

Executive Management Report to the Board

Q3 Activity (Jul-Aug-Sept 2022)

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T0 Live

PRESIDENT & CEO'S EXECUTIVE SUMMARY

After a year of disruption with pandemic fear, pandemic exhaustion, reopening, closing, opening again, pausing and then starting again, it is important to note that TO Live has never been more engaged with its mission.

- In September of this year, for the first time since the fall of 2019, TO Live launched a full season with no interruptions or restrictions. Across all areas of the organization, we are delivering on the mandate to represent the diverse cultures of the city of Toronto and in the support and creation of creative community hubs.
- TO Live is installing green roofs and making massive change in its facilities to better accommodate our neighbors with accessibility needs.
- We are investing in our programs, uptown and downtown, to ensure that the talented voices of our artists have a platform to present their work to audiences by providing artists with:
 - opportunities to explore work in a format and scale they have previously been unable to achieve, and in return they are creating exciting works like *Svaha*, *Kakwitè:ne nikahá:wi—A Call and Response to Spring*, and *'da Kink in My Hair*, which celebrate and uplift the incredible voices of the artists of this city.
 - much needed support coming out of the pandemic to help them develop new work through our ongoing programs like [Provision of Space](#) where we underwrite the costs of using our theatres and rehearsal halls for new work development, and our [explorations](#) program which is now in its second exciting year.

To help TO Live accomplish all of the above, our talented Sponsorship & Philanthropy department continues to grow our committed group of champions, both through TO Live's Foundation programs for legacy and individual giving (launched this year) and through the renewed corporate partnerships which have successfully increased the number of multi-year agreements and the value they bring to our mission.

None of this work could be done without the incredible group of people who have dedicated themselves to make TO Live a success, which includes our amazing Human Resources & Organizational Culture team who have worked tirelessly to find the perfect new members to join the TO Live family. This growing team of individuals have shared their ideas, insights and guidance through several team workshops to help keep us motivated and inspired to achieve our goals. A sincere thank you to everyone at TO Live for your ongoing hard work!

With deepest gratitude and respect,



Clyde Wagner
President & CEO



PROGRAMMING

TO Live Presents

Adding to TO Live's narrative as a meaningful and active contributor to Toronto's cultural life through provision of space, residencies, presentation and other support:

- Choreographers Dianne Montgomery and Victoria Mata each undertook residencies at the Meridian Arts Centre; and Nova Battacharya (Nova Dance) was provided space to finish the rehearsal/creative development of *Svāhā*.
- The second year of [explorations](#) was announced offering research grants to artists seeking to push the boundaries of their practice; 114 submissions were received, and 7 successful applicants were chosen by jury in October.

Local artist presentations were:

- The World Premiere of Nova Battacharya's [Svāhā](#), (TO Live supported creation process since 2018); and
- Victoria Mata's [Machete](#), a three-channel video and installation work in the Meridian Arts Centre Gallery that was also included as one of the [Nuit Blanche](#) events hosted by TO Live on October 1 to be reported on more fully in the Q4 report.

Accessibility

- Accessibility initiatives have been given new priority this year. We have determined that every TO Live Presents event will have at least one, and hopefully more arrangements offered. For [Svāhā](#), accessibility initiatives were: a relaxed performance, audio description, ASL interpretation of the post-show discussion, as well as the provision of access notes and audio explanations to assist audiences with advance preparation. Here is the [Svāhā access guide](#).

Rentals

Highlights included:

- [Tammuz Festival](#), Tirgan Centre for Art & Culture, a weekend of Persian music, food and culture at Meridian Arts Centre, July 15-17.
- The [Pat Metheny](#) concert, finally held after its postponement due to the pandemic, also marked the final concert to be presented by long-time TO Live client, Rob Bennett (RBI Productions) who retires this year.
- Just For Laughs Toronto Festival and ComedyCON: created a festival precinct with Front Street closed between Yonge and Church Streets for food and beverages, promotions and outdoor performances. You can see a short video conveying the vitality of the event [here](#). Note: given their consecutive dates, JFL and the Elevate Festival 2022 (see below)



collaborated on the precinct arrangements. This precinct approach to our venues, aligns well with our own vision to more fully activate our venues as vibrant cultural hubs.

Education & Engagement

- Community classes and partnership activities continued strongly including: Xenia Concerts, and Discover Dance co-presented with Nova Dance and in partnership with Baycrest Health.

Corporate and Private Events

- Q3 activities were impacted by the pause in new bookings referenced above.
- Highlights included: The TAPA toast to 2022 Dora Award nomination recipients with a broad industry guest list and Elevate Festival 2022 (also see above) for which particularly high levels of satisfaction from the client were received.

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*”. Campaign welcomed audiences back to our spaces through digital (paid social media, search, etc.), print and email, while promoting wide array of programming.
- Worked with RBI Productions on the marketing campaign for the Pat Metheny show.
- Opened the fall season of TO Live Presents with *Svāhā*. Furthered content marketing strategy with a series of videos and articles including interviews with [Nova Bhattacharya](#) and [Sage Paul](#). Campaign culminated in [Toronto Star article](#) that highlighted TO Live’s role as a presenter, commissioner and provider of important resources including rehearsal space.
- Supported Education & Engagement events with promotional strategies including Open Art Surgery, Discover Dance, Xenia concerts, and Doors Open.
- Started a TikTok account, which included content creation for new audiences including a [video](#) promoting Discover Dance workshop featuring Nova Dance and another highlighting TO Live’s [creative community hub](#) planning session at the Meridian Arts Centre.
- Provided marketing support to other departments including the development of brand guidelines for the TO Live Foundation and the promotion of a TO Live Job Fair.



Ticketing Services

- Participated alongside other departments in staffing acquisition campaigns which led to the hiring of several new part-time Duty Manager and Box Office Attendant staff, necessary to support increased fall activity.
- Secured Board approval to extend our Ticketmaster software and service contract into the fall of 2023 to give time and space to run a fulsome RFP to determine our ticketing future.
- Provided ticketing and box office support for increasing activity at the Elgin & Winter Garden Theatre Centre
- Became ticketing and box office providers for the 2022 Fall For Dance North festival (including events across a range of performance spaces in Toronto and beyond).
- Handled ticketing support for the increased number and complexity of events in the 2022 Just For Laugh Toronto + ComedyCon engagement.

FINANCE & ADMINISTRATION

Finance

- Participated in research for new POS and concession software
- Participated in AMS Analytics CFO monthly discussion
- Rolled out email approval changes to purchase order process for all staff
- Trained and onboarded 3 new staff members
- Planning for interim audit underway
- Participated in MAC Strategic Planning Sessions
- Finance team conducted a comprehensive review of all physical files in MH archives to retain all relevant documents per the retention policy

Payroll

- Continued to explore new payroll software platforms for an all-in-one solution for HR/Payroll & Time Management
- Participated in MAC Strategic Planning Sessions
- Prep work continued for OMERS membership changes to allow immediate eligibility for all non-Fulltime Employees to join the organization's pension plan as of January 1, 2023

Information Technology

- Undertook Lead for Digital Transformation Internal Committee – EBMS phase
- Onboarded new Email cloud security platform
- Onboarded new Office 365 backup platform
- Undertook Lead for Ungerboeck cloud migration contract negotiations
- Initial preparations for Disaster Recovery and Business Continuity – Information Gathering
- Initial preparations for implanting Multi-Factor Authentication – Information Gathering
- Participated in MAC Strategic Planning Sessions



HUMAN RESOURCES & ORGANIZATIONAL CULTURE

- Filled 74 positions in Q3: year to date at 110 with 65 to fill
- 268 employees at end of Q3 (equivalent to Q3 2021)
- Employee turnover 4.5% in Q3: year to date at 10.3%, averaging 0.9% per month
- Partnered with York University to assist with Front of House job openings at the MAC, resulting in a 50% increase in applications
- Partnered with Indigenous Association of Canada for our Indigenous roles
- 5 employees joined the IDEA Committee, then assigned to working groups
- No health & safety incidents and/or accidents in Q3
- Resumed TO Live's Health & Safety Committee; health & safety boards updated in each building

OPERATIONS

Facility Services

- Chiller start
- Annual fire system testing, and inspection commenced at all locations.
- Health and Safety training for operations and housekeeping teams occurred in all venues.
- Fuel system upgrade works started at MAC.
- Asbestos reassessment at all locations.
- Conclusion and ratification of UNIFOR 2003E collective agreement.

Patron Services and Event Services

- Two successful job fairs were held to assist in filling open positions.
- Implemented new procedures for the training of newly onboarded staff.
- Surveyed staff to determine uniform preferences for future uniform RFP
- Worked with Development to introduce new sponsorship products to the concessions stands.
- Continued work on POS upgrade and streamlining of inventory processes.

CAPITAL PROJECTS

- **Meridian Arts Centre** highlights include:
 - FOH Washrooms: Construction 95% completed.
 - AODA Work Package 5 (Theatres Phase 2): Contract was awarded. Start date April 2023.
 - AODA Work Package 6 (Offices and Lunchrooms): Tender closed. Negotiating and preparing an agreement
 - Roof Replacement Phase 2 (PVC): Project awarded. Start date September 9th.
 - Replacement of Chillers/Colling Tower: Project awarded. Demolition starts mid of October.
 - Technical Theatres Improvements: Acoustic drapery 90% completed. Other scopes are issued for bid.
 - Building Condition Assessment: Closed.



- Performance Portable Lighting Equipment: Installation underway. Lead times are significantly longer than initially anticipated.
- **Meridian Hall** highlights include:
 - Door Replacement: Doors in fabrication and installation commenced.
 - Front of House Heritage Renovation: Completing installation of long lead items.
 - B1 Audio & Video upgrades: Finalizing termination, system integration, and testing.
 - AODA Projects - Work Package 4 (Front and Back of House Services): Project differed to 2023. Funding reallocated.
 - PSVC Systems: Installation and configuration are ongoing.
 - Exterior Envelope & Site Work: Project in design development. Material selection has been commenced.

DEVELOPMENT – Philanthropy & Corporate Sponsorship

Highlights:

- Secured a new beer sponsor, Muskoka Brewery
- Secured a Government of Ontario grant to support Nuit Blanche activities, Art all Night at the Meridian Arts Centre
- Participated in Will Power's annual campaign, promoting awareness of leaving a gift in your Will
- Renewed partnership of venue sponsor, Arterra

Engagement Metrics:

- Continued outreach, meetings, and proposals to prospective programming sponsors
- Coordinate activations with naming sponsor Meridian

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

StLC REDEVELOPMENT

- Awarded Professional Architectural Advisor for the RFP process International Design competition to DTAH
- Partnered with Sustainable Buildings Canada - one-week bootcamp for study of new STLC
- Groundwork for Funding Strategy, capital campaign: Case for Support and Government Relations
- Launched RFSQ/RFP Design competition

