

Executive Management Report to the Board

Q2 Activity (Apr-May-Jun 2022)

•
T0 Live

PRESIDENT & CEO'S EXECUTIVE SUMMARY

In retrospect it seems a long time ago, but it was only in March of this year we were able to open with full capacity for audiences, and we raced into the second quarter with a busy slate of programs.

In the first quarter of the year, and after we recalled the staff and learned what our return rate would be, we struggled to fill positions leading into the opening and experienced a period of staff turnover and burnout at the end of the second quarter unlike anything before. Through Finance and Ticketing reports, we compared the number of performances and staffing levels in 2022 to the same period in 2019. Reporting indicated only slightly less performances comparing the two years, but really found stress in our staffing levels. We had a significantly less FTE and PTE base trying to deliver the program resulting in a rising turnover rate. Direct feedback and frustration were also heard through Town Halls and group meetings which occurred in mid-July. We therefore made the extraordinary decision to stop taking any new bookings from mid-July to end of August to allow staff time for vacations and to work through a backlog of lieu time. Whatever monetary challenge this may have caused far outweighed the long-term value of retaining the amazing employees that work for TO Live.

A special mention should be given to Michelle Carter, our VP of Human Resources, and her mighty fulltime team of one - Melissa Creighton, HR Generalist. They did everything they could to manage the challenges, and recruit and onboard new team members, along with assistance from our always incredible and stalwart Senior Team of VPs and Directors.

As well, a huge thank you to our Front-of-House (including Derek Genova and Lynn Frenette) and Production Management teams (TJ Shamata, Zoe Carpenter, Paul McKenna, Chris Carlton and Bruce Bennett) and all TO Live staff who got us through this challenging period. We are grateful that you jumped in to keep the show going!

As we enter the Fall, this will be our first full programming season since the Fall of 2019. The calendar is approaching the same level of activity and we will once again be hosting opening night events. I look forward to seeing you at a show soon ...curtains up!



Clyde Wagner
President & CEO



PROGRAMMING

TO Live Presents

- TO Live partnered with Attila Glatz Concert Productions with support from the National Ballet of Canada and a group of Principal dancers mobilized by Sonia Rodriguez, Heather Ogden and Evelyn Hart, to present a benefit event, United for Ukraine, for those impacted by the war in Ukraine (Meridian Hall, April 28).

The event was attended by newly appointed Ukrainian Ambassador and Mayor John Tory who both spoke at the event which featured over 100 Ukrainian and Canadian dancers and musicians who generously donated their time and creativity. Proceeds went to the Canada-Ukraine Foundation and support included contributions from a range of media and other partners.

- 2022 Scotiabank CONTACT Photography Festival (MAC Gallery – Apr 28 –May 29) - Partnered with BAND Gallery to support exhibition of work by Ghanaian-born, Toronto-based photographer Kwasi Kyei.
- Co-presentation with Canadian Stage of Côté Dance's Crypto (Bluma Appel Theatre, May 5 – 7). This production was originally scheduled for 2020 and postponed due to the pandemic. Total attendance 1,781 (75% over 3 performances).
- Supported a technical workshop of Susanna Fournier's new play, Heart/Body (Greenwin Theatre June 27–1), the development of which TO Live has supported since its first live reading in 2020.
- June 6 saw the first partnership presentation with the Toronto International Festival of Authors (TIFA) when an event as part of Motive, the crime writers' festival was held in The Studio Theatre. It is intended that this will mark the start of an ongoing partnership with TIFA to present events at the Meridian Arts Centre.
- Luminato presented the live version of What You Won't Do For Love, (June 9-19) for which TO Live's role as the film's original co-presenter and producer of this Why Not Theatre production was acknowledged.

Resident Companies and Rentals

- Rental activity continued to ramp up following the return to 100% capacity for live performance in March.
- Highlights in Meridian Hall included well attended/sold-out concerts for Lorde, Jesse Cook, Sigur Ross, Moein, Joe Hisaishi, Smokey Robinson, and Rick Mercer, demonstrating the wide range of artists who choose to appear in this hall.



- Harold Green Jewish Theatre held their first post-pandemic season in The Greenwin Theatre, the Toronto Symphony Orchestra were in the George Weston Recital Hall, and the Bravo Academy of the Performing Arts resumed their annual month-long use of the Studio Theatre.
- At the St Lawrence Centre, resident companies Music Toronto, Hannaford Silver Street Band, Opera in Concert, and the Toronto Operetta Theatre also recommenced their season events.

Education & Engagement

- Regular partner events such as Discover Dance and Xenia Concerts, which until restrictions lifted had been shared exclusively as on-line experiences, were presented as hybrid in-person and on-line events.
- [Doors Open Toronto](#) returned to great success at the Meridian Arts Centre and drew over 860 people over the weekend of May 28-29 specifically for the event.

Corporate and Private Events

- As with rentals, it was encouraging to see activity returning to all venues in Q2
- Highlights included Canada Post's unveiling of a new stamp in honour of Salome Bey, revealed at a ceremony (21 April) under the canopy of Meridian Hall with the participation of her two daughters and The Honourable Marci Ien MP. A large-scale replica of the stamp was then unfurled onto the western wall of Meridian Hall where it remained on view until end of May.
- Other significant activity included events in Meridian Hall hosted by TikTok, Bell Media (CTV Upfront), and George Brown College whose annual booking heralded the beginning of the convocation season.

Production

- Continued support for current activities/future planning of Programming Department
- Director of Production continues to lead renegotiation of Union agreements

MARKETING & COMMUNICATIONS

Marketing and Communications

- Launched fall season of programming with marketing campaign themed around “putting live back in your life”. The campaign welcomed audiences back to our spaces while promoting a wide array of programming.



- Significantly ramped up content marketing with artist spotlight pieces on [Victoria Mata](#) promoting Discover Dance, and [Kwasi Kyei](#) and [Courtney McFarlane](#) promoting BAND's photo exhibit Honam: An Akan Word for Body at the Meridian Arts Centre.
- Global Heroes also ran a piece on [Victoria Mata](#) which appeared online and in print editions of the Globe and Mail, Toronto Star and National Post.
- Created an online gallery and coordinated promotion for The Future of Art Exhibition 3.0 which is part TO Live's partnership with Vibe Arts and billed as a "celebration of Black futures"
- Executed integrated marketing campaign for Crypto with Canadian Stage including "Backstage With" profiles of [Greta Hodgkinson](#), [Natasha Poon Woo](#), and [Casia Vengoechea](#).
- Celebrated [Pride Day/Month](#) and [Indigenous History Month and National Indigenous Peoples Day](#) with events roundup and special content including social media and digital signage.
- Implemented a number of new digital tools and systems to improve efficiency including work management software for marketers and an online intake form for onboarding rental clients.

Ticketing Services

- Q2 was the first full quarter of post-pandemic show activity across all spaces, seeing nearly 100K ticketed attendees and nearly 75K new tickets booked within the quarter. Ticket Services provided box office support for all activities including re-training existing staff, continued onboarding and training of new staff, accommodating enhanced safety policies across all shows, improving and standard pre-show communications with staff, clients and patrons, and enforcing additional policies upon request from individual clients (i.e., social distanced seating, vaccine requirements, etc.).
- In addition to support for TO Live's home venues, Ticket Services provided ticketing and box office support for external partnerships in the form of setting up a box office space and running several shows at the Elgin & Winter Garden Theatre Centre (a partnership instituted during the lockdown but finally permitted to be realized through running shows in Q2) and being the ticketing and box office providers for all ticketed events at the 2022 Luminato Festival.
- Utilization of the Ticketmaster system was considerably expanded through expanded use of the Account Manager and Ticketmaster Entry softwares, allowing for improved collection/festival-oriented purchase flows (with the Luminato Festival as a successful pilot process, as well as launching the TO Live Fall 2022 season) and improved tracking of entry and attendance.



FINANCE & ADMINISTRATION

Finance

- Completed last step in audit process: annual T3010 (charity return) submitted
- Completed and approved 2023 Plan and Budget, City budget process begins

Payroll

- Explored new payroll software platforms for an all-in-one solution for HR/Payroll & Time Management
- Started prep work for OMERS membership changes that will allow immediate eligibility to join the organization's pension plan for all Non-Full-Time Employees as of January 1, 2023

Information Technology

- Undertook Lead for Digital Transformation Internal Committee – EBMS phase
- Amalgamated network monitoring software from three old servers onto one new server
- Expanded endpoint monitoring from one hundred sensors to over three hundred
- Participated in Disaster Recovery Program with the City
- Preparation, training, and initial configuration for Email cloud security platform underway
- Preparation, training, and initial configuration for Office 365 backup started

HUMAN RESOURCES & ORGANIZATIONAL CULTURE

- 23 employees hired. In June, we had 271 employees compared to 292 in June 2021
- 5 employees left the Organization. Employee turnover .7% this month compared to 1% the same time last year. Current average monthly turnover is 1.7%
- Implemented 'Friday Roundup' - weekly Friday email providing additional way to communicate to staff about company events, celebrations
- Social committee reinstituted; email sent to staff asking for volunteers
- Sent out call for new IDEA members to replace outgoing/absent members
- Commenced research to develop and implement Learning and Development courses to establish a management and leadership program and provide employees with additional skills training options
- Reestablished Health and Safety Committee members, meetings to be scheduled

OPERATIONS

Facilities

- Chiller start up at three locations for the cooling season
- Landscape maintenance and improvements at Meridian Hall and Meridian Art Centre
- TSSA inspection and recertification of elevators/ lifts
- Continued process towards TO Live's new waste diversion program



Patron Services and Food & Beverage

- Continued search for new Point of Sale software solutions for F&B and merchandise
- In conjunction with Human Resources, hosted a job fair at Meridian Hall and Meridian Arts Centre for all positions in the department

CAPITAL PROJECTS

- **Meridian Arts Centre** highlights include:
 - FOH Washrooms: work underway; supply chain challenges impacting completion date. Partial occupancy for Orchestra studio washrooms, and washrooms by the Lyric including Coat Check area achieved. Project to be completed end of September 2022
 - Roof Replacement Phase 2 (PVC): construction started Aug 2022, forecasted completion is end of October
 - Lyric AODA: project substantially completed, working on minor deficiencies.
 - AODA Work Package 5 (Theatres Phase 2): in procurement, forecasted start date is mid-October
 - AODA Work Package 6 (Offices and Lunchrooms): tendering phase
 - Replacement of Chillers/Cooling Tower: project awarded, Chiller Replacement starts November 1st
 - Technical Theatres Improvements: project awarded and underway, to be completed in 2023 due to supply chain delay
 - Building Condition Assessment: final report received, project closed
 - Performance Portable Lighting Equipment: project underway, to be completed in 2023 due to supply chain delay and theatre availability
- **Meridian Hall** highlights include:
 - Door Replacement: construction underway. Doors in fabrication, first set installed in August. Completion in Mid 2023 due to supply chain issues
 - Front of House Heritage Renovation: construction 95% complete. Waiting for delivery of remaining special-order materials. Custom materials in fabrication, waiting to complete install in early fall
 - B1 Audio & Video upgrades: equipment and system installation underway. Major equipment delivered and installed. Fiber network 85% completed
 - AODA Projects - Work Package 4 (Front and Back of House Services): design documents completed. Construction documents 95% completed. Procurement scheduled for mid-July
 - PSVC Systems: 40% completed, additional equipment selection underway
 - Fall Arrest System: tendering phase. Award scheduled for mid-July. Forecasted completion in December 2022
 - Exterior Envelope & Site Work: design documents in progress. Tender 2023



DEVELOPMENT – Philanthropy & Corporate Sponsorship

Highlights:

- Completed the development of the TO Live Foundation giving circles, include the patron giving circle TO Live Champions
- Held a pre-show reception with co-presentation partners for **In My Body**
- Co-led the CEO 2022 Board dinner, May 5 including the Mayor and opening night reception of [Crypto by Côté Danse](#)
- Invited and hosted Mayor John Tory who gave opening remarks for Charity for Ukraine Benefit
- Secured \$25K in sponsorship and \$7K in Gift-in-Kind for Charity for Ukraine Benefit
- Held TO Live Donor activation at Doors Open
- Launched a donation add-on option for all ticket purchase for TO Live Presents fall 2022 season

Engagement Metrics:

- Submitted 4 grant applications to the provincial and federal governments
- Met with 10 prospective sponsors, Foundation partners, and consulates for venue and program support
- Coordinated activations with naming sponsor Meridian
- Hosted four major gift lunches and meetings

TO Live Foundation and TO Live fundraising are separate entities. TO Live Philanthropy and Sponsorship staff are currently working on both.

StLC REDEVELOPMENT

- Prepared, socialized, and presented final report to Committees, TO Live/Create TO Boards of Directors, Executive Committee and City Council for the St. Lawrence Centre redevelopment

