's Digital Transformation to equip the arts sector with tools to thrive in a rapidly evolving digital eco-system	CCH
	KPI >>> Minimum 8 collaborative based presentation partnerships in TO Live Presents 2023 season	
GOAL 2 - To proactively incorporate inclusion, diversity, equity & access in every aspect of the organization	Ensure TO Live is accessible to all Torontonians	CCH/IDEA
	Implement measures that increase the accessibility of TO Live performances and events	
	Develop & invest in a program to consistently provide free & reduced-price tickets & access to individuals & communities that may not otherwise have access to TO Live programs	
	KPI >>> Minimum $75k subsidy to support free and reduced price tickets and access	
	Represent the diversity of Toronto on our stages, through our partnerships, and across the organization	CCH/IDEA
	Build and strengthen relationships with the diverse cultural communities of Toronto	
	KPI >>> Evaluation framework created and implemented to obtain data	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Stage Rentals >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Transform our venues into welcoming hubs daytime and nighttime seven days a week	SEI
	Optimize us of all available spaces by increasing bookings by 10%	
	Broaden and deepen relationships with range of communities from which visitors and users come	CCH/SEI
	KPI >>> Meet or exceed net revenue target established by the 2023 budget	
	Position TO Live venues as go-to places for cultural entertainment for locals & visitors to Toronto	SEI
	Ensure TO Live's competitive edge in the rental market	
	KPI >>> Meet or exceed net revenue target established by the 2023 budget	
	Establish TO Live as a pillar organization for cultural engagement	SEI
	Leverage the strengths of our venues to attract high profile events	
	KPI >>> Meet or exceed net revenue target established by the 2023 budget	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Programming Services >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Transform our venues into welcoming hubs daytime and nighttime seven days a week	IDEA/CCH
	Optimise use of all available spaces	
	Broaden & deepen relationships with range of communities from which visitors & users come	
	KPI >>> 70% min artists invited to access space from underserved communities	
	Position TO Live venues as go-to places for cultural entertainment for locals and visitors to Toronto	CCH/GRB
	Deepen and broaden TO Live's engagement with local artists and organizations to build on our role as a meaningful and relevant contributor to Toronto's cultural landscape	
	Program local, nat'l & intn'l shows of excellence that complement other activity in the Toronto market, reflect the city of Toronto's diversity, & build its standing as a global cultural destination	
	Take a leadership role in artistic and technical innovation in the cultural sector	CCH
	KPI >>> Achieve or surpass total attendance to TO Live Presents programming as set in 2023 budget	
	Establish TO Live as a pillar organization for cultural engagement	CCH/GRB
	Cultivate and steward effective partnerships	
	Leverage TO Live's Digital Transformation initiative to equip the arts sector with the tools to thrive in a rapidly evolving digital eco-system	CCH
	KPI >>> Minimum 5 partnership based presentations for local artists	
GOAL 2 - To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization	Ensure TO Live is accessible to all Torontonians	IDEA
	Implement measures that increase the accessibility of TO Live performances and events	
	Develop and invest in a program to consistently provide free and reduced-price tickets and access to individuals and communities that may not otherwise have access to TO Live programs	
	KPI >>> Program events that demonstratively lend themselves to accessible pricing	
	Represent the diversity of Toronto on our stages, through our partnerships, and across the organization	IDEA/CCH
	Build and strengthen relationships with the diverse cultural communities of Toronto	
	KPI >>> 70% min artists invited to access space from underserved communities	
GOAL 3 - To positively contribute to the city of Toronto's identity and progress	Ensure financial stability	GRB/SEI
	Expand TO Live's financial model to include increased revenue from 'at-risk' programming and investment in programming for diverse populations	
	KPI >>> Increase in revenue from net positive 2023 TO Live Presents events over 2022 as per budget	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs
Programming Admin >>>	
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	**Position TO Live venues as go-to places for cultural entertainment for locals and visitors to Toronto**
	Deepen and broaden TO Live's engagement with local artists & organizations to build on our role as a meaningful & relevant contributor to Toronto's cultural landscape
	Program local, nat'l & intn'l shows of excellence to complement other activity in the Toronto market, reflect the city of Toronto's diversity, & build its standing as a global cultural destination
	Take a leadership role in artistic and technical innovation in the cultural sector
	KPI >>> Transition of Indigenous Cultural Programmer PT to FT; appointment of FT music programmer
GOAL 3 - To positively contribute to the city of Toronto's identity and progress	**Ensure financial stability**
	Expand TO Live's financial model to include increased revenue from 'at-risk' programming & investment in programming for diverse populations
	KPI >>> Increase in revenue from net positive 2023 TO Live Presents events over 2022 as per budget

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Corporate Rentals >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	**Transform our venues into welcoming hubs daytime and nighttime seven days a week**	
	Optimize use of all available spaces by increasing bookings	**GRB/SEI**
	Broaden and deepen relationships with range of communities from which visitors and users come	**SEI**
	KPI >>> Meet or exceed net revenue target established by the 2023 budget	
	Position TO Live venues as go-to places for cultural entertainment for locals and visitors to Toronto	**GRB/SEI**
	Ensure TO Live's competitive edge in the rental market	
	KPI >>> High scores on partner satisfaction survey results	
	Establish TO Live as a pillar organization for cultural engagement	**SEI**
	Leverage the strengths of our venues to attract high profile events	
	KPI >>> Meet or exceed net revenue target established by the 2023 budget	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Education & Engagement >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	**Transform our venues into welcoming hubs daytime and nighttime seven days a week**	CCH/IDEA
	Broaden & deepen relationships with range of communities from which visitors & users come	
	Ensure our spaces are safe and welcoming	
	KPI >>> Free space & other support is provided to a minimum 10 artists and partner organizatons	
	Establish TO Live as a pillar organization for cultural engagement	CCH/IDEA
	Build a network of natural helpers - community informers with strategic outreach	
	Cultivate and steward effective partnerships	
	KPI >>> Partnerships with a minimum 10 organizations on program initiatives	
GOAL 2 - To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization	**Ensure TO Live is accessible to all Torontonians**	IDEA
	Implement measures that increase the accessibility of TO Live performances and events	
	KPI >>> Minimum 20 Art & Wellness events across various initiatives	
	Represent the diversity of Toronto on our stages, through our partnerships, and across the organization	IDEA
	Actively identify and dismantle systemic barriers within TO Live	
	Build and strengthen relationships with the diverse cultural communities of Toronto	
	Embody the principles of equity and inclusion in TO Live culture	
	KPI >>> Minimum 10,000 people participating in E& E activites	

Goals Objectives & KPIs (Departments)

GOAL	OBJECTIVE & KPIs	CATEGORY
Production >>>		
GOAL 1 - To serve Toronto's communities as an anchor cultural institution	Position TO Live venues as go-to places for cultural entertainment for locals and visitors to Toronto	CCH/SEI
	Take a leadership role in artistic and technical innovation in the cultural sector	
	KPI >>> Attend 2 industry wide, North American based conferences	
GOAL 2 - To proactively incorporate inclusion, diversity, equity & access in every aspect of the organization	Ensure TO Live is accessible to all Torontonians	IDEA
	Implement measures that increase the accessibility of TO Live performances and events	
	KPI >>> ASL translation & transcription/access services systems installed and implemented in theatres	
	Embody the principles of equity and inclusion in TO Live culture	IDEA
	TO Live becomes an employer of choice reflective of the diversity of Toronto	
	KPI >>> Minimum 3 Apprentices & 12 interns from underrepresented communities	

4. Programming

4.1 *TO Live Presents*

TO Live Presents Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Presentations Division							
Gross revenue	$3,160	$6,435	$628	$776	$5,401	$6,251	$5,401
Direct expenses	$3,231	$8,073	$1,018	$1,935	$6,084	$6,954	$6,234
Total Net revenues/(costs)	**($71)**	**($1,638)**	**($390)**	**($1,159)**	**($683)**	**($703)**	**($833)**

***TO Live Presents* Overview**

Curatorial framework reflects a commitment to our purpose: to amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation.

The 2023 program responds to Goals set in the Strategic Plan in three ways:

1. To serve Toronto's communities as an anchor cultural institution by:

- Activating venues as fully as resources permit to transform them into welcoming community and cultural hubs independently of the in-theatre event schedule, with a particular focus on the Meridian Arts Centre.
- Programming local and international work that invites the active participation of locals with international artists. (5 dance, music, theatre events).
- Noting the new music programmer position, an increased number and range of music events including revenue earning events.
- Making Space for local artists including through residencies, commissions, creative development support, explorations research grants. and presentation.
- Strategic Plan targeted minimum 200 days per year in venue support.
- Continuing to establish a high-quality program for families and young people (5 circus, theatre and music events)
- Continuing importance of partnerships and collaboration as fundamental to TO Live's role as a significant contributor to the local and Canadian cultural landscape. (14 partnerships across a wide range of organizations)

TO Live Presents Overview

2. **To proactively incorporate inclusion, diversity, equity and access in every aspect of the organization for example by:**
   - Expanding the role of the Indigenous Cultural Programmer (new role) to increase range and depth of work throughout the program and in all venues.
   - Representing the diversity of Toronto on our stages, and through partnerships and thematic relevance.
   - Programming events with accessible pricing initiatives and community outreach.

3. **To positively contribute to the City of Toronto's identity and progress for by:**
   - Presenting a distinctive, ground-breaking, relevant and inspirational season of Canadian and international work with local resonance.
   - Creating and presenting extraordinary events that will not be seen otherwise, including those with tourism potential, for example the People Festival.
   - Initiatives for local artists to achieve their full potential and international recognition including presentation and international co-productions.
   - Contributing to financial stability by increasing the revenue from TO Live Presents programming via ticket sales (not net).

See Confidential Attachment tab 4.A.1 for more detailed information on TO Live Presents programming plan and budget

4.2 Education & Engagement (E&E)

Education & Engagement (E&E) Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Overhead							
Education & Engagement	$261	$283	$108	$127	$316	$358	$335
Total Costs Overhead	**$261**	**$283**	**$108**	**$127**	**$316**	**$358**	**$335**

E&E Overview

This is a foundation-building year for E&E. We will prioritize depth over breadth of programming to ensure we work within our capacity and establish lasting partnerships with the addition of a new part-time staff member. This will prepare for growth in 2024 (year 2 of Strategic Plan).

Continuing from 2022, program success will not solely be measured by numbers of participants and events. Data will be evaluated with a deeper look at meaningful program impact.

Core Programs

- Discover Dance – monthly free demonstrations
- Xenia Concerts – relaxed performances for families and older adults
- Pre & Post-show talks
- Masterclasses & open rehearsals with visiting artists
- Toronto Comic Arts Festival – Uptown KidLit Festival
- Vibe Arts NExT Mentorship Exhibit
- Paprika Theatre Festival – Indigenous Arts Program Space Use
- Free community classes
- Doors Open Toronto & Culture Days

E&E Overview (continued)

Focus

Deepen our networks and engagements and address community-centered needs through relevant programming.

- Program outcomes anchored in arts & wellness, including associated professional development opportunities for artists.
- Co-creation and co-design approaches to authentically engage partners and community members.
- Support artists in their creation process, practice, and audience development.
- Continue virtual programming to allow us to reach audience members and participants who otherwise wouldn’t come into our spaces.
- Prioritize accessibility.

Challenges include:

- Ensuring adequate resourcing in order to achieve strategic priorities.

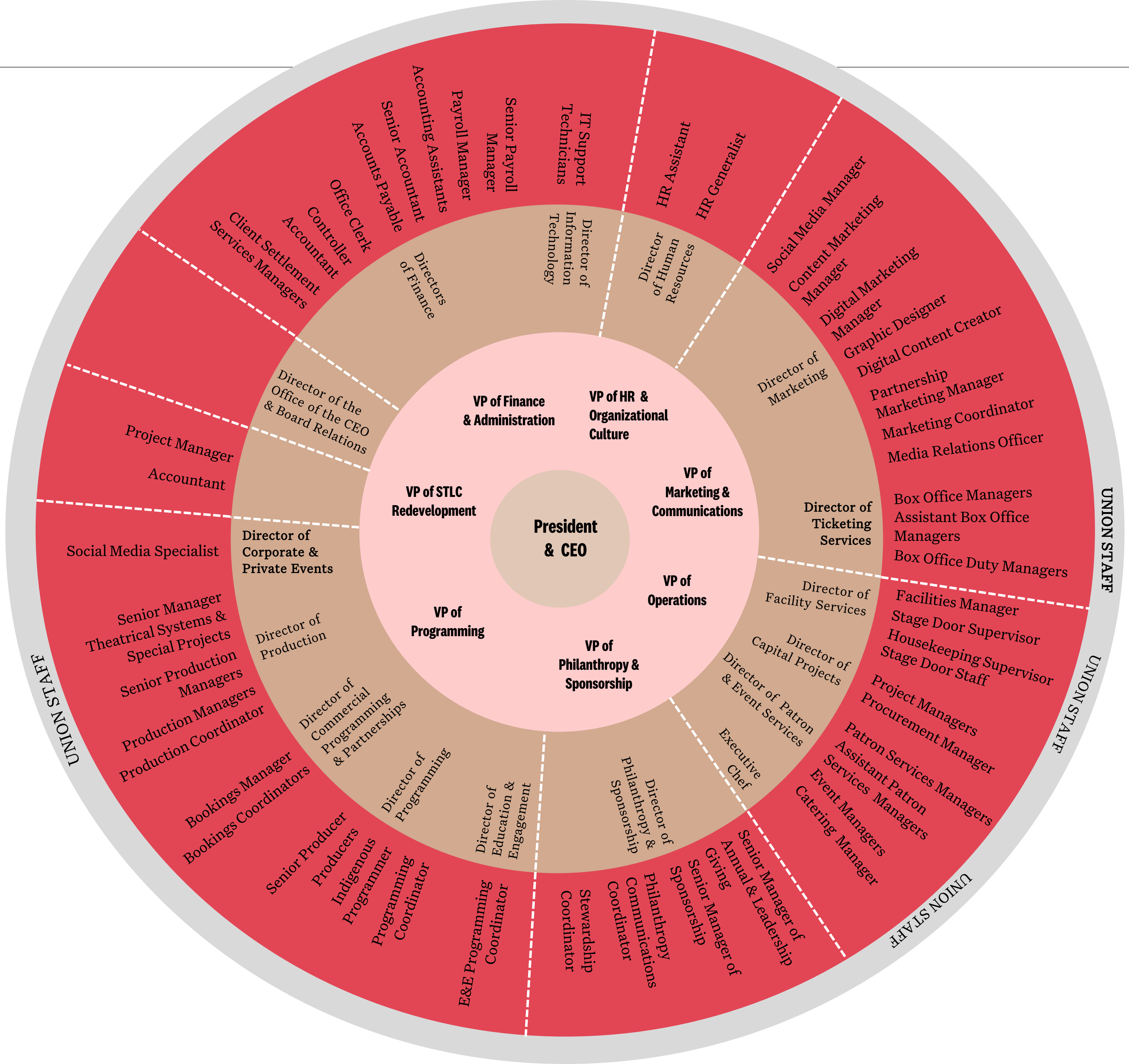
E&E Activity Summary

Type	Status	2018 Events	2018 Reach	2019 Events	2019 Reach	2020 Events	2020 Reach	2021 Events	2021 Reach	2022 Events	2022 Reach	2023 Events	2023 Reach
Total Budget		**196**	**-**	**227**	**11,860**	**208**	**12,500**	**-**	**-**	**243**	**11,475**	**211**	**10,151**
Total Actual		**162**	**9,267**	**245**	**10,981**	**57**	**2,038**	**28**	**613**	**-**	**-**	**-**	**-**

Type	Status	2018 Events	2018 Reach	2019 Events	2019 Reach	2020 Events	2020 Reach	2021 Events	2021 Reach	2022 Events	2022 Reach	2023 Events	2023 Reach
Community Classes, Masterclasses, Workshops	Approved	128	-	105	3,250	116	3,310	-	-	101	1,740	71	1,620
	Actual	98	3,083	109	2,745	43	1,078	6	95	-	-	-	-
Community Presentations & Events	Approved	29	-	27	3,920	32	4,600	-	-	45	5,025	61	4,430
	Actual	26	2,669	30	1,795	4	198	11	283	-	-	-	-
Space Use for Creative Development	Approved	5	-	60	200	18	250	-	-	50	275	26	25
	Actual	6	20	67	853	5	12	-	-	-	-	-	-
Pre-Show Talks & Open Rehearsals	Approved	17	-	23	4,030	20	3,780	-	-	23	3,650	17	3,050
	Actual	13	3,180	25	5,258	4	725	-	-	-	-	-	-
Professional Development & Training	Approved	-		1		2	50			9	355	9	86
	Actual	1	45	1	40	1	25	3	43				
Arts & Wellness Programming with Health Care Sector	Approved	-		-	-	6	60			9	270	20	750
	Actual	-		4	8			8	192				
Summer Day Camp & March Break	Approved	15		5	160	10	150			6	160	7	190
	Actual	15	90	5	130	-	-						
School Programs	Approved	2		6	300	4	300						
	Actual	3	180	4	152	-	-						
Gross investment in E&E ($000s)		$261		$283		$108		$127		$316		$358	

5. Staffing and Compensation

Organizational Chart



UNION STAFF

Production
- Stagehands

Facility Services
- Operators
- MAC/MH/StLC Housekeeping
- Handypersons

Patron & Event Services
- Theatre Attendants
- Concession Attendants
- Event Staff
- Chef de partie
- Cooks
- Dishwashers

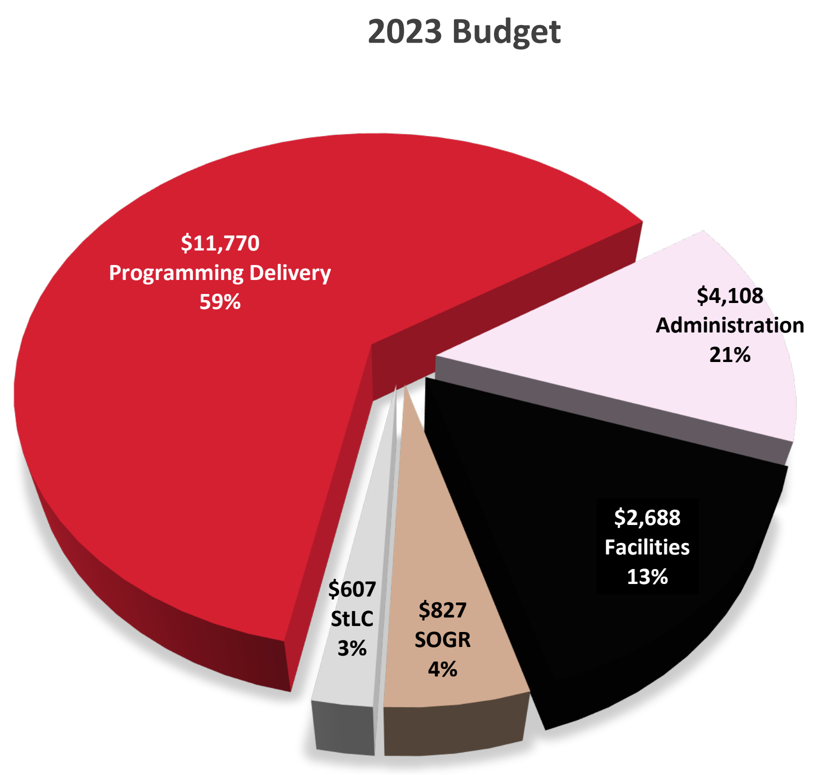
Ticketing Services
- Box Office Staff

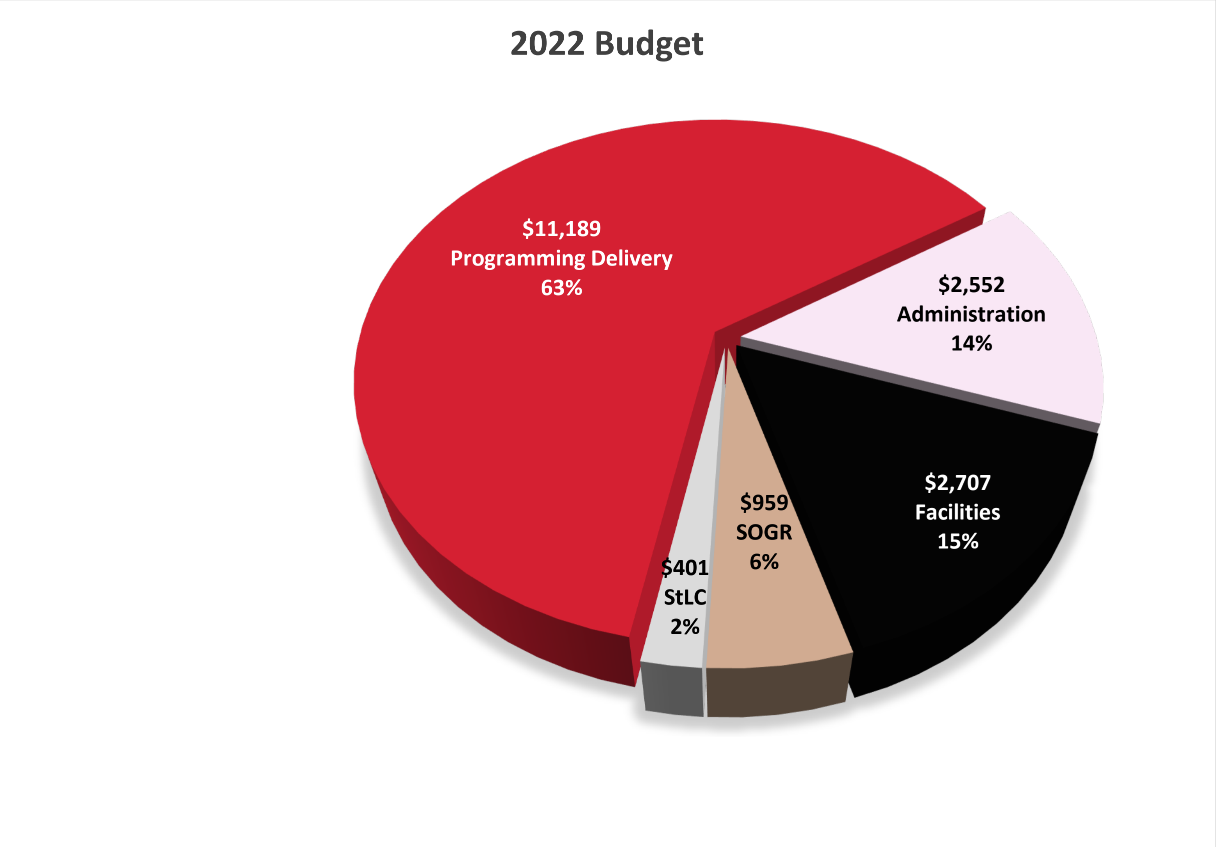
Compensation Summary

(in 000's)	Base 2022 Budget	Base 2023 Budget	Base Change	Benefits 2022 Budget	Benefits 2023 Budget	Benefits Change	Total 2022 Budget	Total 2023 Budget	Total Change
Total FTE - Admin	$5,748	$6,748	$1,001	$1,711	$2,026	$315	$7,459	$8,774	$1,315
Total PT - Admin	$755	$739	($16)	$148	$160	$13	$903	$899	($4)
Other Contingency / COLA	$260	$210	($50)	$0	$0	$0	$260	$210	($50)
SEIU/B173	$734	$796	$62	$182	$237	$55	$916	$1,033	$117
UNIFOR	$659	$691	$32	$168	$180	$12	$827	$871	$44
Total non-recoverable staffing costs	$8,155	$9,184	$1,029	$2,209	$2,603	$394	$10,364	$11,787	$1,423
gross revenue							**$38,672**	**$43,908**	**$5,236**
staffing costs as a % of gross revenue							**27%**	**27%**	**0%**
SOGR/STLC	$1,148	$1,192	$776	$212	$241	$138	$1,360	$1,433	$73
IATSE 58	$3,253	$3,561	$309	$1,229	$1,396	$167	$4,482	$4,957	$476
IATSE B173	$1,376	$1,570	$194	$225	$252	$28	$1,600	$1,822	$222
Total recoverable staffing costs	$5,776	$6,323	$1,279	$1,666	$1,890	$223	$7,443	$8,213	$770
Grand total - staffing costs	**$13,932**	**$15,507**	**$2,308**	**$3,875**	**$4,492**	**$617**	**$17,807**	**$20,000**	**$2,193**
gross revenue							**$38,672**	**$43,908**	**$5,236**
staffing costs as a % of gross revenue							**46%**	**46%**	**0%**

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

Compensation Chart





See Appendix 9G for chart data

Staffing FTE Changes

Staff Complement	FTE 2022 Budget	FTE 2023 Budget	Change
Total FTE - Admin	74.0	81.5	7.5
Total PT - Admin	19.6	19.6	0.0
SEIU/B173	14.7	16.0	1.3
UNIFOR	8.8	9.2	0.4
Total non-recoverable complement	**117.1**	**126.3**	**9.2**
SOGR/STLC	13.0	14.0	1.0
IATSE 58	44.7	44.7	0.0
IATSE B173	42.0	42.0	0.0
Total recoverable complement	**99.7**	**100.7**	**1.0**
Grand total - staff complement	**216.8**	**227.0**	**10.2**

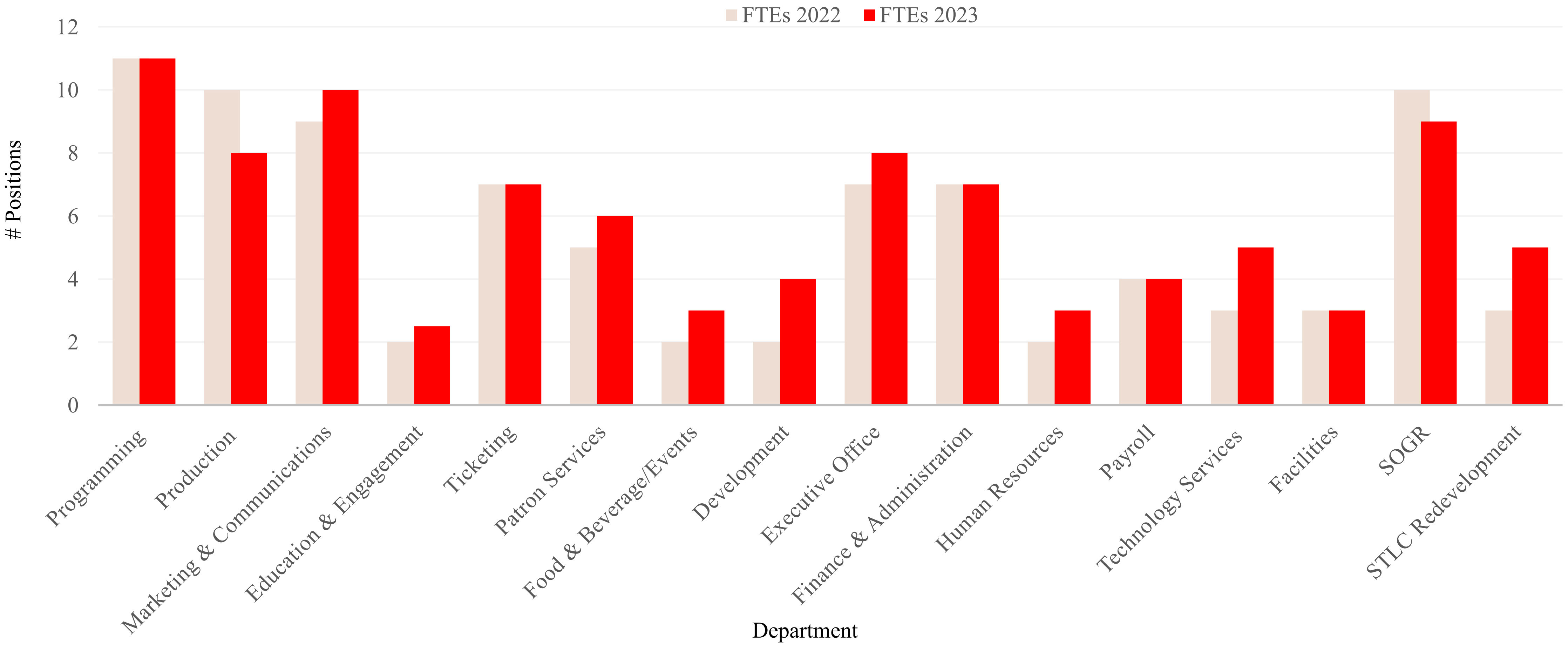
Staffing FTE Changes (compared to 2022 Approved Budget)

	Budget 2023	Staff Highlights 2023 Budget
Operating Positions FTE's		
Executive office*	1	Added VP of HR & Organizational Culture
Programming Services	1.0	Added Programming Coordinator
E&E Services	0.5	Added Programming Coordinator
Production Services	(2)	Reduction of (3) Production Managers, Added (1) new Production Coordinator
Marketing & Communication Services*	1	Added Senior manager position Business Development/Promotions
Development Services	2	Added (1) Senior Manager Sponsorship and (1) Development coordinator
Patron Services	1	Added a new Patron Services Assistant Manager
Administration Services*	3	Added (1)HR Manager, (2) Information Technology
Total Change in number of positions	**7.5**	

	Budget 2023	Staff Highlights 2023 Budget
Capital Positions FTE's*		
SOGR	(1)	Project Management Capital Projects
STLC*	2	STLC Redevelopment Project Management
Total Change in number of positions	**1**	
Grand Total Change in number of FTE positions	**8.5**	

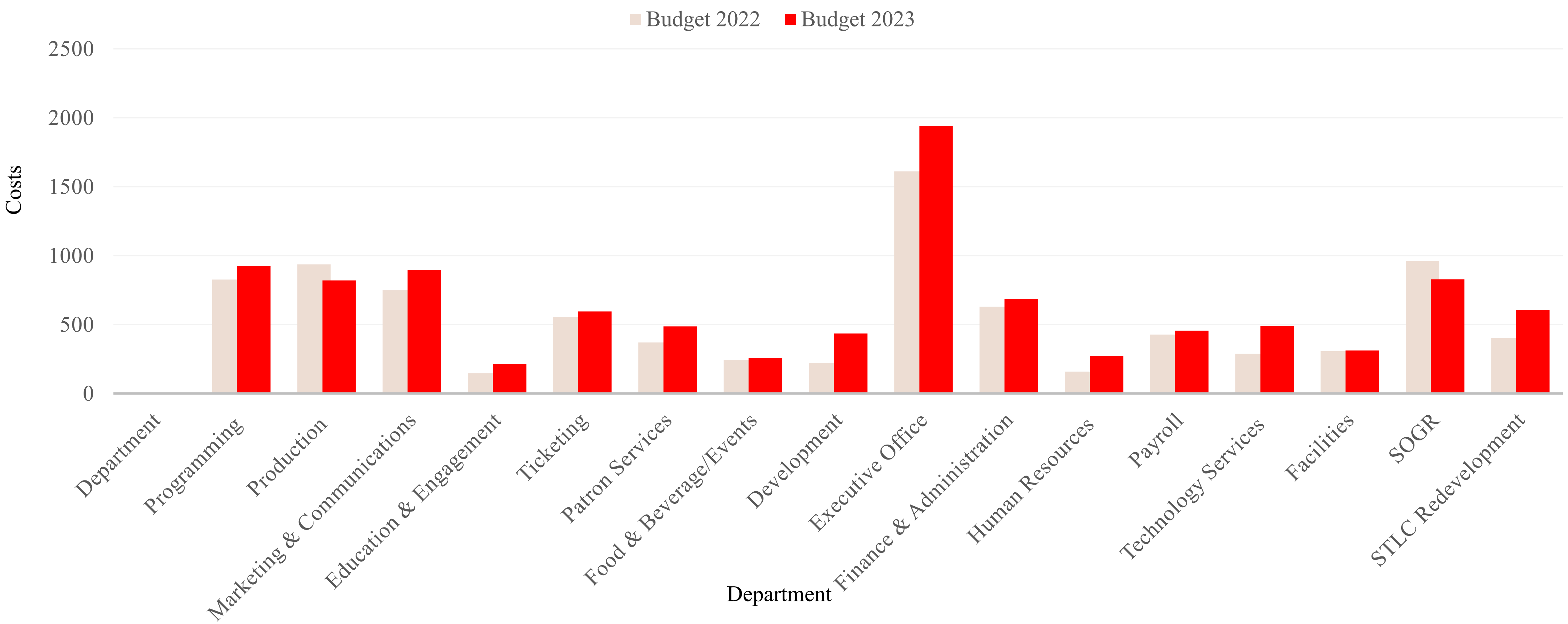
* Includes new positions as per 2023 -2027 Strategic Plan

FTE Staffing Changes - #s



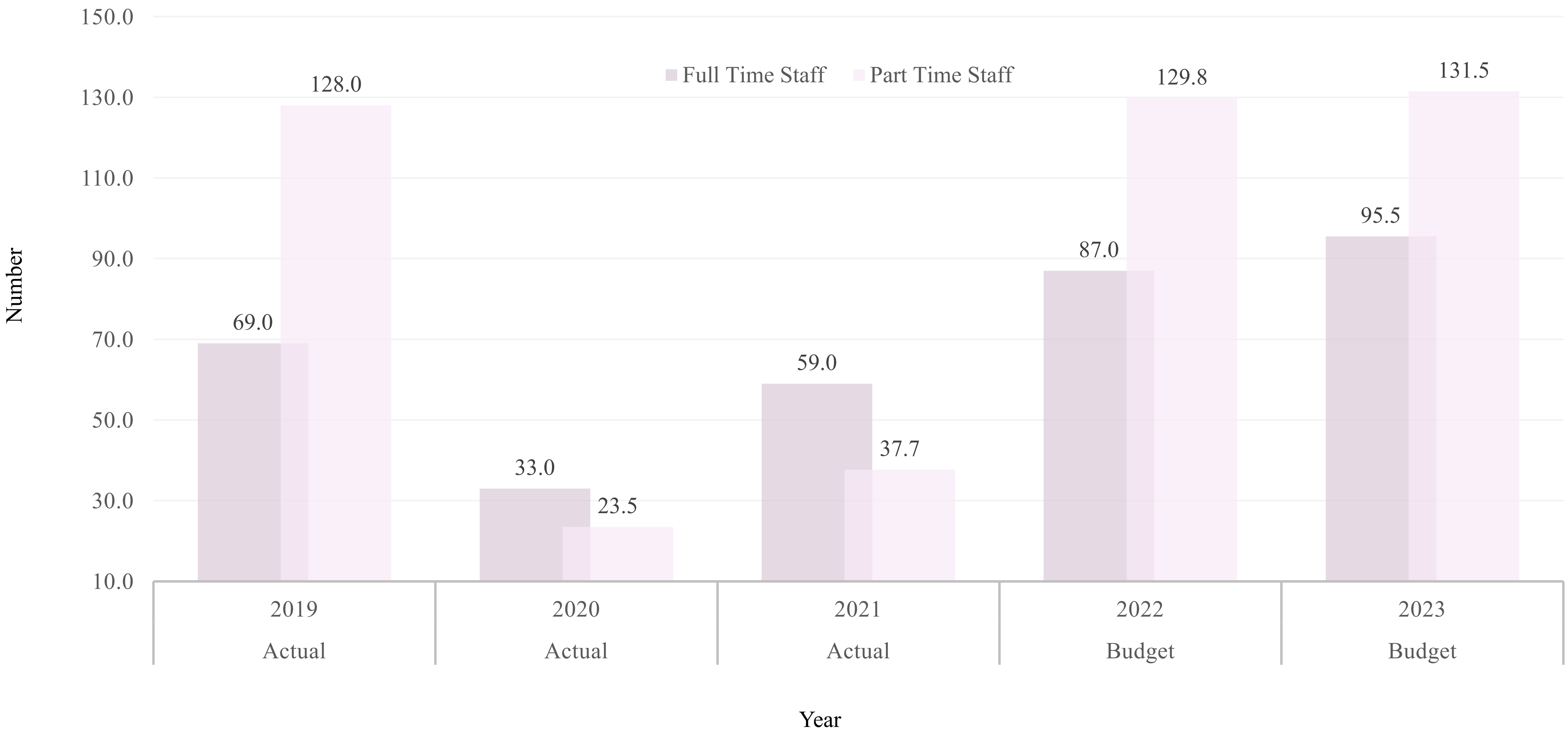
See Appendix 9H for chart data

FTE Staffing - $



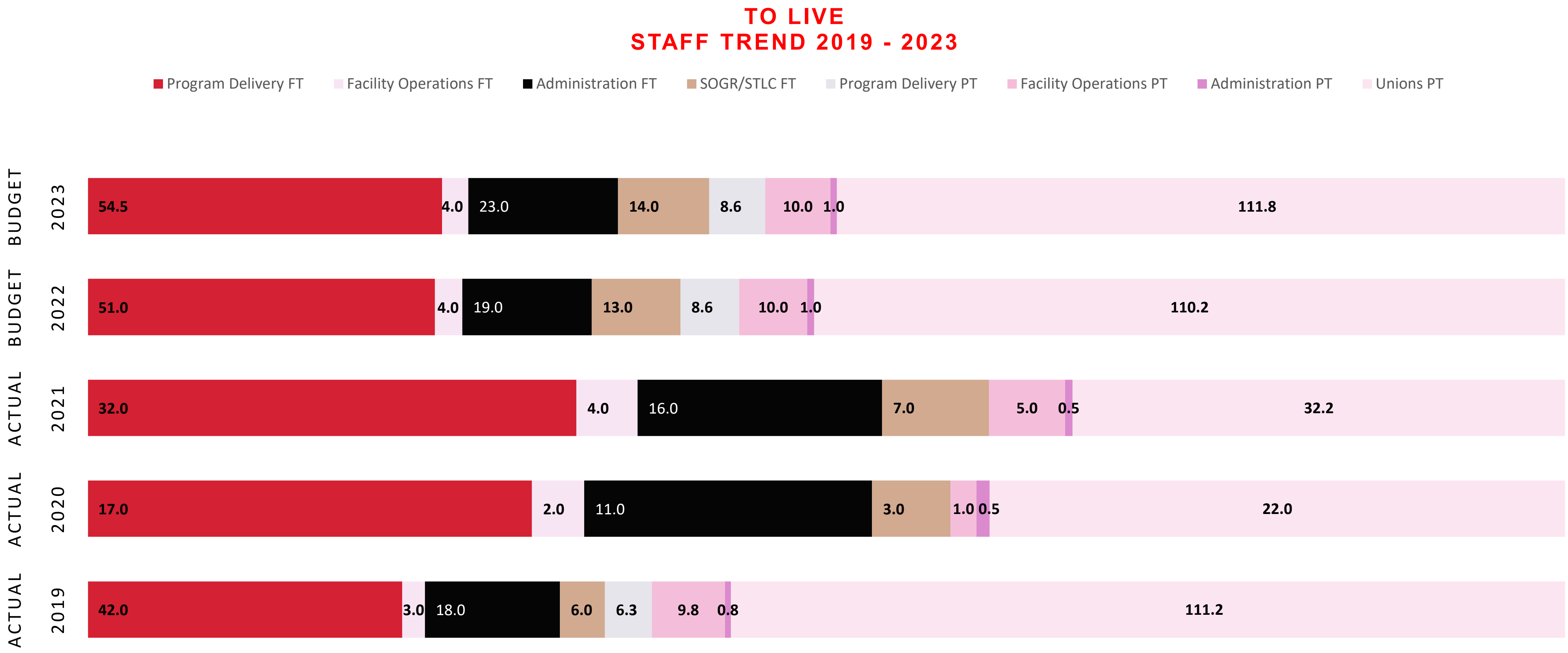
See Appendix 9I for chart data

Staff Complement 2019-2023 (FT and PT View)



See Appendix 9J for chart data

Staffing FTE Trend – overall view



See Appendix 9J for chart data

6. Departmental Operating Budgets

6.1 Earned Revenue

Earned Revenue Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget		2023 Strat Plan
Stage Rentals Division								
Gross revenue	$7,548	$7,703	$1,527	$394	$5,599	$6,910		$6,429
Direct expenses	$4,908	$4,924	$1,051	$253	$3,037	$3,585		$3,553
Total Net Revenues	**$2,640**	**$2,779**	**$476**	**$141**	**$2,562**	**$3,324**		**$2,876**
Corporate Rental Division								
Gross revenue	$5,038	$4,874	$738	$304	$3,951	$4,486		$4,541
Direct expenses	$2,894	$2,939	$544	$209	$2,160	$2,507		$2,485
Total Net Revenues	**$2,144**	**$1,935**	**$194**	**$95**	**$1,790**	**$1,979**		**$2,056**

Stage Rental Overview

- As one of the primary revenue drivers for TO Live, the goal of the bookings department is to increase days of use across all venues in line with the Strategic Plan KPI of achieving 70% utilization rate by 2027.
- In keeping with the objective to ensure financial stability (Goal 3, Strategic Plan), the 2023 budget targets net revenue of 30% over 2022 budget. The 2022 budget was prepared conservatively because of expectations around the COVID lag. This is 20% higher than 2019 actuals, the most recent year of full activity. The Strategic Plan calls for a 13% increase over 2022.
- The net revenue target was established by:
  - Forecasting a calendar of rental activity based on an historic mix of event types across the venues and using historic averages to predict net revenue for each.
  - Factoring in a net rental rate increase across all venues of 5% - the first in many years, set after studying comparative rental rates at other venues in Toronto and mindful of not undermining TO Live's competitiveness. This is particularly important for Meridian Hall, the primary revenue driver.
  - Taking into account business development initiatives such as:
    - introducing existing clients to the other TO Live stages/spaces under TO Live management in order to broaden our business with existing clients.
    - maximizing usage by strategically managing concurrent bookings.
    - actively promoting new production enhancements being made to Meridian Hall (including the in-house filming/streaming capability) and at the Meridian Arts Centre, including the sound insulation between the Greenwin and the Lyric theatres.

Corporate Rental Overview

Revenue Highlights

- The budgeted increase in net revenue in 2023 is 14% higher than 2022 budget. This is more than the industry average reflecting the conservative approach taken in 2022 due to uncertainties about how quickly the industry would recover from the pandemic.

- The increase is in keeping with business development initiatives costed to the marketing budget of the Food & Beverage department budget in support of the Strategic Plan KPI of achieving 70% utilization rate across all venues by 2027.

- Increase driven by:
    - the mix in number and category type of events forecast.
    - increasing rental rates and prices of food and beverages to lift revenue by 10%.

- The net revenue increase brings the 2023 revenue to almost the same as the 2019 actual.

6.2 Ancillary Revenue

Ancillary and Other Revenue Budget Overview

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Concession Revenue							
Gross revenue	$1,573	$1,873	$284	$62	$1,645	$1,991	$1,831
Direct expenses	$844	$905	$270	$44	$767	$928	$862
Total Net Revenues	**$729**	**$968**	**$14**	**$18**	**$878**	**$1,063**	**$969**
Merchandise Revenue							
Gross revenue	$200	$223	$19	$10	$145	$190	$181
Direct expenses	$83	$93	$11	$4	$62	$45	$64
Total Net Revenues	**$116**	**$130**	**$8**	**$6**	**$83**	**$145**	**$118**
Ticket Rebate							
Gross revenue	$1,825	$2,132	$374	$92	$1,965	$2,617	$2,161
Direct expenses	$0	$0	$0	$0	$0	$0	$0
Total Net Revenues	**$1,825**	**$2,132**	**$374**	**$92**	**$1,965**	**$2,617**	**$2,161**
Total Ancillary							
Gross revenue	$3,597	$4,228	$677	$164	$3,755	$4,798	$4,173
Direct expenses	$927	$998	$281	$48	$830	$973	$926
Total Ancillary Net Revenue	**$2,670**	**$3,230**	**$396**	**$116**	**$2,925**	**$3,825**	**$3,247**

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Other Division							
Gross revenue (HST+Interest+Overhead Revenue)	$1,481	$1,732	$469	$1,034	$1,675	$2,026	$713
Direct expenses	$431	$436	$182	$218	$323	$495	$332
Total Net revenues	**$1,050**	**$1,296**	**$287**	**$816**	**$1,352**	**$1,531**	**$381**

Concessions

Highlights

- Continued work with the Development department 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
- Provide product roving in the auditorium, pop-up bars with specialty cocktails, event specific offerings and, in conjunction with programming, provide more culturally relevant food & beverage offerings.
- Work with the Marketing department to identify buying-behaviors of patrons to provide more targeted concession offerings.
- Continue to evaluate menu offerings to provide patrons with more options including nutritious snacks and grab-and-go products.
- Evaluation of our cost vs. profit of all products offered.
- Investment in additional coat racks, improvements to product storage and security, replace/update aging equipment.
- Work with the digital transformation committee to integrate new Point of Sale and Inventory Systems.
- Explore additional sources of revenue e.g., classic movies on the plaza “Old flicks and grill” or cabaret nights.

Revenue Risks

- Continued supply-chain constraints and rising food costs.

Ticket Rebates

Revenue Highlights:

- All base service fees have been raised for 2023. The raises have been scaled across our service fee tiers to prevent overly high fees on lower priced tickets, but each fee range has seen an increase.
- In addition to raising service fees, the 2023 budget also anticipates a general increase in ticket prices as well as an increase in the number of tickets sold per event (compared with pre-pandemic actuals). These assumptions are mostly in line with the general increases seen in the years before the pandemic.

Revenue Risks:

- All revenue items in Ticket Services are directly tied to running events and how well they sell. As a result, changes in the calendar for ticketed events will directly impact revenues, as will changes in buying behaviour.
- While the assumptions in the 2023 budget assume an audience hungry to return to live entertainment and willing to bear increases in ticket costs and fee amounts, it should be noted that reticence about returning to live events or increased price sensitivity following the economic hardship of the pandemic may work against these assumption.
- The 2023 Ticket Rebates budget uses rates and figures from TO Live's contract with Ticketmaster for projections. The current Ticketmaster contract expires in late 2022. TO Live expects to go through an RFP to establish our ticket services provider moving forward. If this provider is not Ticketmaster, the entire fee model will need to be re-examined based on the rates and term of the new provider.

Merchandise Revenue

- Work with the digital transformation committee to explore ways to provide patrons with more options for purchasing merchandise. e.g., pre-order online.

Other Division

- Consists of HST revenue and expenses, interested earned and related banking charges and departmental overhead recoveries.

6.3 Development

Development Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan**
Corporate Partnerships	$687	$1,371	$1,625	$701	$1,363	$2,028	
Government	$30	$51	$65	$453	$1,692	$450	
Foundations	$0	$0	$0	$0	$50	$45	
Donations	$31	$41	$57	$24	$60	$10	
In-Kind	$157	$142	$101	$60	$61	$85	
Total Fundraising Revenue	**$905**	**$1,605**	**$1,849**	**$1,238**	**$3,227**	**$2,618**	**$3,749**

Gross Expenses	$322	$442	$528	$592	$558	$676	$689
Ratio of fundraising expenses/fundraising revenue*	35.58%	27.52%	28.54%	47.82%	17.29%	25.82%	18.38%

**Strategic plan included funding from ICIP funding for capital projects ($1.3M) which will not be received by TO Live and should not be included in revenue.

* 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%

Development Overview

Revenue Highlights:

- Grow and optimize fundraising strategy to support TO Live’s new Strategic Plan.
- Increase focus on Sponsorship and Corporate Partnerships targeting top suppliers for cash and in-kind venue sponsorship.
- Leverage TO Live’s digital transformation, including Tradable Bits audience insights to target and promote program sponsors.
- Establish the TO Live Foundation as a trusted charity brand and grow a donor base to support TO Live’s strategic goals.
- Continue to build relationships with granting agencies and leverage successful grant applications in 2021 and 2022.
- Strategically build relationships with the Federal and Provincial governments to establish TO Live as a leader in performing arts in the City of Toronto.
- Continue to steward naming sponsors – Meridian and Greenwin.
- Continue to position TO Live for success in Legacy Giving as the next ten years will see an unprecedented wealth transfer.
- Build a calendar of sponsor and donor stewardship events and hosting opportunities.

Development Overview (continued)

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.
- TO Live will need to invest in digital lead generation and donor acquisition in order to grown donation revenue.
- Significant grant revenue depends on investing time to grow relationships and build a track record of success.
- Continued risk of impact of COVID-19, global instability, and on-going economic recovery.

Expense Highlights

- The Development team has worked to reduce program delivery costs, including reducing ticket allocations, and consolidating event expenses under event operations.
- The Development team will not see an increase in headcount in 2023.
- TO Live will need to invest in developing a low-value donor base which requires investment in additional technology and tools.

Development Summary – Big Picture

Revenue by Category (000's)	**New Operating**	**Renewed**	**Stewarded**	**Grand total**
Sponsorship - Naming			$1,702	$1,702
Sponsorship - Venue	$100	$21		$121
Sponsorship - In Kind	$25	$60		$85
Sponsorship - Programming	$205			$205
Government Grants	$450			$450
Foundations	$45			$45
Donations	$10			$10
Subtotal	$835	$81	$1,702	$2,618
Government Grants (SOGR- ICIP)			$600	$600
Transfer from Foundation (individual giving)	$300			$300
Grand Development Revenue	$1,135	$81	$2,302	$3,518

6.4 Programming Services

Programming Services Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Overhead							
Programming Admin Services	$749	$631	$496	$528	$649	$607	$749
Production Services	$1,223	$1,387	$1,295	$1,377	$1,398	$1,548	$1,283
Programming Services	$0	$0	$289	$183	$572	$578	$572
Total Costs Overhead	**$1,972**	**$2,018**	**$2,080**	**$2,088**	**$2,619**	**$2,732**	**$2,604**

Programming Administration Services

- This budget houses the administrative, travel and other budget lines for the Vice President of Programming and Director of Commercial Presentations and Partnerships, as well as the financial and other reporting requirements of the broader Programming department (Programming Administration Services, Programming Services, Education & Engagement, Production).

Highlights

- Establishment of a base travel budget to enable business and conference travel by both the VP of Programming and the Director of Commercial Presentations & Partnerships to support research, network development and to see shows with programmatic potential.
- This is an increase of 46% over 2022 when the budget was set in anticipation of reduced travel opportunity due to the pandemic.

Programming Services

- A restructure of the Programming department in 2022 included the dissolution of the Producing department and the creation of a curatorially focused Programming department (TO Live Presents) encompassing the program delivery function of producing.

- This new department is headed by the Director of Programming to which a Senior and two other Producers, and a Programming Coordinator report. This restructure impacted the budget by shifting the allocation of resources between the Programming Services and Programming Administrative Services budgets, particularly in relation staff costs and the travel budget lines.

- To support the Vice President of Programming and Director of Programming in their curatorial roles, and in accordance with the Strategic Plan, the 2023 budget allocates funds to transitioning the Indigenous Cultural Programmer from part-time to full-time and introduces a new full-time position of Contemporary Music Programmer.

Production Services

Revenue Highlights

- Anticipating a smaller but stable revenue stream from handling fees for outside equipment rentals, as our clients take advantage of our in-house expertise and our preferred rates from vendors.

Revenue Risks

- With ongoing pandemic uncertainly and a long layoff, clients may scale back on production elements to minimize their risk of unpredictable revenues and audience sizes.

Expense Highlights

- Compensation: Between recent staff turnover and the anticipated closure of the STLC in 2024, some full time, salaried positions will be converted to seasonal contract positions, reducing payroll costs.
- Strategic Plan initiative: A stagehand's apprenticeship program budget line to provide greater experiential opportunities to members of the BIPOC communities working as stagehands and increase our diversity onstage.
- Program Delivery: Inclusion of a mentorship program budget line. This responds to the Strategic Plan's goals of increasing diversity within the organization and establishing a leadership role in the technical side of the live entertainment industry.

Expense Risks

- Program Delivery: 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.

6.5 Marketing & Communications

Marketing & Communications Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Overhead							
Marketing & Communications	$865	$1,134	$555	$720	$1,062	$1,286	$1,245
Ticket Services	$752	$736	$486	$539	$825	$897	$576
Total Costs Overhead	**$752**	**$736**	**$486**	**$539**	**$825**	**$897**	**$576**

Marketing & Communications Overview

Challenges and Strengths

- The competitive landscape for consumer entertainment continues to be complex and crowded with added pressures that come with the unpredictability of COVID. This is tempered with the pent-up demand for live experiences.
- TO Live has made key investments in our Digital Transformation and brand that will position us well for this new and evolving reality. These are key drivers of our ability to be competitive in the market.
- The competition for talent, most notably digital marketing skills, continues to challenge our organization and industry. The work we are doing to become an employer of choice reflective of the diversity of Toronto will put us in a better position as we look to recruit and retain talent.
- TO Live's Strategic Plan provides additional opportunities to fine tune our approach to partnerships, enhance our reputation and to build a narrative into our communications around creative community hubs. Over time, our communications are evolving to amplify these messages.

Opportunities

- TO Live's Digital Transformation initiative has consolidated our web presence into a single property which allows us to build on our marketing efforts with a unified brand and message.
- Our digital presence is supported by a robust content marketing strategy that has us actively establishing TO Live as a place for creative community hubs with a specific focus on IDEA.
- We continue to improve the way data is managed and leveraged in order to increase revenue and provide additional value to clients.
- The STLC Next project provides a high-profile opportunity to increase awareness for TO Live and our work to build creative community hubs.

Marketing & Communications Overview (continued)

Business Support

- Full time staff complement has been significantly reduced due to COVID and the department has lost a significant amount of institutional memory. We have spent much of 2022 trying to rehire for roles and anticipate staffing being an ongoing issue into 2023 as the market for these roles is very competitive and highly mobile.
- Staff departures has given us an opportunity to rethink roles and we have done this with an eye to supporting our Digital Transformation initiative, our evolution in marketing strategy (in particular as it relates to a content marketing approach) and our new Strategic Plan.

Ticket Services Overview

- Although all revenues for Ticket Services are tied to running events and selling tickets, only ~32% 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 loss of expenses.
- Ticket Services will expand training and empowerment of the front-line staff to help them as better ambassadors for the organization, in support of the strategic plan's objectives around providing best-in-class service to clients and patrons. A smaller and more focused team will be appointed to daytime support and operations, allowing for more expansive and specific training, and the entire Ticket Services staff will have several full training sessions scheduled throughout the year for instruction in IDEA best practices, accessibility accommodations, and improved use of software for more empowered customer service.
- To help TO Live achieve its revenue goals, Ticket Services will increase the setup fees for ticketed events for the first time in its history. The new fee structure will better scale by venue size, in order to not put undue financial pressure on productions at smaller venues which tend to have less revenue potential, and will continue to be reasonable and competitive with the wider market.
- As noted under Revenue Risks for Ticket Rebates, late 2022 will see the end of TO Live's existing contract with Ticketmaster. Depending on how the RFP for a ticket software provider resolves, if another provider is selected and their service is significantly different from Ticketmaster, a significant change of departmental structure and operations may be required, and significant changes to revenues and expenses may need to be accommodated.

6.6 Patron and Event Services

Patron and Event Services Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Overhead							
Food & Beverage Services	$789	$763	$128	$254	$639	$763	$694
Patron Services	$754	$636	$246	$223	$679	$731	$650
Total Costs Overhead	**$1,543**	**$1,399**	**$374**	**$477**	**$1,318**	**$1,493**	**$1,344**

Patron and Event Services

- Encompasses front of house service, food & beverage services and catering services operations as a result of operations reorganization in 2022
- Continue work on comprehensive training documents for all areas of the department with special attention to diversity and inclusiveness training.
- Continue development of digital learning modules to empower the front-line team to ensure that our service continues to be the highest standard that other venues strive to achieve.
- Work with Programming Services to provide ALS services on select TO Live presents performances.

6.7 Administration

Administration Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Overhead							
Executive Office*	$734	$664	$621	$740	$1,802	$2,098	$1,806
Finance & Administration	$1,063	$1,541	$1,418	$969	$886	$866	$886
Payroll	$328	$351	$236	$263	$496	$611	$496
Human Resources	$192	$669	$231	$227	$732	$903	$953
Technology Services	$553	$595	$471	$490	$1,189	$1,229	$949
Total Costs Overhead	**$2,870**	**$3,819**	**$2,977**	**$2,689**	**$5,105**	**$5,707**	**$5,090**

*Starting in 2022 all VP compensation expense posted to Executive Office

Executive Office and Finance & Administration

Executive Office

- 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 Services

- Budget/costs mainly driven by 1) internally: office supplies, photocopying charges, staff hospitality and postage, and 2) contracts: audit fees, and photocopying lease.
- Administrative costs are mainly driven by membership and professional development fees for five accountants on staff.

Payroll Services

- Separated from HR Department
- Costs consists mainly of staffing and payroll processing fees

Human Resources

HR budget/costs are mainly driven by:

- Recruitment, where we will seek out alternate recruitment platforms that support diverse candidates.
- Compensation – preparing for increased salaries both for new hires and internally to remain competitive and obtain/retain the best talent within the market.
- Building out the HR team to better support the business through:
    - creating a diverse workforce via recruitment, mentorship and internship programs.
    - retaining our current workforce through the development of our current staff and leaders to allow for succession within our organization to allow employees to perceive TO Live as a true career opportunity and employer of choice.

Information Technology

- The Information Technology 2023 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 2023 are increased costs for Cyber Security as it continues to push out further into the organization, as well as Digital Transformation costs as this platform continues to fully come online.
- 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 developed and approved in 2021/2022 are assisting and guiding TO Live going into 2023 and beyond regarding technology, its usage, and security thereof.
- 2023 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.

6.8 Facility Services

Facility Services Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Overhead							
Facilities	$4,754	$4,826	$2,804	$2,856	$5,119	$5,302	$5,365
Total Costs Overhead	**$4,754**	**$4,826**	**$2,804**	**$2,856**	**$5,119**	**$5,302**	**$5,365**

Facility Services Overview

Highlights

- The 2023 budget includes an allowance to transition TO Live to eco-friendly cleaning supplies, as part of the 5-year Strategic Plan.
- Investments will be made in physical safety features and programing including staff training.
- TO Live intends to include a blend of natural gas and renewable natural gas to offset the organization’s carbon footprint.

Challenges

- Economic factors continue to present financial pressure points. These pressures include increased utility costs, carbon charges, collective bargaining and annual maintenance contract increases
- 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

6.9 STLC Redevelopment

STLC Redevelopment Budget

(in 000's)	2022 Budget*	2023 Budget*	2023 Strat Plan
Overhead			
Consultants	$1,975	$2,049	
Marketing	$250	$204	
Legal fees	$150	$96	
Hospitality/Travel	$150	$30	
Administration	$475	$621	
Total Costs Overhead	**$3,000**	**$3,000**	**$3,000**

STLC Redevelopment Overview

From 2023-207 Strategic Plan:

The reimagining of the St. Lawrence Centre as the catalyst of a vital downtown creative hub for the whole community is at the centre of the TO Live Strategic Plan. The reimagined Centre will serve the goals of the TO Live Strategic Plan by being a creative hub, leading in IDEA, and prioritizing sustainability.

The reconceived St. Lawrence Centre will provide equitable and inclusive access to the entire community, further enliven its diverse neighborhood, and serve artists and the cultural workforce in Toronto.

Highlights:

Upon City Council directive from May 2022, we will endeavour to complete the next Phase of the project/objectives in 2023:

- Consultants; Environmental + Climate Report, Transportation Study, Heritage retainer, Cost consultant, Project Management
- Design Competition (RFP/FFQ)
- Marketing/Development; Case for Support and Foundation for capital campaign

6.10 Other Divisions

Other Divisions Budget

(in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget		2023 Strat Plan
Reserve Transfers (Programming RF)									
Gross revenue		$0	$350	$0	$0	$0	$300		$0
Direct expenses		$0	$0	$353	$0	$0	$300		$300
Total Net Revenues	**$0**	**$0**	**$350**	**($353)**	**$0**	**$0**	**$0**		**($300)**

(in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget		2023 Strat Plan
Transfer from Foundation									
Gross revenue		$0	$2,323	$0	$0	$0	$300		$0
Direct expenses		$0	$2,323	$0	$0	$0	$0		$0
Total Net Revenues	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$300**		**$0**

Other Divisions Detail

Programming Reserve Fund Transfer

- Established in 2019, funded through operating surplus from 2018.
- Mandate is to assist in subsidizing important initiatives facing budgetary constraints, which may not otherwise be initiated by the Board.
    - past example: Mandela exhibition
- The 2023 transfer from/to will only happen if 1) funds are raised, and 2) an opportunity arises, which will be brought to the Board at the appropriate time.

Transfer from Toronto Live Foundation

- In 2018, the Toronto Live Foundation (the "Foundation") was established to support and raise funds for Board initiatives and special projects.
- The Foundation is a separate corporation without share capital and with its own Board of Directors.
- The transfer from the Foundation reflects the net amount from the individual giving, major gifts and patron circle campaigns processed through the Foundation.

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 Detail Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
Reserve Fund Transfers (FFRF)							
Gross revenue	$1,601	$1,747	$300	$58	$3,030	$5,298	$3,000
Direct expenses	$2,034	$2,782	$1,565	$592	$4,031	$6,792	$4,000
Grand Total	**($433)**	**($1,035)**	**($1,265)**	**($534)**	**($1,001)**	**($1,494)**	**1,000)**

Details:

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
FFRF - Naming Rights Transfer							
Gross revenue	$0	$0	$0	$0	$0	$0	$0
Direct expenses	$433	$1,018	$1,265	$534	$1,001	$1,494	$1,000
Total	**($433)**	**($1,018)**	**($1,265)**	**($534)**	**($1,001)**	**($1,494)**	**($1,000)**

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
FFRF - Projects							
Gross revenue	$320	$447	$69	$0	$1,808	$3,858	$1,800
Direct expenses	$320	$464	$69	$0	$1,808	$3,858	$1,800
Total	**$0**	**($17)**	**$0**	**$0**	**$0**	**$0**	**$0**

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Strat Plan
FFRF - CIF							
Gross revenue	$1,281	$1,299	$231	$58	$1,222	$1,441	$1,200
Direct expenses	$1,281	$1,299	$231	$58	$1,222	$1,441	$1,200
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

FFRF Continuity Schedule

(in 000s)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
Balance, beginning of year	**$1,938**	**$3,230**	**$3,303**	**$2,892**	**$3,040**	**$3,455**
Revenue:						
Revenue from ticket capital surcharge	$1,282	$1,300	$231	$58	$1,222	$1,374
Investment income	$23	$60	$53	$5		
Proceeds from Name-In-Title sponsorship	$434	$2,152	$131	$534	$1,001	$1,494
Transfer balance from TCA Capital Maintenance Fund				$161		
Total revenue in	$1,738	$3,512	$415	$758	$2,223	$2,868
Total funding available	**$3,676**	**$6,742**	**$3,717**	**$3,651**	**$5,263**	**$6,323**
Withdrawals (capitalized assets):						
Building Maintenance		($243)	($571)			
Chattel asset purchases	($127)	($833)	($185)	($610)		
SOGR draws for Signage		($1,900)				
	($127)	($2,975)	($756)	($610)	$0	$0
Withdrawals (non-capitalized assets):						
Building Maintenance		($363)			($440)	($2,240)
Chattel asset purchases	($320)	($52)	($55)		($1,128)	($1,618)
IT Equipment		($49)	($14)		($240)	($80)
	($320)	($464)	($69)	$0	($1,808)	($3,938)
Total withdrawals	($447)	($3,439)	($825)	($610)	($1,808)	($3,938)
Balance, end of year	**$3,230**	**$3,303**	**$2,892**	**$3,040**	**$3,455**	**$2,385**

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 completed

STLC

- 2015 completed

MAC

- 2018 completed
- 2022 underway

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

Above the Line (committed funding)

(in 000s)	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Meridian Hall	$27,799	$10,384	$4,733	$3,563	$2,604	$20	$405	$0	$90	$3,000	$3,000
Meridian Arts Centre	$35,354	$16,484	$6,306	$5,010	$1,341	$1,534	$1,679	$0	$0	$0	$3,000
STLC	$57,112	$3,849	$8,297	$15,012	$11,461	$3,139	$5,754	$4,500	$2,100	$3,000	$0
Total	**$120,265**	**$30,717**	**$19,336**	**$23,585**	**$15,406**	**$4,693**	**$7,838**	**$4,500**	**$2,190**	**$6,000**	**$6,000**

Below the Line (uncommitted funding)

(in 000s)	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Meridian Hall	$27,381	$1,376	$3,044	$4,589	$6,322	$3,444	$2,193	$1,500	$1,000	$250	$3,663
Meridian Arts Centre	$19,494	$309	$6,243	$2,486	$170	$1,286	$2,400	$2,200	$2,200	$2,200	$0
STLC	$3,255	$80	$0	$0	$85	$0	$0	$0	$90	$0	$3,000
Total	**$50,130**	**$1,765**	**$9,287**	**$7,075**	**$6,578**	**$4,730**	**$4,593**	**$3,700**	**$3,290**	**$2,450**	**$6,663**

Above and Below the Line

(in 000s)	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Meridian Hall	$55,180	$11,760	$7,777	$8,152	$8,926	$3,464	$2,598	$1,500	$1,090	$3,250	$6,663
Meridian Arts Centre	$54,848	$16,793	$12,549	$7,496	$1,511	$2,820	$4,079	$2,200	$2,200	$2,200	$3,000
STLC	$60,367	$3,929	$8,297	$15,012	$11,546	$3,139	$5,754	$4,500	$2,190	$3,000	$3,000
Total	**$170,395**	**$32,482**	**$28,623**	**$30,660**	**$21,984**	**$9,423**	**$12,431**	**$8,200**	**$5,480**	**$8,450**	**$12,663**

The Show continues…….

Strategic Plan: the next steps….

For TO Live, having clarity of purpose, mission, vision, and core values creates a strong foundation for the organization to move forward. Achievable goals, with a committed staff to implement them, as well as strong Board support, position the institution well for success. The opportunities abound to support staff efforts, activate its building assets, provide further assistance for artists and arts organizations, diversify staff and Board, more deeply engage diverse communities, and become an anchor arts institution. As TO Live invests in these areas of opportunity, the organization will make headway toward its desired position: to be a pillar organization serving a myriad of stakeholders, and making a long-standing, positive contribution to the city of Toronto, the province of Ontario, and Canada.

8. Supplementary Information

2023 Budget – details

(in 000's)	2018 Actual	2019 Actual	2020 Actual (COVID Period)	2021 Actual (COVID Period)	2022 Budget (COVID Period)	2023 Budget	2023 Strategic Plan
Summary*							
Total Gross Revenue	**$30,477**	**$37,041**	**$15,284**	**$14,899**	**$38,672**	**$43,908**	**$39,074**
Total Gross Costs	**$30,089**	**$37,577**	**$15,284**	**$14,401**	**$38,672**	**$43,908**	**$39,074**
Total Operating Surplus/(Deficit) before Investment	**$388**	**($537)**	**$0**	**$498**	**$0**	**$0**	**$0**
Stage Rentals Division							
Gross revenue	$7,548	$7,703	$1,527	$394	$5,599	$6,910	$6,429
Direct expenses	$4,908	$4,924	$1,051	$253	$3,037	$3,585	$3,553
Total Net revenues/(costs) Stage Rentals	$2,640	$2,779	$476	$141	$2,562	$3,324	$2,876
Presentations Division							
Gross revenue	$3,160	$6,435	$628	$776	$5,401	$6,251	$5,401
Direct expenses	$3,231	$8,073	$1,018	$1,935	$6,084	$6,954	$6,234
Total Net revenues/(costs) Programming	($71)	($1,638)	($390)	($1,159)	($683)	($703)	($833
Corporate Rental Division							
Gross revenue	$5,038	$4,874	$738	$304	$3,951	$4,486	$4,541
Direct expenses	$2,894	$2,939	$544	$209	$2,160	$2,507	$2,485
Total Net revenues/(costs) Corporate Rental	$2,144	$1,935	$194	$95	$1,790	$1,979	$2,056
Development Division							
Gross revenue	$905	$1,604	$1,849	$1,238	$3,227	$2,618	$3,749
Direct expenses	$61	$213	$160	$159	$308	$219	$339
Total Net revenues/(costs) Development	$844	$1,391	$1,689	$1,079	$2,919	$2,398	$3,410
Ancillary Division							
Gross revenue	$3,597	$4,228	$677	$164	$3,755	$4,798	$4,173
Direct expenses	$927	$998	$281	$48	$830	$973	$926
Total Net revenues/(costs) Ancillary	$2,670	$3,230	$396	$116	$2,925	$3,825	$3,247
Other Division (including OH Recoverable)							
Gross revenue	$1,481	$1,732	$469	$1,034	$1,675	$2,026	$713
Direct expenses	$431	$436	$182	$218	$323	$495	$332
Total Net revenues/(costs) Other	$1,050	$1,296	$287	$816	$1,352	$1,531	$381

* before amortization of capital assets and DCC

2023 Budget – details continued

(in 000's)	2018 Actual	2019 Actual	2020 Actual (COVID Period)	2021 Actual (COVID Period)	2022 Budget (COVID Period)	2023 Budget	2023 Strategic Plan
Overhead							
Programming Admin Services	$749	$631	$496	$528	$649	$607	$749
Production Services	$1,223	$1,387	$1,295	$1,377	$1,398	$1,548	$1,283
Development Services	$261	$228	$367	$433	$250	$457	$350
Marketing Services	$865	$1,134	$555	$720	$1,062	$1,286	$1,245
Education & Engagement	$261	$283	$108	$127	$316	$358	$335
Ticket Services	$752	$736	$486	$539	$825	$897	$576
Food & Beverage Services	$789	$763	$128	$254	$639	$763	$694
Patron Services	$754	$636	$246	$223	$679	$731	$650
Programming Services	$0	$0	$289	$183	$572	$578	$572
Executive Office	$734	$664	$621	$740	$1,802	$2,098	$1,806
Finance & Administration	$1,063	$1,541	$1,418	$969	$886	$866	$886
Payroll	$328	$351	$236	$263	$496	$611	$496
Human Resources	$192	$669	$231	$227	$732	$903	$953
Technology Services	$553	$595	$471	$490	$1,189	$1,229	$949
Facility Services	$4,754	$4,826	$2,804	$2,856	$5,119	$5,302	$5,365
Total Costs Overhead	$13,278	$14,443	$9,751	$9,928	$16,613	$18,233	$16,909

2023 Budget – details (continued)

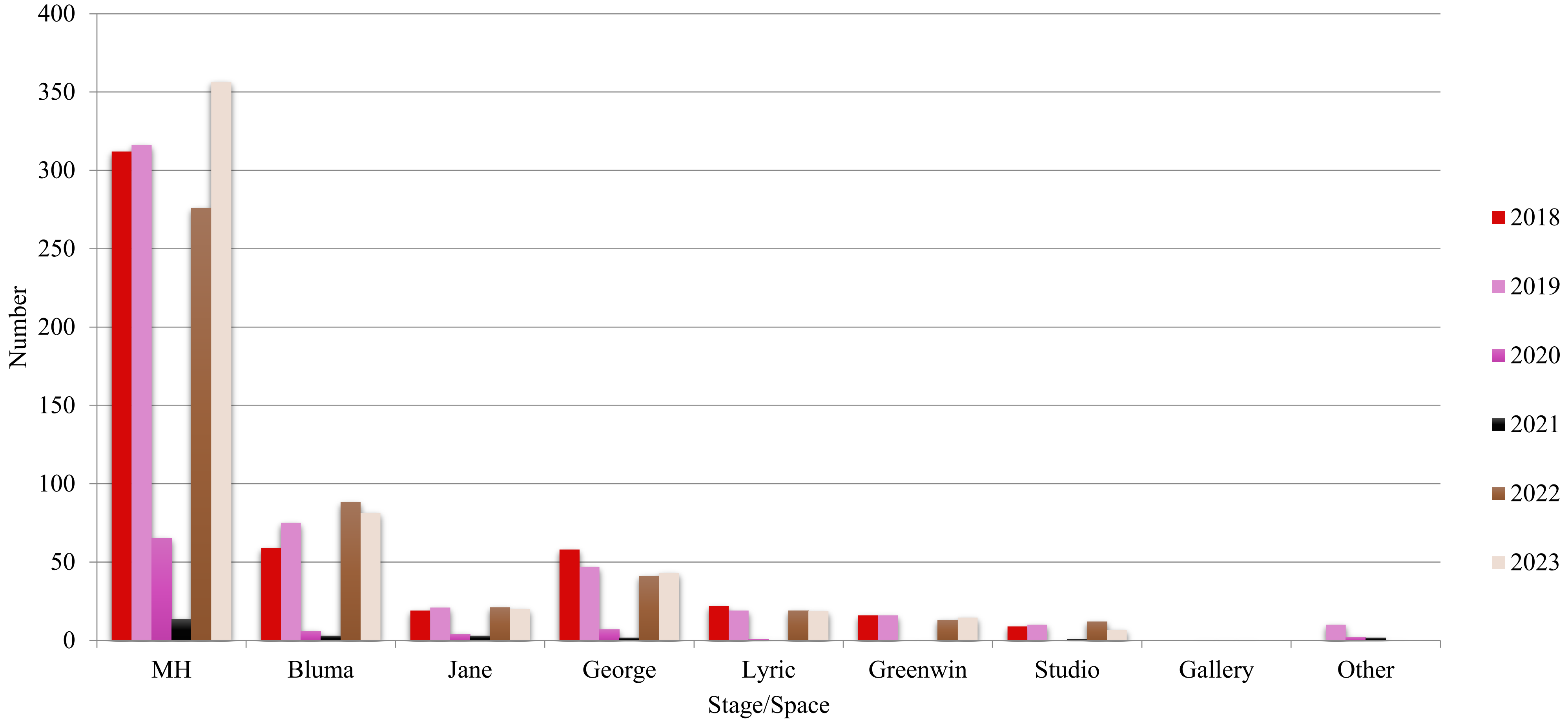
(in 000's)	2018 Actual	2019 Actual	2020 Actual (COVID Period)	2021 Actual (COVID Period)	2022 Budget (COVID Period)	2023 Budget	2023 Strategic Plan
SOGR Project Mgmt							
Gross revenue	$0	$446	$379	$588	$976	$850	$996
Direct expenses	$0	$446	$379	$588	$976	$850	$996
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0	$0
STLC Redevelopment							
Gross revenue	$0	$0	$0	$306	$3,000	$3,000	$3,000
Direct expenses	$0	$0	$0	$306	$3,000	$3,000	$3,000
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund Transfers (FFRF)							
Gross revenue	$1,601	$1,747	$300	$58	$3,030	$5,298	$3,000
Direct expenses	$2,034	$2,782	$1,565	$592	$4,031	$6,792	$4,000
Total Net revenues/(costs) Other	($433)	($1,035)	($1,265)	($534)	($1,001)	($1,494)	($1,000)
Reserve Transfers (Programming RF)							
Gross revenue	$0	$350	$0	$0	$0	$300	$0
Direct expenses	$0	$0	$353	$0	$0	$300	$300
Total Net revenues/(costs) Other	$0	$350	($353)	$0	$0	$0	($300)
Reserve Transfers (SOGR)							
Gross revenue	$0	$0	$0	$0	$0	$0	$0
Direct expenses	$0	$0	$0	$165	$1,309	$0	$0
Total Net revenues/(costs) Other	$0	$0	$0	($165)	($1,309)	$0	$0
Transfer from Foundation							
Gross revenue	$0	$2,323	$0	$0	$0	$300	$0
Direct expenses	$0	$2,323	$0	$0	$0	$0	$0
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$300	$0
One time Settlement							
Gross revenue	$1,873	$0	$0	$0	$0	$0	$0
Direct expenses	$2,325	$0	$0	$0	$0	$0	$0
Total Net revenues/(costs) Settlement	($452)	$0	$0	$0	$0	$0	$
Surplus (Deficit) before Investment	($4,886)	($6,136)	($8,717)	($9,539)	($8,059)	($7,072)	($7,072)
City operating investment	$5,274	$5,599	$8,717	$10,038	$8,059	$7,072	$7,072
Net Operating Surplus/(Deficit)	$388	($537)	$0	$498	$0	$0	$0

Resident Companies

	2018 Actual			2019 Actual			2020 Actual			2021 Actual			2022 Budget			2023 Budget		
	Days	Perf	Weeks	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	72	70	10
Music Toronto	6	13		19	13		4	4		6	4		13	13		11	11	
Toronto Operetta	23	9		25	11	4	14	6					35	17	5	38	22	3
Opera In Concert	11	7		10	5		2	1					8	4		6	5	
Hannaford Street Band	3	3		4	4		3	1		3	3		2	2		2	2	
Harold Green Jewish Theatre	101	88	15	129	65	19							78	67	11	79	61	11
North York Arts	34	4		107	13													
Sinfonia Toronto	3	3		3	3		1	1		3	3					3	3	
Orchestra Toronto	3	5		5	5		2	2		7	1					5	5	
Total	**250**	**193**	**25**	**393**	**175**	**36**	**26**	**15**	**0**	**19**	**11**	**0**	**184**	**136**	**23**	**216**	**179**	**25**

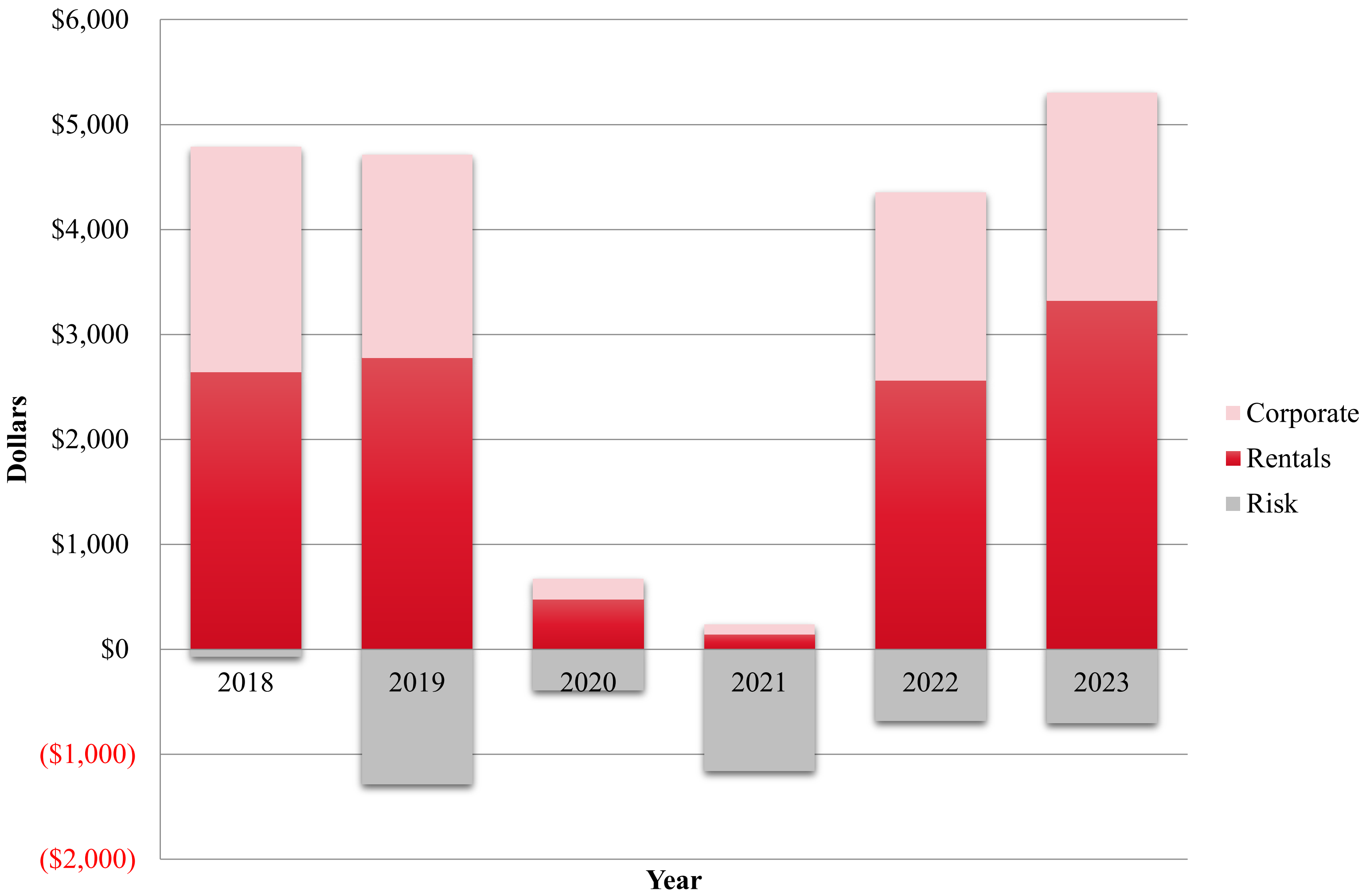
* includes co- productions

Attendance by Stage



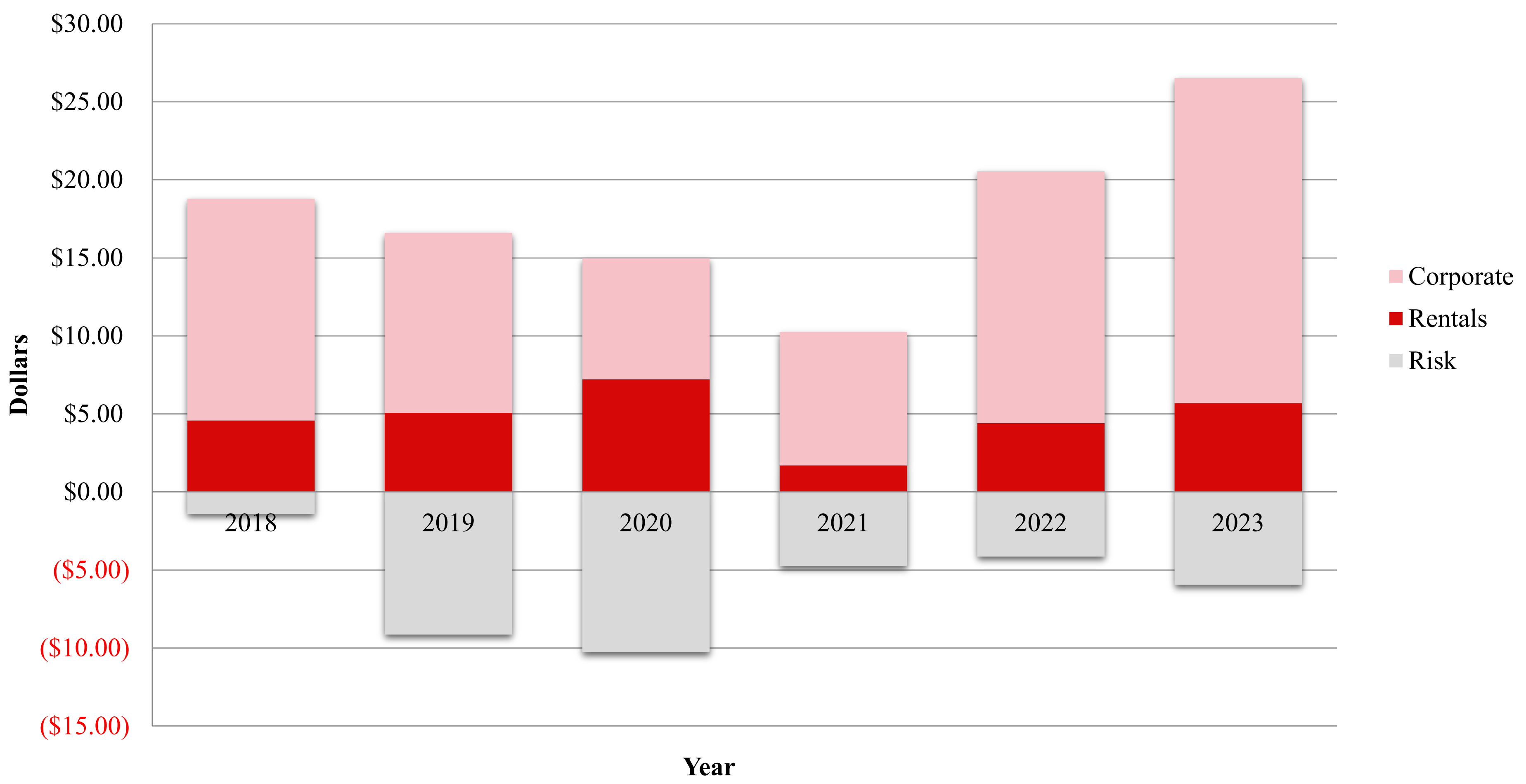
See Appendix 9K for chart data

Net Contribution Margins



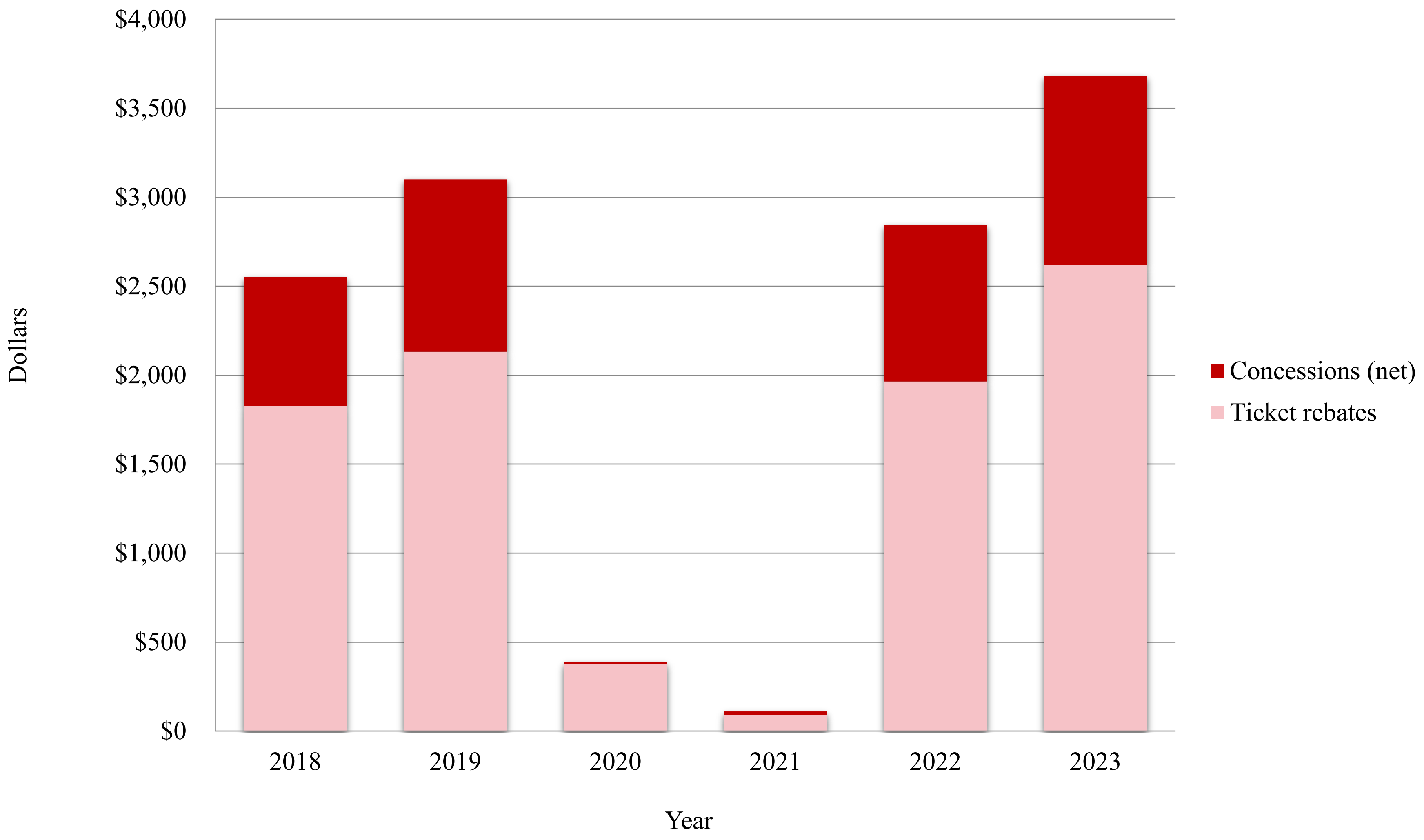
See Appendix 9L for chart data

Average Contribution Margin per event/show



See Appendix 9M for chart data

Ancillary Contribution Margin



See Appendix 9N for chart data

9. Chart Data

Appendix 9A: Pie Chart Data

Revenue (in $000s)		
2023 Operating Budget by Funding Source		
Programming	40%	$17,647
Ancillary	11%	$4,798
Development	6%	$2,618
City Investment	16%	$7,072
Reserve Fund Funding: FFRF & Programming	13%	$5,598
SOGR Funding	9%	$3,850
Foundation Funding	1%	$300
Other	5%	$2,026
Total	**100%**	**$43,908**

Expenses (in $000s)		
2023 Operating Budget by Service		
Programming	37%	$16,119
Salaries, Wages and Benefits	29%	$12,621
Facilities	6%	$2,613
SOGR Project Management	9%	$3,850
Reserve fund transfers and expenditures	16%	$7,092
Administration	4%	$1,613
Total	**100%**	**$43,908**

Appendix 9B: Number of Performances and Events

	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
Risk	50	141	38	244	165	118
Rentals	576	547	66	83	580	584
Corporate	151	168	25	11	111	95
Total	**777**	**856**	**129**	**338**	**856**	**797**

Appendix 9C: Activity by days used

Number of Days of Use	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
Risk	62	149	72	460	168	192
Rentals	1,007	898	107	119	647	660
Corporate	193	197	37	26	149	216
Total	**1,262**	**1,244**	**216**	**605**	**964**	**1,068**

Appendix 9D: # Performances by stage

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
MH	120	133	35	25	117	153
Bluma	111	151	11	21	162	146
Jane	63	69	19	23	91	81
George	108	78	10	9	79	83
Lyric	51	53	1	2	68	63
Greenwin	93	88	4	10	92	92
Studio	79	103	3	12	136	78
Subtotal	**625**	**675**	**83**	**102**	**745**	**696**
Gallery	0	4	0	0	0	6
Other	1	76	21	225	0	0
Total	**626**	**755**	**104**	**327**	**745**	**702**

Appendix 9E: Performances by Genre

	Theatrical	Exhibit	Film & Orchestra	Dance - Commercial	Speaker	Children	Theatre - Commercial	Comedy	Special Event/Fundraiser	Dance - Non-commercial	Concert	Resident Company	Theatre - Non-commercial	Digital Programming & Other	Total
2018	51	0	7	48	20	21	65	20	33	17	151	193	0	0	**626**
2019	57	67	10	22	11	23	32	36	43	64	108	175	107	0	**755**
2020	10	18	2	3	1	2	21	1	2	2	18	15	9	0	**104**
2021	67	51	18	0	0	0	0	2	3	11	39	3	33	100	**327**
2022	0	0	10	19	23	38	44	47	63	64	125	136	176	0	**745**
2023	4	0	10	6	28	17	45	56	48	58	164	177	0	89	**702**

Appendix 9F: City Investment per Audience

		Attendance				
	Year	Stage	Corporate	Total	Per Cap	City investment
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
Actual	2021	24,222	3,118	27,340	$401.50	$10,976,961
Budget	2022	470,047	100,000	570,047	$14.14	$8,059,065
Budget	2023	540,814	100,000	640,814	$11.04	$7,072,000
Forecast*	2024	565,355	100,000	665,355	$9.57	$6,364,647
Forecast*	2025	591,122	100,000	691,122	$8.62	$5,955,400
Forecast*	2026	618,179	100,000	718,179	$7.99	$5,736,837
Forecast*	2027	646,587	100,000	746,587	$7.25	$5,416,147

*5% increase in tickets, investment for 2024 and 2025 taken from 2023-2027 Strategic Plan

Appendix 9G: Compensation – Pie chart data

EXPENSE		
2023 Compensation Budget		
Programming Delivery	59%	$11,770
Administration	21%	$4,108
Facilities	13%	$2,688
SOGR	4%	$827
StLC	3%	$607
Total	**100%**	**$20,000**

EXPENSE		
2022 Compensation Budget		
Programming Delivery	63%	$11,189
Administration	14%	$2,552
Facilities	15%	$2,707
SOGR	5%	$959
StLC	2%	$401
Total	**100%**	**$17,807**

Appendix 9H: Compensation – FTE changes

Department	FTEs 2022	FTEs 2023
Programming	11	11
Production	10	8
Marketing & Communications	9	10
Education & Engagement	2	2.5
Ticketing	7	7
Patron Services	5	6
Food & Beverage/Events	2	3
Development	2	4
Executive Office	7	8
Finance & Administration	7	7
Human Resources	2	3
Payroll	4	4
Technology Services	3	5
Facilities	3	3
SOGR	10	9
STLC Redevelopment	3	5
Total Staffing Changes	87	95.5

Appendix 9I: Compensation – FTE $

(in 000's) Department	Budget 2022 $	Budget 2023 $
Programming	$826	$922
Production	$935	$819
Marketing & Communications	$748	$896
Education & Engagement	$147	$213
Ticketing	$556	$594
Patron Services	$370	$486
Food & Beverage/Events	$241	$259
Development	$220	$435
Executive Office	$1,610	$1,941
Finance & Administration	$629	$685
Human Resources	$158	$271
Payroll	$427	$456
Technology Services	$288	$489
Facilities	$306	$311
SOGR	$959	$827
STLC Redevelopment	$401	$607
Total Staffing Costs	$8,819	$10,207

Appendix 9J: Compensation changes

Complement	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
Full Time Staff	69.0	33.0	59.0	87.0	95.5
Part Time Staff	128.0	23.5	37.7	129.8	131.5
Trend	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
Program Delivery FT	42.0	17.0	32.0	51.0	54.5
Facility Operations FT	3.0	2.0	4.0	4.0	4.0
Administration FT	18.0	11.0	16.0	19.0	23.0
SOGR/STLC FT	6.0	3.0	7.0	13.0	14.0
Program Delivery PT	6.3	0.0	0.0	8.6	8.6
Facility Operations PT	9.8	1.0	5.0	10.0	10.0
Administration PT	0.8	0.5	0.5	1.0	1.0
Unions PT	111.2	22.0	32.2	110.2	111.8
Total TO Live FTE'S	197.0	56.5	96.7	216.8	227.0

Appendix 9K: Attendance per Stage

(in 000's)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
MH	312	316	65	13	276	356
Bluma	59	75	6	3	88	81
Jane	19	21	4	3	21	20
George	58	47	7	2	41	43
Lyric	22	19	1	0	19	19
Greenwin	16	16	0	0	13	15
Studio	9	10	0	1	12	7
Gallery	0	0	0	0	0	0
Other	0	10	2	2	0	0
Total	495	514	85	24	470	541

Appendix 9L: Contribution Margins

(in 000's)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
Risk	($71)	($1,288)	($390)	($1,159)	($682)	($703)
Rentals	$2,640	$2,776	$476	$141	$2,562	$3,324
Corporate	$2,144	$1,935	$194	$94	$1,790	$1,979
Total	$4,713	$3,423	$280	($924)	$3,670	$4,600

Appendix 9M: Average CM per event/show

(in 000's)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
Risk	($1.42)	($9.13)	($10.26)	($4.75)	($4.13)	($5.96)
Rentals	$4.58	$5.07	$7.21	$1.70	$4.42	$5.69
Corporate	$14.20	$11.52	$7.76	$8.55	$16.13	$20.83

Appendix 9N: Ancillary Contribution Margin

(in 000's)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023
Ticket rebates	$1,826	$2,132	$374	$92	$1,965	$2,617
Concessions (net)	$725	$969	$15	$19	$877	$1,063

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