Attachment 1

TO Live
2024 Budget and Plan

Date	Committee
September 18, 2023	Environment, Social & Governance (ESG)
September 18, 2023	Finance & Audit
September 18, 2023	Human Resources & Stakeholder Relations
September 20, 2023	Board of Directors of TO Live

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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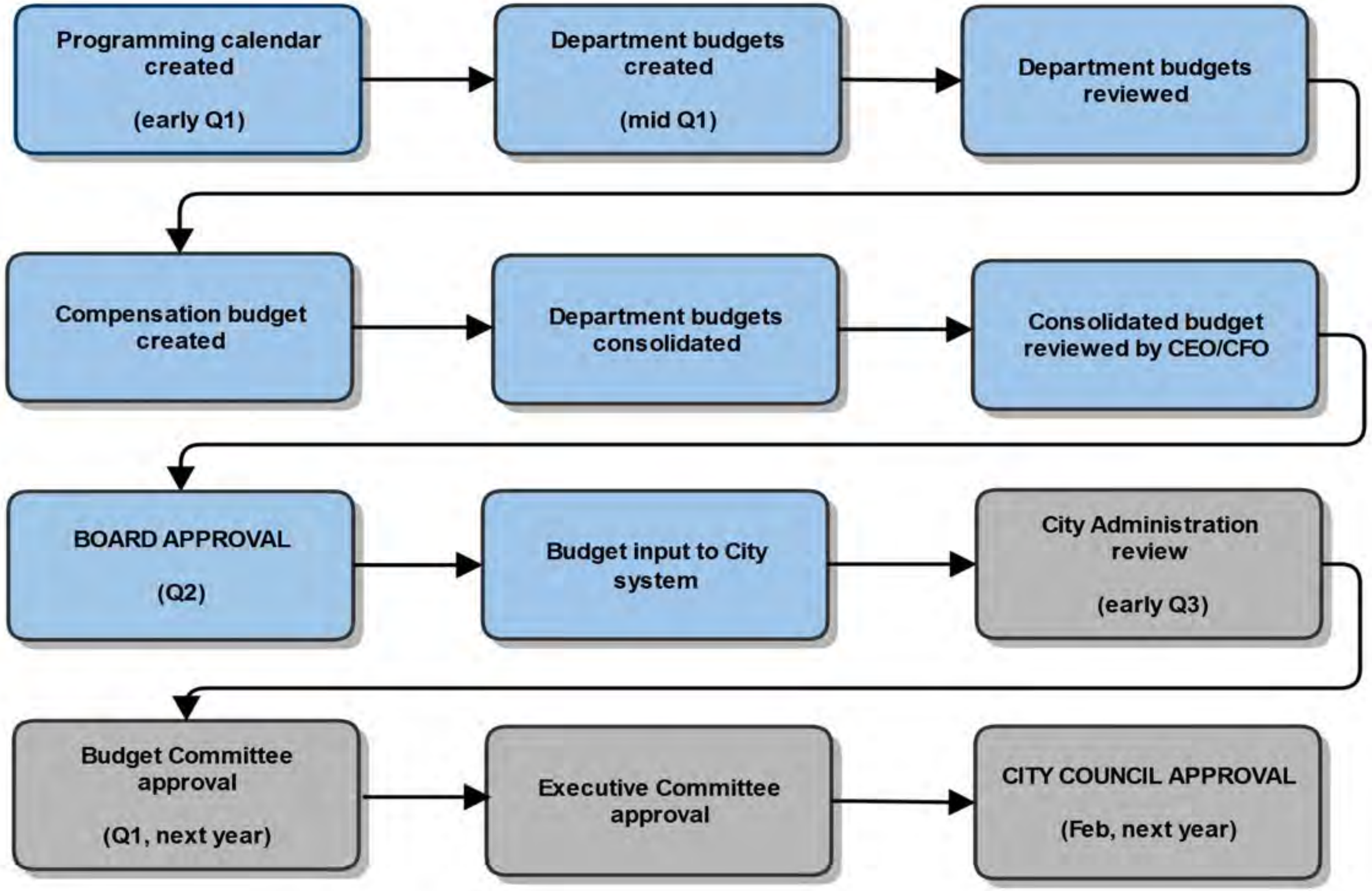
1. Overview

Budget Process



Assumptions, Highlights & Pressures

Assumptions

- City investment $5.9M (2019 level)
- Historical averages (2017-2019) continue to be used
- Subject to City Council approval

Highlights

- 2nd year of 2023-2027 Strategic Plan, revised due to lower City investment than planned
- Investment in:
  - Staff training, mentorships and apprentices
  - Cybersecurity
  - Inclusion, Diversity, Equity, and Access (IDEA)

Challenges/Pressures/Opportunities

- Post pandemic effect (audience rebuilding)
- SOGR and FFRF backlogs
- Remote working environment
- Rebuilding TO Live culture
- Retention and recruitment of staff

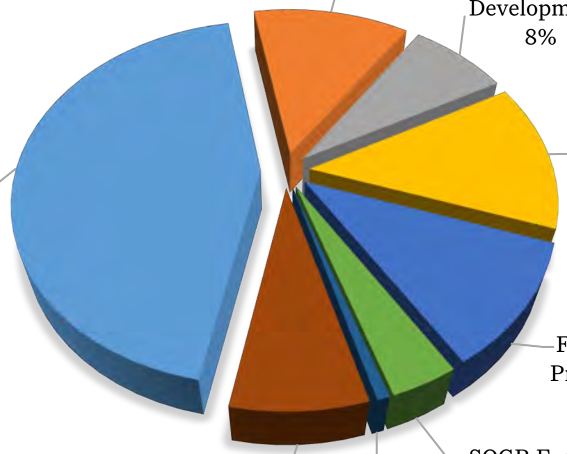
Budget Summary: Big Picture

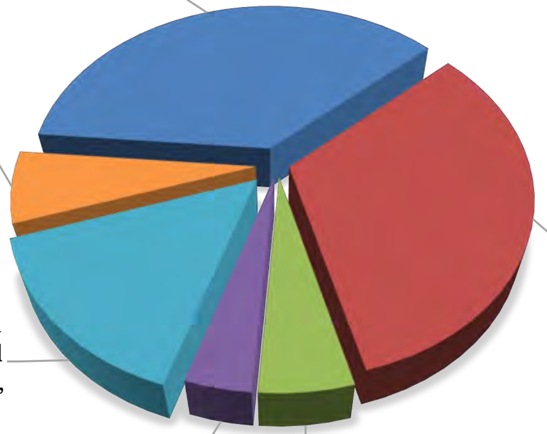
(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd Year Strat Plan
Total Gross Revenue*	**$25,203**	**$31,442**	**$6,567**	**$4,862**	**$19,654**	**$35,579**	**$36,932**	**$33,782**
% change in gross revenue	(6.95%)	24.75%	(79.11%)	(25.97%)	304.25%	81.03%	3.80%	
Total Gross Costs*	**$30,089**	**$37,577**	**$15,284**	**$14,401**	**$27,546**	**$41,751**	**$42,531**	**$40,147**
% change in gross costs	(7.02%)	24.89%	(59.33%)	(5.78%)	91.28%	51.56%	1.87%	
Total Operating Surplus/(deficit) before City Investment	**($4,886)**	**($6,136)**	**($8,717)**	**($9,539)**	**($7,893)**	**($6,172)**	**($5,599)**	**($6,365)**
Cty Investment	**$5,274**	**$5,599**	**$8,717**	**$10,038**	**$8,059**	**$6,172**	**$5,599**	**$6,365**
Total Net Operating surplus/(deficit)	**$388**	**($537)**	**$0**	**$498**	**$166**	**$0**	**$0**	**$0**

* Before amortization of capital assets and DCC.

Total gross revenue	$30,477	$37,041	$15,284	$14,899	$27,713	$41,751	$42,531	$40,147
City investment	$5,274	$5,599	$8,717	$10,038	$8,059	$6,172	$5,599	$6,365
as a %	17.30%	15.12%	57.03%	67.37%	29.08%	14.78%	13.16%	15.85%

Gross Revenues & Expenses





REVENUE

2024 Operating Budget by Funding Source

Programming	44%	$18,788
Ancillary	12%	$5,185
Development	8%	$3,254
City Investment	13%	$5,599
Reserve Fund Funding	11%	$4,630
SOGR Funding	4%	$1,592
Foundation Funding	1%	$300
Other	7%	$3,183
Total	**100%**	**$42,531**

EXPENSES

2024 Operating Budget by Service

Programming	37%	$15,720
Salaries, Wages and Benefits	33%	$13,828
Facilities	5%	$2,257
SOGR Project Management	4%	$1,592
Reserve fund transfers & expenditures	15%	$6,400
Administration	6%	$2,735
Total	**100%**	**$42,531**

2024 Budget vs Strategic Plan (2023-2027)

- The Rental net revenue budget for 2024 is 6% lower than the Strategic Plan target, offset by the higher Corporate & Private Rentals budget.

- The *TO Live Presents* Programming budget is net zero in contrast to the Strategic Plan investment target of ($990k) as a result of a decrease in the City investment.

- The Corporate & Private Rentals net revenue (CM) target exceeds the Strategic Plan goal by $311k or 14.5%; This is partially due to the reallocation of staff costs to the Programming Administration Services Budget but also reflects growth in business.

- The Programming Services and Producing Services budgets were combined for 2024 into the Programming Administration Services budget. The 2024 budget target of this combined department is 21% lower than the 2024 Strategic Plan target.

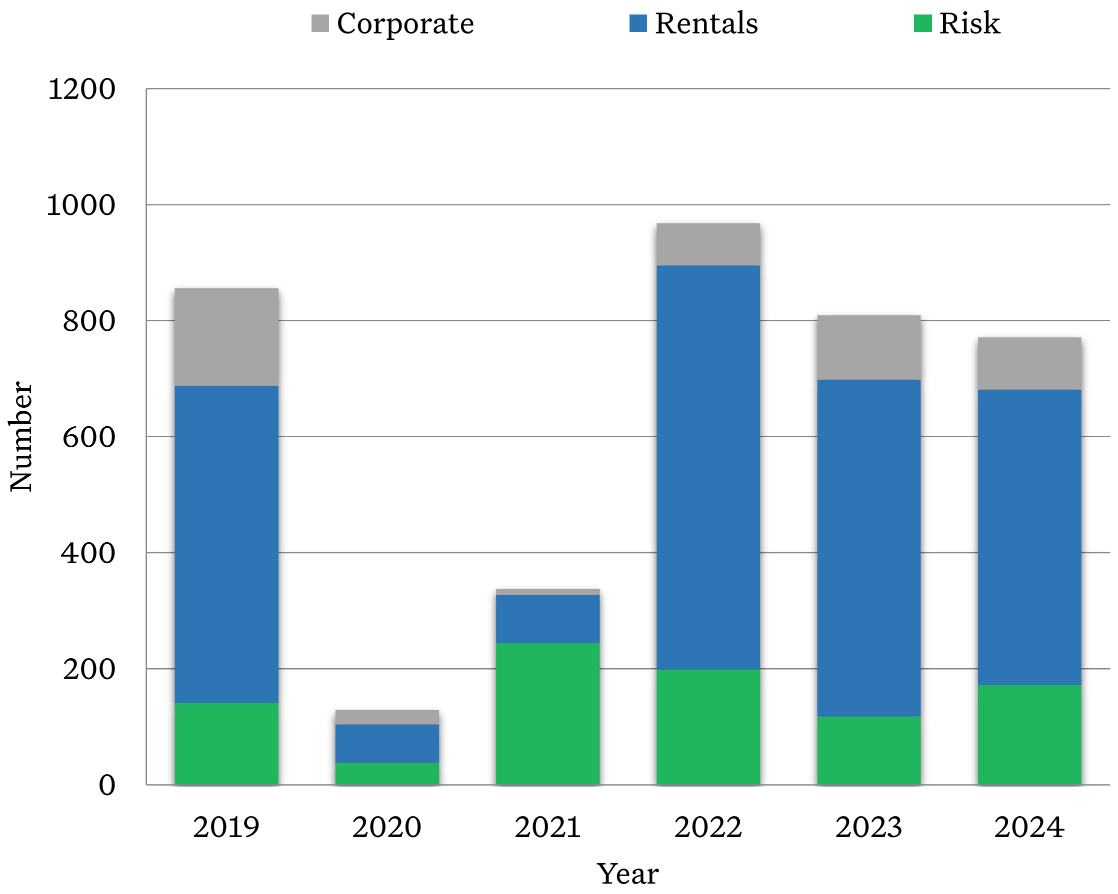
- The Communities & Outreach budget is 41.5% ($191k) lower than the Strategic Plan target as a result of a decrease in the City investment.

- New bars or cafes were not considered in 2023 or 2024. Pre-orders and in-seat ordering were not implemented in 2023. Due to the reduced number of shows and mix in 2023, the Strategic Plan targets were not reached, impacting the second year of the targets. However, it is anticipated they will be met at the end of 2024.

- The Marketing & Communications department scaled back on strategic plan initiatives (budget reduction of approximately 60%) including a community outreach plan, townhalls, surveys and marketing materials. This department will execute on a more focused community outreach plan and some survey work.

- The strategic plan did not take into account the staff reductions in 2023 for Marketing & Communications. One net position was eliminated which was part of the forecasted growth as per the 2023-227 Strategic Plan in 2024.

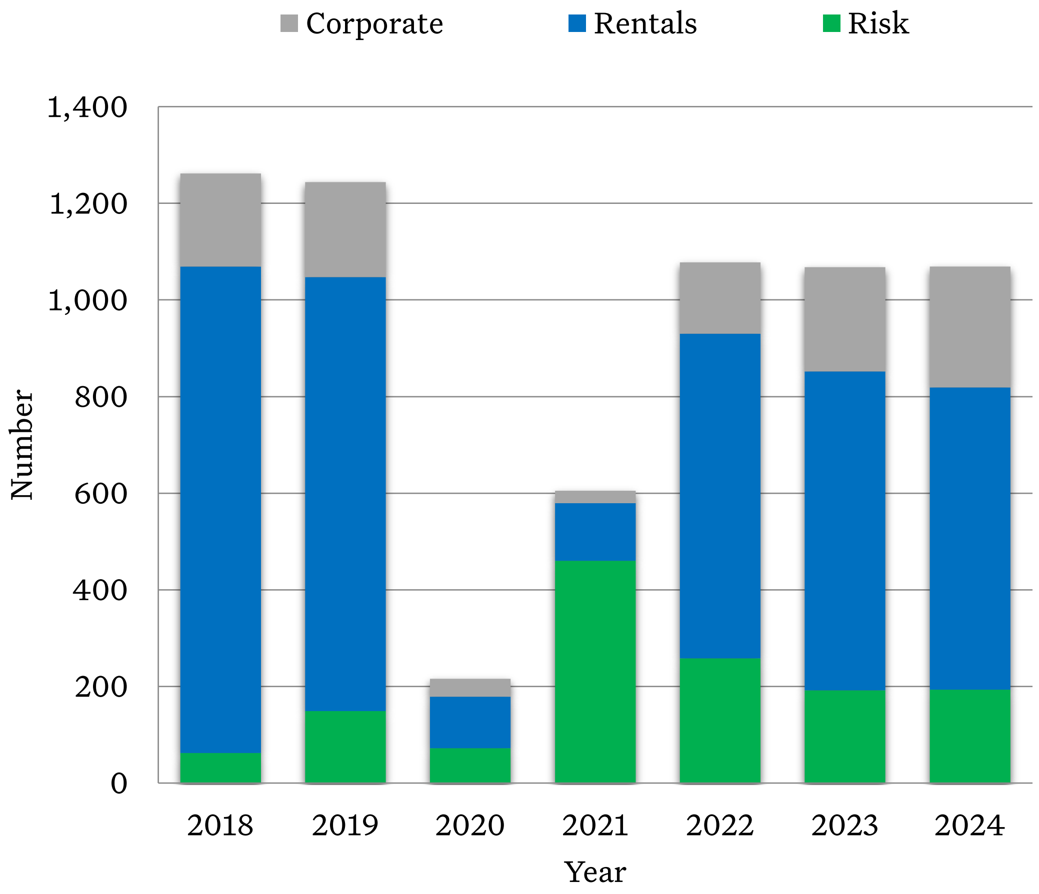
Number of Performances and Events



	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Budget 2023	Budget 2024
TO Live Presents	141	38	244	199	118	172
Rentals	547	66	83	696	580	509
Corporate	168	25	11	73	111	90
Total	**856**	**129**	**338**	**968**	**809**	**771**

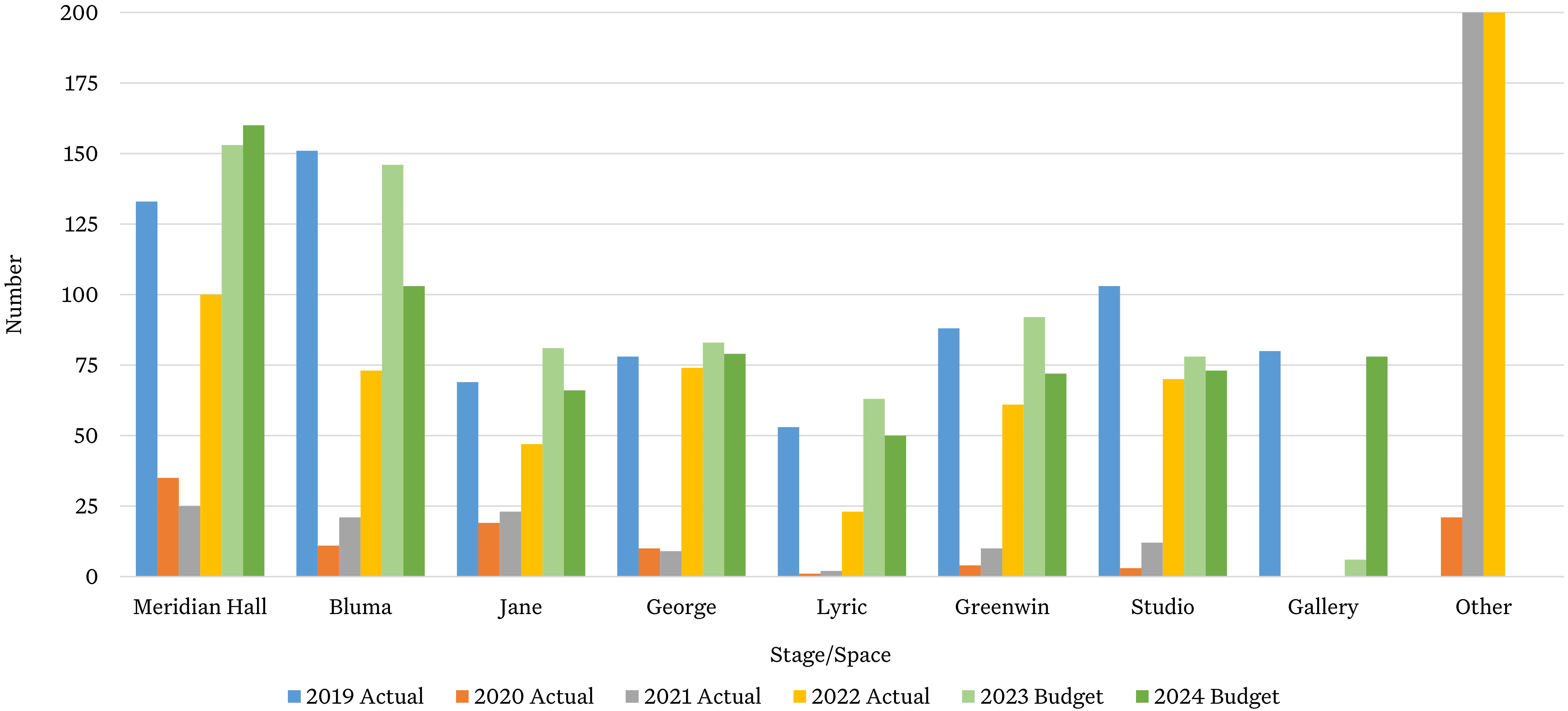
Number of events represented in %						
TO Live Presents	16%	29%	72%	21%	15%	22%
Rentals	64%	51%	25%	72%	72%	66%
Corporate	20%	19%	3%	8%	14%	12%

Activity by Days Used



	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Budget 2023	Budget 2024
TO Live Presents	62	149	72	460	258	192	193
Rentals	1,007	898	107	119	672	660	626
Corporate	193	197	37	26	148	216	250
Total	**1,262**	**1,244**	**216**	**605**	**1,078**	**1,068**	**1,069**
Number of days represented in %							
TO Live Presents	5%	12%	33%	76%	24%	18%	18%
Rentals	80%	72%	50%	20%	62%	62%	59%
Corporate	15%	16%	17%	4%	14%	20%	23%

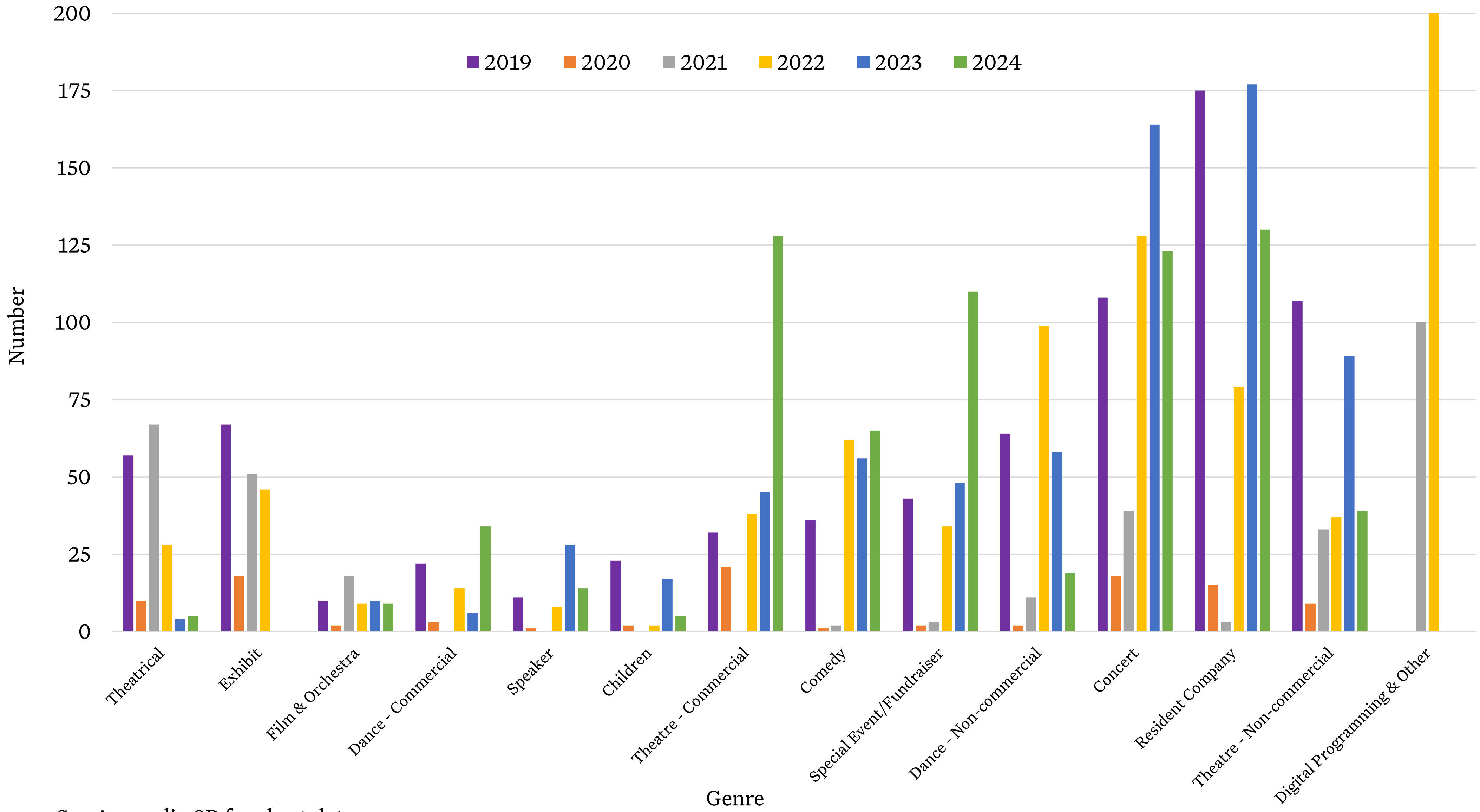
Programming Activity by Stage/Space



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

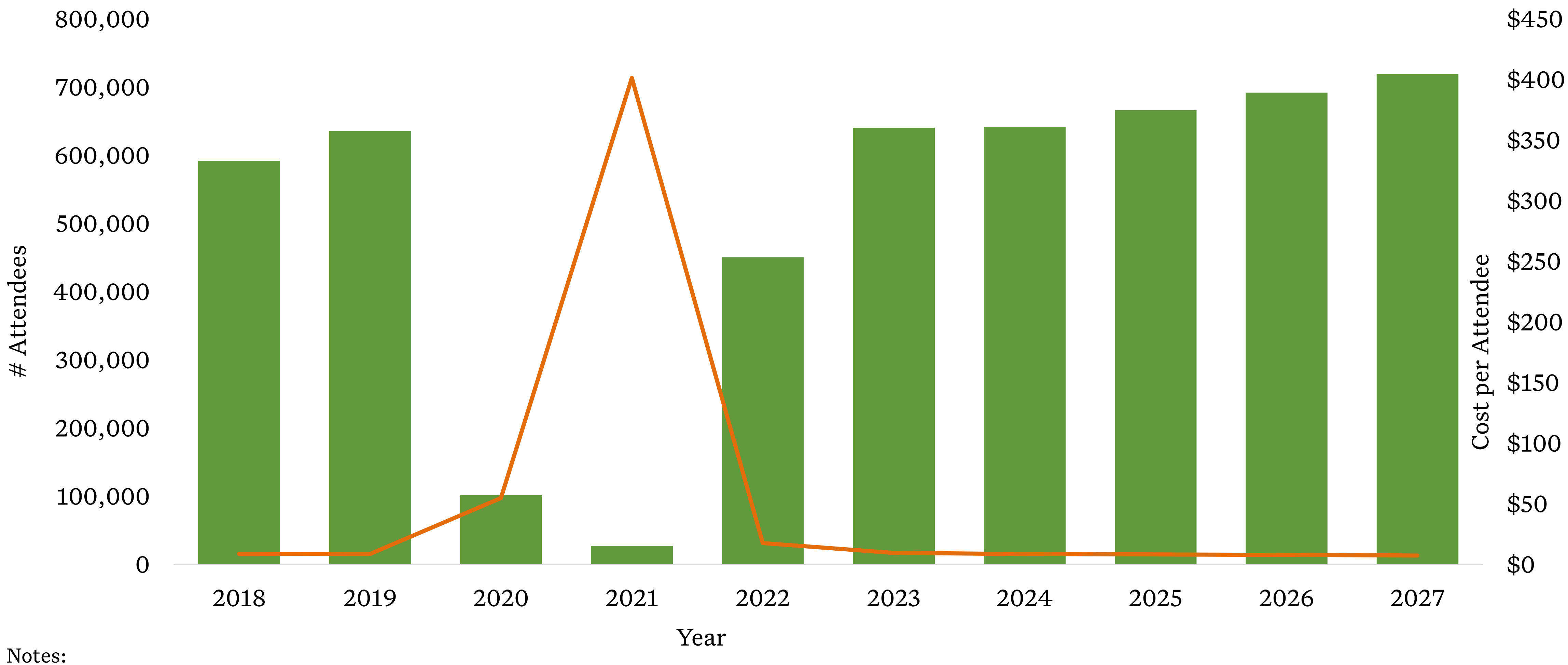
See Appendix 9A for the chart data

Performances by Genre



See Appendix 9B for chart data

City Investment per Audience



Notes:

- Includes estimated stage and corporate attendance numbers for 2025 – 2027.
- 2024 City investment is flatlined to the 2019 level.
- See Appendix 9C for chart data.

Strategic Plan/Current Budget Comparison

in 000's		COVID			Year 1	Year 2	Year 3*	Year 4	Year 5
Strategic Plan (2023-2027)	2019	2020	2021	2022	2023	2024	2025	2026	2027
Summary									
Total Gross Revenue					$39,074	$40,147	$34,112	$34,731	$35,290
Total Gross Costs					$39,073	$40,147	$34,112	$34,730	$35,290
Total Operating Surplus/(Deficit)	$0	$0	$0	$0	$0	$0	($0)	$0	$0
City operating investment	**$5,599**	**$8,717**	**$10,038**	**$8,059**	**$7,072**	**$6,365**	**$5,955**	**$5,737**	**$5,416**

					Year 1	Year 2	Year 3*	Year 4	Year 5
Reality	2019	2020	2021	2022	2023	2024	2025	2026	2027
	actual	actual	actual	actual	budget	budget	estimate	estimate	estimate
Total Gross Revenue	$36,696	$15,284	$14,900	$27,713	$35,579	$42,531	$33,756	$34,593	$35,290
Total Gross Costs	$37,236	$15,284	$14,401	$27,546	$41,751	$42,531	$33,756	$34,592	$35,290
Total Operating Surplus/(deficit)	($540)	$0	$499	$167	($6,172)	$0	($0)	$0	$0
City operating investment	**$5,599**	**$8,717**	**$10,038**	**$8,059**	**$6,172**	**$5,599**	**$5,599**	**$5,599**	**$5,416**
Decrease/change	$0	$0	$0	$0	$900	$766	$356	$138	$0
% change	0%	0%	0%	0%	13%	12%	6%	2%	0%
cumulative % change			0	0	13%	25%	31%	33%	33%
inflation rates @ June	2.00%	7.00%	3.10%	8.10%	2.80%				
from Statista.com (annual)	1.95%	0.72%	3.40%	6.80%	3.90%	2.39%	1.88%	1.88%	1.90%

*Per 2023-2027 Strategic Plan Year 3, STLC is closed at end of 2024, hence decrease in revenues/expenses going forward

2023-2027 Strategic Plan – 2nd 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 *TO Live Presents* programming and investment in programming for diverse populations
- Invest in TO Live Foundation
- Reduce TO Live's waste and carbon footprint

2023-2027 Strategic Plan – 2nd Year Impact

Revenues

- Expansion of TO Live's financial model to increased revenue from *TO Live Presents* programming brings with it overall increased risk profile, but with the 2024 *TO Live Presents* Programming Budget set to zero investment, that revenue is critical to being able to fulfill the mission and value priorities of the 2023-2027 Strategic Plan in this area.
- Priority on optimizing use of all available spaces continues while recognizing shifts in proportion of Corporate & Private Rentals, Stage Rentals and *TO Live Presents* usage.
- The initiatives around community outreach are designed to engage with new audiences to create more meaningful relationships. This is mission-driven but will also have a positive impact on revenues in the longer term.
- TO Live will have completed an Economic Impact Study in the previous year and will use this information to support government relations, philanthropy and sponsorships.

Expenses

- Prioritization of available funds to support TO Live's role as a meaningful and relevant contributor to Toronto's cultural landscape through engagement with local artists and organizations. One planned staff position intended to support this strategy has been cut.
- Reduced investment level in *TO Live Presents* programming impacts scope and scale of local, national and international 2024 program.
- Reduced Communities & Outreach budget (formerly Education & Engagement) has resulted in fewer events, and the creation of revenue producing activities. All adjustments have been made with the aim of supporting the engagement priorities of the 2023-2027 Strategic Plan.
- The reduction in the Programming Administration Services budget has led to reduced travel and conference budgets impacting visibility and engagement of TO Live on the national /international circuit and reducing opportunities to source future productions.
- Continued prioritization of increasing range and frequency of accessibility initiatives for *TO Live Presents* performances and events.
- Modest investments in new community outreach plan.

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		Notes
Economic Accessibility		Revenue	Expenses	
1.1.1.2	Optimize use of all available spaces	$495,653		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	$500,000		government funding/sponsorship
1.2.2.1	Maintaining state of the art facilities by engaging best-in-class consultants	$75,000	$225,000	
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		$82,500	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 *TO Live Presents* 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		Notes
Culture Accessibility		Revenue	Expenses	
1.1.1.2	Broaden and deepen relationships with range of communities from which visitors and users come		$35,000	marketing surveys, promotions
1.1.1.3	Ensure our spaces are safe and welcoming		$88,000	signage - braille, ALS services
1.1.1.4	Enhance food and beverage offerings	$45,000	$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		$30,000	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		$65,000	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			

IDEA Budget

Strat #	Strategy Description	Budget: Revenue	Budget: Expenses	Notes
Sustainability Accessibility		Revenue	Expenses	
Environmental				
1.1.3.5	Build TO Live's reputation as an influential and trusted charity	$8,250		
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		$5,000	
3.3.2.2	Reduce TO Live’s carbon footprint		$15,000	increase cleaning supplies
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			
1.1.2.4	Transfer from Programming Reserve	$100,000		
Other				
	* 1.Training		$45,000	
	*2.Staffing		$860,000	

IDEA Budget

Strat #	Strategy Description	Budget		Notes
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			
	*3.via SOGR AODA projects			
Grand Total		**$1,298,903**	**$1,695,500**	**($396,597)**

Notes:
1. Training initiatives under multiple strategies.
2. 2nd year of additional staffing across several departments, for several strategic initiatives.
3. 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 (2023-2027 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)

Will be presented later when 2024 budget direction from City is known.

4. Programming

4.1 TO Live Presents

TO Live Presents Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget		2nd year Strat Plan
Presentations Division									
Gross revenue	$3,160	$6,435	$628	$776	$2,489	$4,272	$7,601		$5,476
Direct expenses	$3,231	$8,073	$1,018	$1,935	$3,488	$4,829	$7,601		$6,467
Total Net revenues/(costs)	**($71)**	**($1,638)**	**($390)**	**($1,159)**	**($999)**	**($557)**	**$0**		**($992)**

TO Live Presents Overview

The *TO Live Presents* budget for 2024 is net zero, a significant shift from the 2023-2027 Strategic Plan and from the previous two years when the budget reflected an investment. This is a result of a decrease in the City investment.

This required a recalibration of the *TO Live Presents* program to increase the risk profile of the *TO Live Presents* program by raising revenue targets from presented events to underwrite programming events and initiatives that require investment.

Highlights:

A clear focus is kept on curating a program that speaks directly to TO Live's values and purpose to amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation.

- Initiatives directly supporting local artists including: providing space and other subsidies for creative development and residencies; *explorations* research grants; and subsidising access to the Meridian Arts Centre Gallery.
- A range of artists and work that reflects the cultural diversity of Toronto and through which we also seek to engage with a broad cross-section of communities.
- Presentation of local artists work including co-commissions.
- Presentation of work by Indigenous artists including support for creative development.
- A combination of local, national, and international works selected for their quality, relevance, originality, and capacity to inspire, provoke, and bring joy.
- Music remains a priority and is programmed in all three venues. In particular work continues to re-establish the George Weston Recital Hall as an exciting music destination with a range of jazz classical and contemporary and global concerts.
- Elsewhere in the program a broad range of art forms are represented including dance, theatre, film, and circus.

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

4.2 Communities and Outreach

Communities & Outreach Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd Year Strat Plan
Overhead								
Communities & Outreach	$261	$283	$108	$127	$228	$358	$280	$460
Total Costs Overhead	**$261**	**$283**	**$108**	**$127**	**$228**	**$358**	**$280**	**$460**

Communities & Outreach Overview

A decrease in the City investment impacted the available budget for this department. New leadership brought fresh perspective to shape a forward-thinking strategic response to ensure that its contribution to TO Live's mission is not diminished.

- Partnerships and programs were prioritized to ensure maximum engagement with the underserved and youth communities are a core focus of this department.
- Masterclasses and pre- and post-performance talks ancillary to the *TO Live Presents* program have been maintained. This suite of activities effectively compounds the impact of *TO Live Presents* programming for both audiences and local artists by offering meaningful opportunities for engagement with the companies presented, and further insight into their work.
- A new partnership model is being developed for Community Classes to increase reach, access to communities and staffing efficiency, promote community networks, and ensure classes are offered both downtown and in uptown (North York).
- A new young peoples' summer camp program will be introduced to be delivered on a revenue earning model.
- Other Core Program Highlights include:
  - Xenia Concerts – relaxed performances for families and older adults
  - Doors Open Toronto
  - Vibe Arts (Arts Education & Mentorship)

Communities & Outreach will focus on deepening our networks and addressing community-centered needs through relevant programming by:

- working more closely with like minded partners who compliment our programming and values such as North York Arts, Paprika Theatre, NeighbourLink networks, and the North York Public Library.
- co-creating and co-designing approaches to authentically engage partners and community members with a focus on bringing more youth and young audiences through our doors.
- continuing to support artists in their creation process, practice, and audience development.
- prioritizing accessibility.

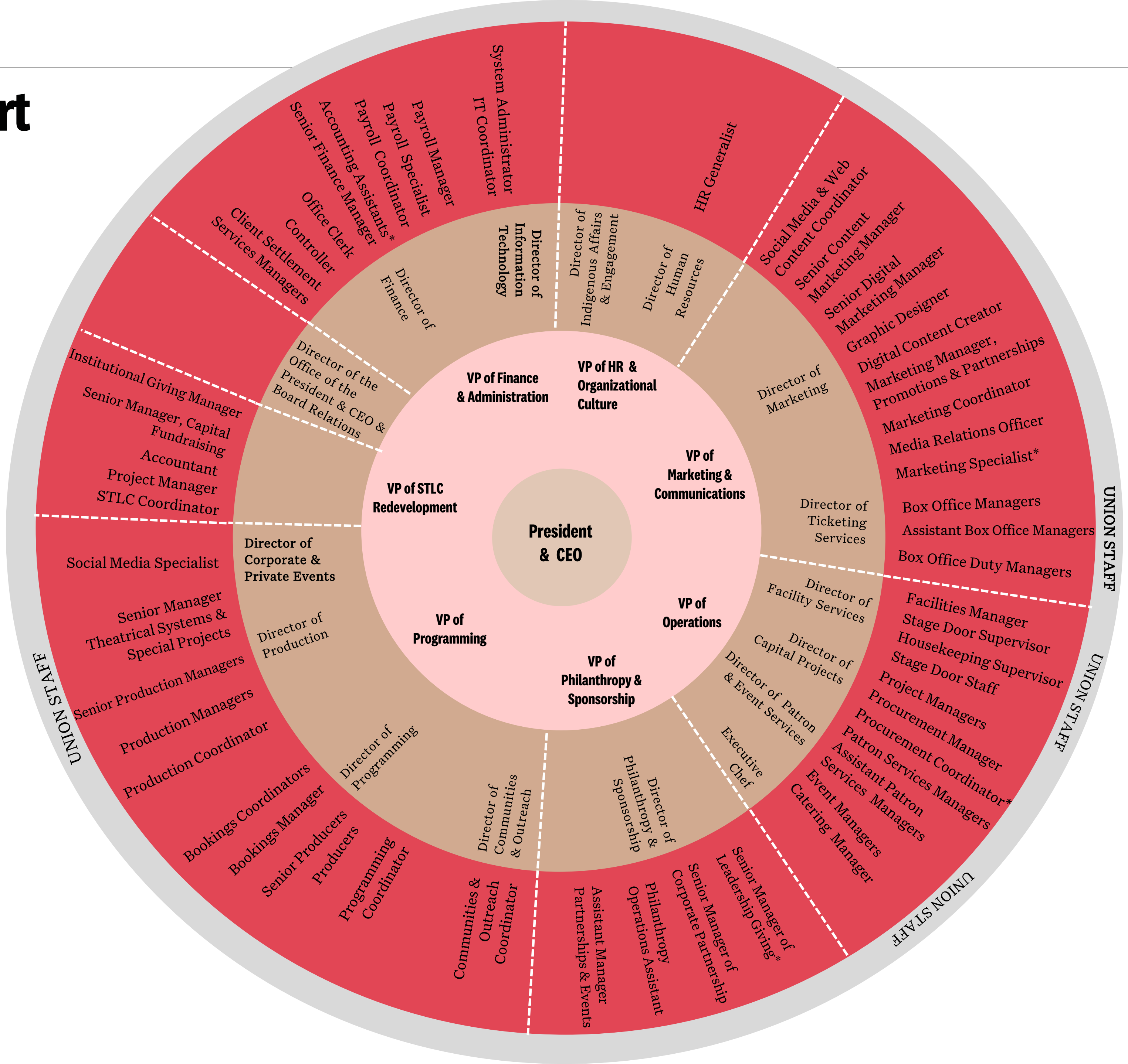
Communities & Outreach Activity Summary

Type	Status	2018		2019		2020		2021		2022		2023		2024	
		Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach
Total Budget		**196**	**-**	**227**	**11,860**	**208**	**12,500**	**-**	**-**	**266**	**10,925**	**211**	**10,151**	**138**	**9,910**
Total Actual		**162**	**9,267**	**245**	**10,981**	**57**	**2,038**	**28**	**613**	**140**	**5,883**				

Type	Status	2018		2019		2020		2021		2022		2023		2024	
		Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach
Community Classes, Masterclasses, Workshops	Approved	128	-	105	3,250	116	3,310	-	-	121	2,740	71	1,620	40	800
	Actual	98	3,083	109	2,745	43	1,078	6	95	79	1,975				
Community Presentations & Events	Approved	29	-	27	3,920	32	4,600	-	-	12	3,525	61	4,430	8	2,000
	Actual	26	2,669	30	1,795	4	198	11	283	8	1,239				
Space Use for Creative Development	Approved	5	-	60	200	18	250	-	-	81	275	26	25	40	1,010
	Actual	6	20	67	853	5	12	-	-	17	79				
Pre-Show Talks & Open Rehearsals	Approved	17	-	23	4,030	20	3,780	-	-	18	3,600	17	3,050	16	2,250
	Actual	13	3,180	25	5,258	4	725	-	-	11	1,790				
Professional Development & Training	Approved	-		1		2	50			19	355	9	86	-	-
	Actual	1	45	1	40	1	25	3	43	3	9	-	-		
Arts & Wellness Programming with Health Care Sector	Approved	-		-	-	6	60			9	270	20	750	18	750
	Actual	-		4	8			8	192	21	751				
Summer Day Camp & March Break	Approved	15		5	160	10	150			6	160	7	190	12	100
	Actual	15	90	5	130	-	-			1	40				
School Programs	Approved	2		6	300	4	300							4	3,000
	Actual	3	180	4	152	-	-								
Gross investment ($000s)		$261		$283		$108		$127		$316		$358		$279	

5. Staffing and Compensation

Organizational Chart



UNION STAFF

Ticketing Services
- Box Office Staff

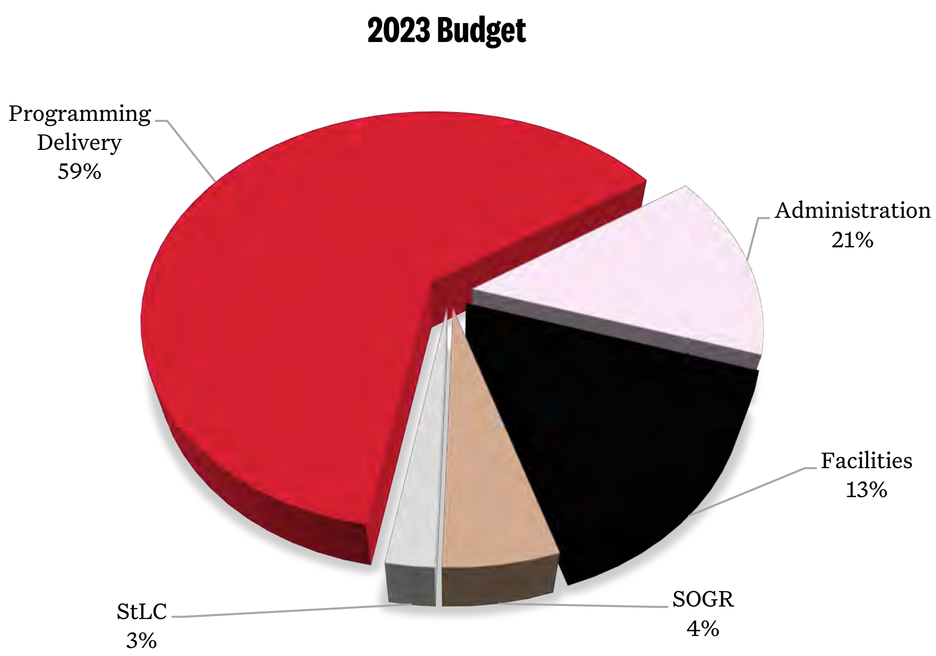
Facility Services
- Operators
- MAC/MH/StLC Housekeeping
- Handypersons

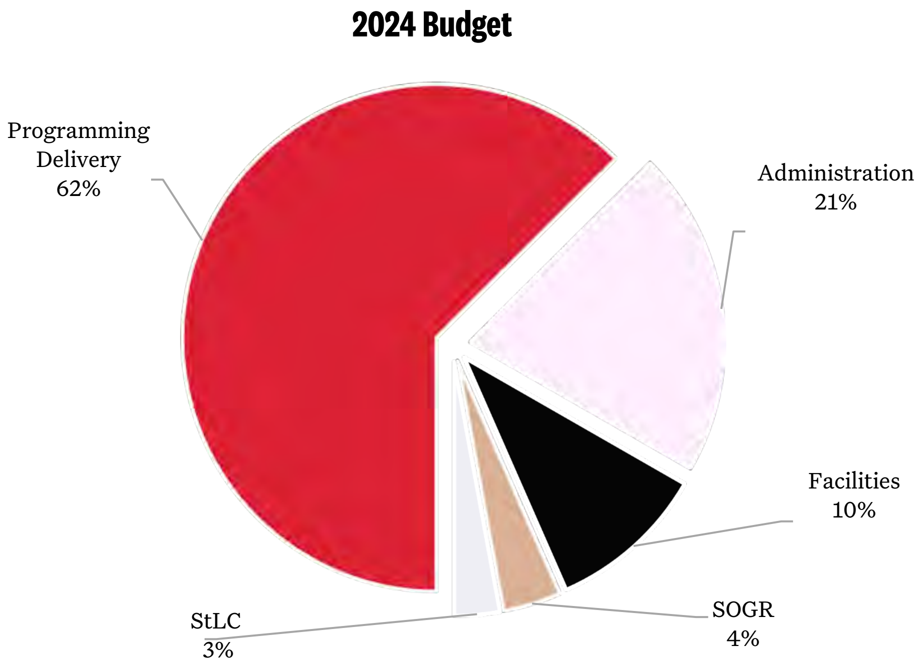
Patron & Event Services
- Theatre Attendants
- Concession Attendants
- Event Staff
- Chef de partie
- Cooks
- Dishwashers

Production
- Stagehands

**Variance from 2024 Budget*

Compensation Chart





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**

2024 Compensation Budget

Programming Delivery	62%	$13,259
Administration	21%	$4,405
Facilities	10%	$2,147
SOGR	4%	$784
StLC	3%	$611
Total	**100%**	**$21,207**

Compensation Summary

(in 000's)	Base 2023 Budget	Base 2024 Budget	Base Change	Benefits 2023 Budget	Benefits 2024 Budget	Benefits Change	Total 2023 Budget	Total 2024 Budget	Total Change
Total FTE - Admin	$6,748	$7,560	$812	$2,026	$2,138	$112	$8,774	$9,698	$924
Total PT - Admin	$739	$817	$79	$160	$221	$60	$899	$1,038	$139
Other Contingency / COLA	$210	$375	$165	$0	$0	$0	$210	$375	$165
SEIU/B173	$796	$722	($74)	$237	$216	($20)	$1,033	$938	($95)
UNIFOR	$691	$707	$16	$180	$184	$4	$871	$891	$20
Total non-recoverable staffing costs	$9,184	$10,181	$997	$2,603	$2,759	$156	$11,787	$12,940	$1,153
gross revenue							**$38,672**	**$43,908**	**$5,236**
staffing costs as a % of gross revenue							**30%**	**29%**	**-1%**
SOGR/STLC	$1,192	$1,159	$776	$241	$235	$138	$1,433	$1,395	-$38
IATSE 58	$3,561	$3,407	-$154	$1,396	$1,377	-$19	$4,957	$4,784	-$173
IATSE B173	$1,570	$1,671	$101	$252	$417	$165	$1,822	$2,088	$266
Total recoverable staffing costs	$6,323	$6,238	$724	$1,890	$2,029	$139	$8,213	$8,267	$55
Grand total - staffing costs	**$15,507**	**$16,419**	**$1,720**	**$4,492**	**$4,788**	**$296**	**$20,000**	**$21,207**	**$1,207**
gross revenue							**$41,751**	**$42,531**	**$780**
staffing costs as a % of gross revenue							**48%**	**50%**	**2%**

Staffing FTE Changes

Staff Complement	FTE 2023 Budget	FTE 2024 Budget	Change
Total FTE - Admin	81.5	86.0	4.5
Total PT - Admin	19.0	20.3	1.2
SEIU/B173	16.0	13.9	(2.1)
UNIFOR	9.2	9.2	(0.0)
Total non-recoverable complement	**125.7**	**129.3**	**3.6**
SOGR/STLC	14.0	13.0	(1.0)
IATSE 58	49.1	44.7	(4.4)
IATSE B173	47.4	51.0	3.6
Total recoverable complement	**110.5**	**108.7**	**(1.8)**
Grand total - staff complement	**236.2**	**238.1**	**1.9**

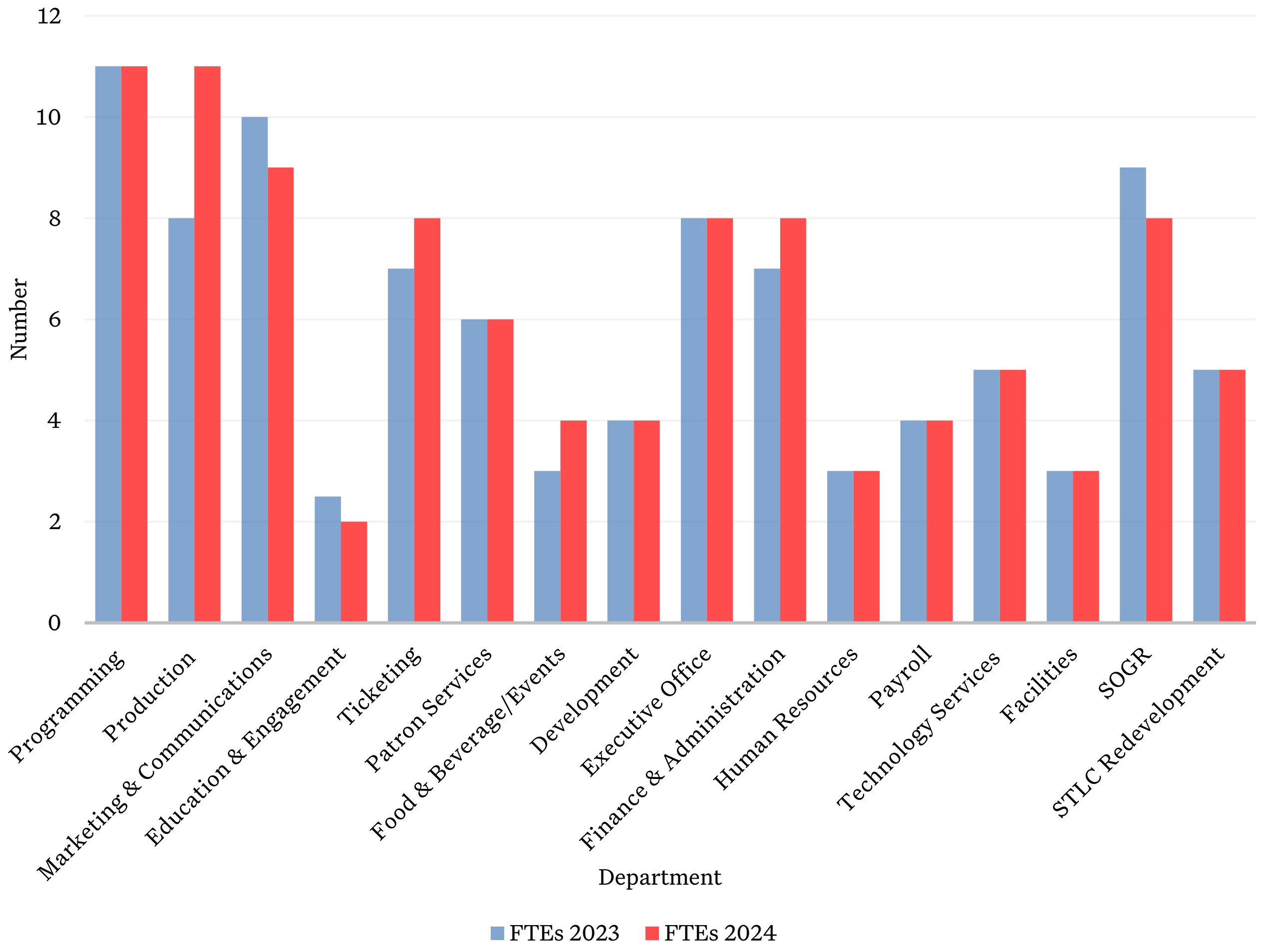
Staffing FTE Changes compared to 2023 Approved Budget

	Budget 2024	Staff Highlights 2024 Budget
Operating Positions FTE's		
Marketing	(1)	
Ticket Services	1.0	
C&O	(0.5)	
Finance	1	covered by SOGR allocation
Production	3	offset by decrease in contract services
Corporate Sales/Food Services	1	offset by decrease in contract services
Total Change in number of positions	**4.5**	

	Budget 2024	Staff Highlights 2024 Budget
Capital Positions FTE's		
SOGR	(1)	Project Management Capital Projects
Total Change in number of positions	(1)	

Grand Total Change in number of FTE positions	**3.5**	

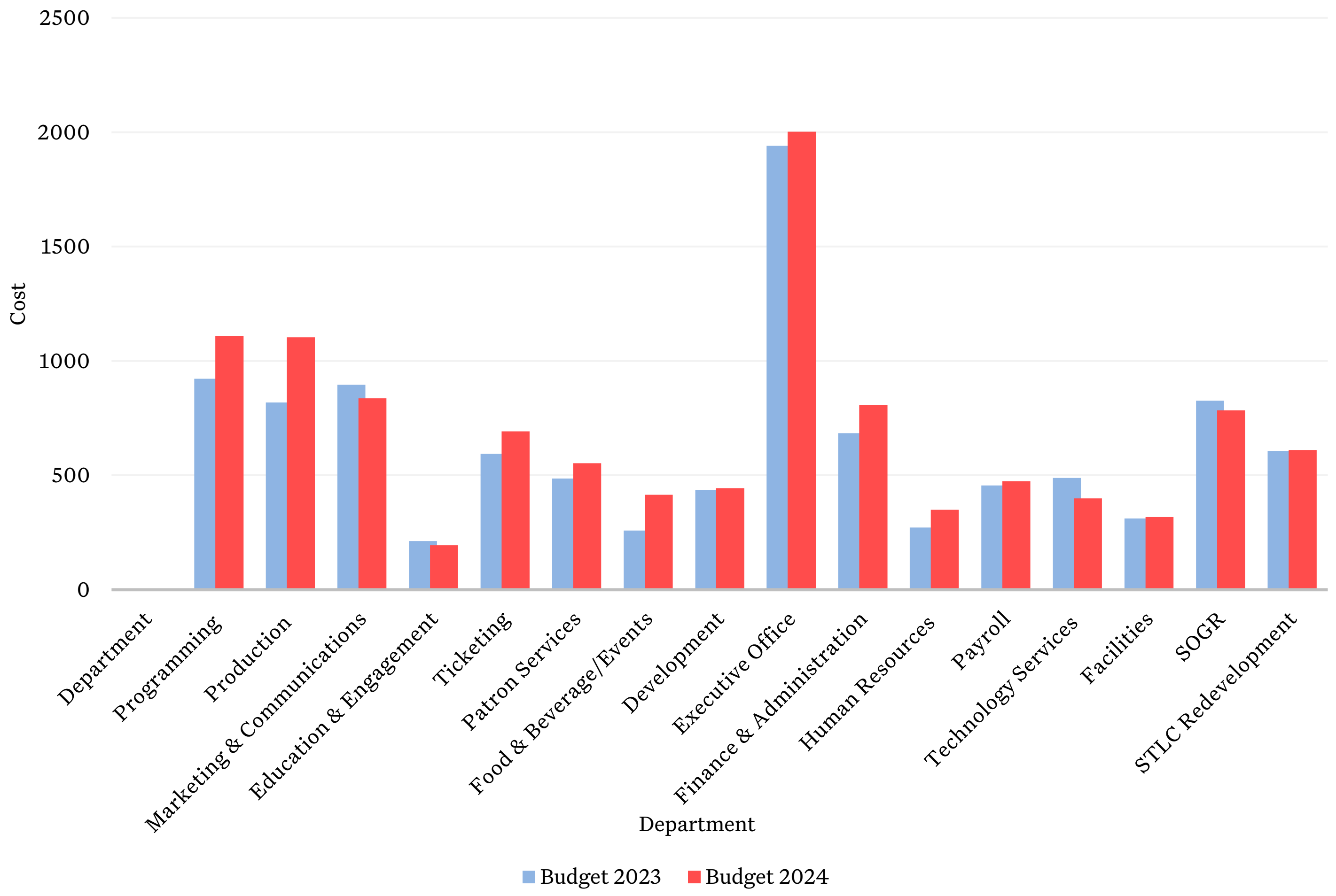
FTE Staffing Changes - #s



Department	FTEs 2023	FTEs 2024
Programming	11	11
Production	8	11
Marketing & Communications	10	9
Education & Engagement	2.5	2.0
Ticketing	7	8
Patron Services	6	6
Food & Beverage/Events	3	4
Development	4	4
Executive Office*	8	8
Finance & Administration	7	8
Human Resources	3	3
Payroll	4	4
Technology Services	5	5
Facilities	3	3
SOGR	9	8
STLC Redevelopment	5	5
Total Staffing Changes	95.5	99.0

* *includes VPs*

FTE Staffing - $



Department	Budget 2023 $	Budget 2024 $
Programming	$922	$1,109
Production	$819	$1,104
Marketing & Communications	$896	$837
Education & Engagement	$213	$195
Ticketing	$594	$693
Patron Services	$486	$553
Food & Beverage/Events	$259	$415
Development	$435	$444
Executive Office	$1,941	$2,002
Finance & Administration	$685	$806
Human Resources	$271	$349
Payroll	$456	$475
Technology Services	$489	$399
Facilities	$311	$318
SOGR	$827	$784
STLC Redevelopment	$607	$611
Total Staffing Costs	$10,207	$11,093

Staff Complement 2019-2024 (FT and PT View)

Complement	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023	Budget 2024
Full Time Staff	69.0	33.0	59.0	87.0	95.5	99.0
Part Time Staff	128.0	23.5	37.7	129.8	131.5	139.1

Trend	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023	Budget 2024
Program Delivery FT	42.0	17.0	32.0	51.0	54.5	55.0
Facility Operations FT	3.0	2.0	4.0	4.0	4.0	3.0
Administration FT	18.0	11.0	16.0	19.0	23.0	28.0
SOGR/STLC FT	6.0	3.0	7.0	13.0	14.0	13.0
Program Delivery PT	6.3	0.0	0.0	8.6	8.6	9.6
Facility Operations PT	9.8	1.0	5.0	10.0	10.0	9.6
Administration PT	0.8	0.5	0.5	1.0	1.0	1.0
Unions PT	111.2	22.0	32.2	110.2	111.8	118.8
Total FTE'S	197.0	56.5	96.7	216.8	227.0	238.1

Summary of Salary and Wage increases

Pay group	2018 % Increase	2019 % Increase	2020 % Increase	2021 % Increase	2022 % Increase	2023 % Increase	2024 % Increase	Total % Increase
SEIU (8)	1.50	3.86	3.80	3.95	2.00	2.50	3.00	20.61
Unifor (8)	2.00	2.50	2.50	2.50	2.00	2.50	3.00	17.00
IATSE-58 STLC (5, 8)	2.00	2.00	2.45	1.00	4.00	4.00	4.00	19.45
IATSE-822 STLC (6, 8)	2.40	2.46	2.25	3.00	3.00	3.00	3.00	19.11
IATSE-822 MH (3)	2.40	3.33	3.28	1.00	3.00	3.00		16.01
IATSE B-173 Patron Services (7)	1.25	1.52	1.00	1.50	7.50	2.00		14.77
Non-Union staff (FT & PT) (9)	2.00	2.00	0.00	0.00	2.00	3.00		9.00
IATSE B-173 Housekeeping (1,2, 10)	3.00	3.00	3.00	3.00	3.00			15.00
IATSE-58 MH (10)	2.25	2.00	2.00	2.50				8.75
IATSE-58 MAC (4, 10)	1.00	2.00	2.00					5.00

1. SEIU semi-annual increases effective for 2019: Jan-2.86%,Jul 1% , 2020: Jan-2.80%, Jul 1%, 2021: Jan-2.95%, July 1%.
2. IATSE B-173 Housekeeping contract expired on Mar 31, 2023.
3. IATSE 58 MH contract expired Mar 31, 2022.
4. IATSE 58 MAC contract expired Dec 31, 2020, rates increased for 2018 applicable only for Studio Theatre, increase for 2019 and 2020 exclude Recital Hall.
5. IATSE 58 STLC contract COLA increase of no less than 1.5% and no more than 4% scheduled for January 1, 2024.
6. IATSE-822 STLC contract ratified in June 2023 for the period of 2021 to 2024. Increase for 2024 not to exceed annual 3% by comparing with the average CPI as noted in draft CBA.
7. IATSE B-173 Patron Services: contract was amended for 2022 rates to reflect a marked rates, the increase applied earlier July 18, 2022 instead of Nov 1st 2022, next increase Nov, 1st 2023.
8. 2024 future increases as noted in current CBA.
9. Non-union FT staff had a reduced rate to 80% for the second half of 2020 to mitigate costs during Covid19. This is not reflected into account for the cumulative total of 9%.
10. Highlighted in grey reflect no increases occurred yet due to contract negotiations.

6. Departmental Operating Budgets

6.1 Earned Revenue

Earned Revenue Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actutal	2023 Budget	2024 Budget	2nd year Strat Plan
Stage Rentals Division								
Gross revenue	$7,548	$7,703	$1,527	$394	$5,348	$6,910	$6,022	$6,762
Direct expenses	$4,908	$4,924	$1,051	$253	$3,074	$3,585	$3,195	$3,766
Total Net revenues	**$2,640**	**$2,779**	**$476**	**$141**	**$2,275**	**$3,324**	**$2,827**	**$2,996**
Corporate and Private Rental Division								
Gross revenue	$5,038	$4,874	$738	$304	$3,438	$5,198	$5,165	$4,778
Direct expenses	$2,894	$2,939	$544	$209	$2,043	$2,892	$2,710	$2,634
Total Net revenues	**$2,144**	**$1,935**	**$194**	**$95**	**$1,395**	**$2,305**	**$2,455**	**$2,144**

Stage Rental Overview

- As a revenue driver 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 (rental, corporate & private events, *TO Live Presents*) by 2027.
- The 2024 budget reflects the following annual utilization patterns:
  - Meridian Hall: 34% (rental), 17% (corporate), 12% (*TO Live Presents*) for a total of 62%
  - StLC: 23% (rental) and 9% (corporate), 8% (*TO Live Presents*) for a total of 40%
  - Meridian Arts Centre: 22% (rental), 6% (corporate), 5% (*TO Live Presents*) for a total of 33%

  *(excluding rehearsal halls, ancillary, and gallery spaces)
- Meridian Hall accounts for 71% of net rental revenue.
- The 2024 net revenue target is 15% below the 2023 target. By comparison, it is a 2% increase on 2019 actuals, still the most recent benchmark of 'normal' activities, and a 25% increase on 2022 actuals.

Stage Rental Overview, continued

- The arts and culture sector continues to be in the process of recovering from the pandemic, however other factors also impacted growth projections. For example:
    - Reduced availability for rentals in Meridian Hall, due to an increase in longer run, non-ticketed events, such as multi-day convocations, particularly impacting October, and June, traditionally two of the most lucrative months of the year. However as noted in the Corporate & Private Rentals section, this shift is offset by positive revenue results for the organization overall. The average contribution margin per day from Corporate & Private Rentals in June 2023, 2019 & 2018 for example was higher than from Stage Rentals by 52%, 49% and 48% respectively.
    - Increased competition due to Live Nation's new venue and the reopening of Massey Hall including its additional TD Music Hall.
- Activity and revenue targets were established by taking the above factors into account while analyzing the historic mix of event types across the venues and using historic averages to predict net revenue.
- Business development initiatives continue to be sharpened including broadening business with existing clients to include additional spaces/stages; maximizing usage by strategically managing concurrent bookings; and actively promoting production and technical enhancements including in-house filming/streaming capability.

Corporate & Private Rentals Overview

- In December 2022, TO Live ended its outsourced catering contract with Sodexo, thereby reallocating the outsourced positions of Executive Chef and Director of Corporate & Private Events (and their respective salaries) into TO Live employees and reflected in the 2023 Catering Overhead and Programming Administration Services salaries budget.
- The ratio of revenue to expense to deliver the budgeted Corporate & Private Rentals in 2024 is 47%, compared to 44% in 2023. Taking the reallocation of costs noted above into account, the ratio for both years would both be 44%.
- The contribution margin is 6.5% more than in 2023 and 27% more than in 2019. If the reallocation of staff costs noted above is factored in, this increase is reduced to 4% and 19% respectively. The higher contribution margin can partly be attributed to the increased number of whole-of-venue multiday events which often deliver more favourable margins. The growth in business from the education sector is notable in this context.
- 80% of gross revenue for Corporate & Private Rentals is earned at Meridian Hall where it is forecasted to use 63 days of the year.

6.2 Ancillary Revenue

Ancillary and Other Revenue Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd Year Strat Plan
Concession Revenue								
Gross revenue	$1,573	$1,873	$284	$62	$1,646	$1,936	$1,906	$2,130
Direct expenses	$844	$905	$270	$44	$768	$903	$976	$983
Total Net revenues	**$729**	**$968**	**$14**	**$18**	**$877**	**$1,033**	**$930**	**$1,147**
Merchandise Revenue								
Gross revenue	$200	$223	$19	$10	$145	$190	$223	$227
Direct expenses	$83	$93	$11	$4	$62	$45	$54	$66
Total Net revenues	**$116**	**$130**	**$8**	**$6**	**$83**	**$145**	**$169**	**$162**
Ticket Rebate								
Gross revenue	$1,825	$2,132	$374	$92	$1,965	$2,486	$3,055	$2,594
Direct expenses	$0	$0	$0	$0	$0	$0	$0	$0
Total Net revenues	**$1,825**	**$2,132**	**$374**	**$92**	**$1,965**	**$2,486**	**$3,055**	**$2,594**
Total Ancillary								
Gross revenue	$3,597	$4,228	$677	$164	$3,755	$4,612	$5,185	$4,951
Direct expenses	$927	$998	$281	$48	$831	$948	$1,030	$1,048
Total Ancillary Net revenue	**$2,670**	**$3,230**	**$396**	**$116**	**$2,925**	**$3,665**	**$4,155**	**$3,903**

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Budget	2nd Year Strat Plan
Other Division								
Gross revenue	$1,481	$1,732	$469	$1,034	$1,408	$2,221	$3,423	$752
Direct expenses	$431	$436	$182	$218	$779	$456	$1,300	$342
Total Net revenues	**$1,050**	**$1,296**	**$287**	**$816**	**$629**	**$1,765**	**$2,123**	**$410**

Merchandise Revenue Overview

- Through continued efficiencies in overhead expenses an increased share in revenue is expected on those shows carrying merchandise.
- Work will be done to provide greater flexibility in negotiating merchandise terms in the smaller halls which will allow for increased revenue.
- Further exploration will be done with the digital transformation working group regarding patron purchasing options. e.g., online pre-ordering.

Concession Revenue Overview

- Expand the work started in 2023 of providing hot food options at Meridian Hall at selected shows. This offers our patrons a unique option that no other concert venue in the city provides.
- Evolve concession menus providing patrons with more options.
- Continued work with the Development department to:
    - provide value to existing partners
    - explore new opportunities to help offset the cost of goods.
- Continued work with the digital transformation working group to provide integration, between the Point of Sale and Inventory systems, EBMS, Website and Ticketing Solutions. These integrations will allow for better reporting and the streamlining of arrival at our venues by being able to pre order concessions at the time of ticket purchase

Other Division Overview

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

Ticket Rebates Overview

- Service and order fee rates were increased at the beginning of 2023 across all spaces, and these increases have been carried forward into 2024. Further increases in these rates have not been made, in part due to current rates being towards the high side of industry average, in part connected with ongoing efforts to ease pricing pressures where possible, and in part following our general principle of limiting increases to every 2-3 years
- Anticipated sales activity for 2024 has been informed by updated predictive models based on sales trends observed during our rebound from the pandemic, including tracking average percentages of capacity sold by venue, updating the breakdown of average tickets sold across the price bands that dictate our per-ticket fee amounts, and updating sales by channel which dictates what percentage of sales general rebate revenue. Having updated these models based on observation of changing sales trends, combined with the fee increases made in 2023, would lead us to reasonably expect a growth of rebate revenue in 2024 as compared with 2019 and 2022 actuals, both on a per-event average and in aggregate.
- It should be acknowledged that anticipating sales trends in this post-pandemic period is more complex and given more unpredictable outcomes than the pre-pandemic period. In the last year or so since returning to full-time presentation of live events, we have already observed wider swings in sales and bookings trends than would have expected based on pre-pandemic models, and while the general expectation is that these swings will settle themselves in time and the emerging trends given by average outcomes will continue forward, it remains a difficult market to confidently forecast at this time.
- All revenue items in Ticket Rebates are directly tied to running events and how well they sell. As a result, changes in the calendar for ticketed events will directly impact on revenues, as will changes in buying behaviour.
- The 2024 Ticket Rebates budget uses rates and figures from TO Live's contract with Ticketmaster, but it should be noted that our Ticketmaster contract expires in late 2023 and that we are moving forward with an RFP to establish our ticket services provider moving forward.
- The increases to the Facility Fee Surcharge(FFS) and the FFS allocation update undertaken in mid-2023 are in place for all of 2024, resulting in an additional amount going into Ticket Rebates ranging $0.98-$1.15 on each ticket sold throughout the year .

6.3 Development

Development Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd Year Strat Plan
Corporate Partnerships	$687	$1,371	$1,625	$701	$1,238	$2,028	$2,734	
Government	$30	$51	$65	$453	$270	$450	$420	
Foundations	$0	$0	$0	$0	$0	$45	$0	
Donations	$31	$41	$57	$24	$22	$10	$15	
In-Kind	$157	$142	$101	$60	$61	$85	$85	
Total Fundraising Revenue	**$905**	**$1,605**	**$1,849**	**$1,238**	**$1,591**	**$2,618**	**$3,254**	**$3,875**
Gross Expenses	$322	$442	$528	$592	$507	$676	$762	$907
Ratio of fundraising expenses/fundraising revenue*	35.58%	27.52%	28.54%	47.82%	31.86%	25.82%	23.42%	23.41%

* 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

- The 2024 budget reflects revenue increases in all areas, including sponsorship, individual giving, and major gifts. Significant growth is being realized in the areas of naming rights and in particular, venue sponsors of wine, beer, ready-to-drink (RTD) and coffee. A two-year contract was secured with Pilot Coffee in the spring of 2023. We see a huge opportunity with spirits, especially RTD, for 2024. The combination of the foregoing three areas shows additional revenue of $212K since 2019.
- In 2023, the Development team launched an advertising program within our venues including signage in the buildings and print advertising. With the addition of new partners, revenue generated from this program is expected to grow from $25K (2023) to $40K in 2024.
- There is an increase in programming support of $155K reflecting the 2024 TO Live Presents programming calendar.
- Operational expenses have remained relatively stable since 2019.
- Toronto Live Foundation is budgeted to contribute $300k to TO Live.

Development Summary – Big Picture

Gross Revenue by Category (000's)	New Operating	Renewed	Stewarded	Grand Total
Sponsorship - Naming			$2,155	$2,155
Sponsorship - Venue	$282	$20		$302
Sponsorship - In Kind	$85			$85
Sponsorship - Programming	$278			$278
Government Grants	$420			$420
Foundations				$0
Donations	$15			$15
Subtotal	$1,079	$20	$2,155	$3,254
Transfer from TO Live Foundation	$300			$300
Grand Total	$1,379	$20	$2,155	$3,554

6.4 Programming Services

Programming Services Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd Year Strat Plan
Overhead								
Programming Admin Services	$749	$631	$496	$528	$395	$714	$1,320	$1,579
Production Services	$1,223	$1,387	$1,295	$1,377	$1,580	$1,549	$1,614	$1,308
Programming Services	$0	$0	$289	$183	$162	$556	$0	$0
Total Costs Overhead	**$1,972**	**$2,018**	**$2,080**	**$2,088**	**$2,137**	**$2,819**	**$2,934**	**$2,887**

Programming Administration Services Overview

- In 2024, this budget was combined with the Programming Services budget, which since 2020 had housed the Producing Department.
- The 2024 budget also reflects the decision in 2023 to make the Director of Corporate & Private Events role a permanent TO Live staff position. This role was previously outsourced through Sodexo with the cost allocated to the Catering Overhead budget. The incumbent embedded in that position for many years was appointed to the TO Live staff position. In budget terms, this change only materially impacts the salary line of this department’s budget as all other food and beverage related expenses are included in the Corporate & Private Rentals and Catering Overhead budgets.
- The Programming Administration Services budget incorporates the administrative and staffing expenses connected with the Bookings Department (Stage Rentals), Corporate & Private Rentals, and *TO Live Presents*.

Production Services Overview

Revenue highlights

- Anticipating a stable revenue stream from rentals and handling fees from our clients as they take advantage of our in-house expertise and preferred rates from vendors, projected to be around $145k (fees & handling fees) in 2024 which is roughly on par with the forecast for 2023.

Revenue risks

- Clients may scale back on all production elements as a way of dealing with unpredictable audience sizes and revenues post COVID. This was seen in 2022 and in the first half of 2023.

Expense highlights

- Compensation – an increase in the salaries budget line reflects the department finally returning to pre-pandemic staffing levels.
- Program Delivery - the wages, stagehands, maintenance, and equipment services budgets are scaled back as the anticipated closure and redevelopment of the St. Lawrence draws near.

Expense risks

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

6.5 Marketing & Communications

Marketing & Communications Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd Year Strat Plan
Overhead								
Marketing & Communications	$865	$1,134	$555	$720	$845	$1,266	$1,063	$1,571
Ticket Services	$752	$736	$486	$539	$667	$906	$1,040	$576
Total Costs Overhead	**$752**	**$736**	**$486**	**$539**	**$667**	**$906**	**$1,040**	**$576**

Marketing & Communications Overview

- Coming out of COVID, TO Live's marketing strategy has dovetailed with industry trends towards content marketing and storytelling. This is an effective way to build a brand, present shows and to create "shareable" moments. This year's budget will see the organization continue with this strategy which includes videos, explainers, infographics, blog content, artist profiles and other content elements that are shared through digital, social, print, email and the web.
- Maintained costs for software and tools to distribute information and engage with the public, along with managing workflow and operations including media monitoring, media distribution, social media listening and posting, content planning, and project management tools.
- In order to maintain the budget, there will be a reduction of some items from the Strategic Plan while maintaining the integrity of the initiatives. The most significant output of work for this year will be the creation of a community outreach plan. As part of the 2024 season, TO Live has reallocated budgets to focus additional efforts on community outreach as part of show marketing plans, where appropriate.
- Position the TO Live brand as a destination for culture through digital campaigns and growing first-party data through initiatives like email acquisition and contextual search campaigns.
- Build the TO Live brand and promote IDEA through mission-driven initiatives including, artist collaborations and commissions, Instagram takeovers with performers, dancers, and visual artists in alignment with significant days (e.g. Pride Month, National Indigenous, People's Day, Black History Month).

Ticket Services Overview

- As a general note regarding the inherent risk connected with Ticket Services & Ticket Rebates, is it acknowledged that all department revenues are tied to running events and selling tickets, whereas less than 30% of department expenses are tied to event support. As a result, significant changes in ticketed events per the projected calendar would lead to significantly greater changes in revenue than changes in expenses .
- As part of the exercise adjusting anticipated sales and revenue trends outlined in the Ticket Rebates commentary, a modest shift was observed whereby sales trended slightly away from ticket sales that generate direct fee revenue to the Ticket Services budget (i.e., box office sales, telephone sales, sales of subscriptions, groups, and packages) and towards sales that generate revenue to the Ticket Rebates budget (i.e., online single ticket sales). This means a modest drop in the ratio of revenues to expenses within the Ticket Services budget, which is more than offset by increases in the Rebates budget.
- In the past few months, a general industry trend has been observed that shows an increase in ticket fraud, specifically through abuse of credit card chargebacks. While all vendors and organizations are working to stay ahead of these risks, we have increased the budget for Customer Relations to ensure we are better protected against revenue hits arising from any such bad actors in 2024.
- The summer of 2024 will see the end of TO Live's current contract as Ticket Services provider for the Elgin & Winter Garden Theatre Centre (EWG). We are hopeful that our positive relationship with the EWG administration and clients will position us to renew this contract and are budgeting in anticipation of this being the case, but it should be noted as a potential area of risk.
- On a similar note, 2022 saw TO Live increasingly providing Ticket Services support for external client activities (Luminato Festival, Fall For Dance North), and while the 2024 budget has been conservative in anticipating the degree to which these sorts of partnerships will continue, they remain an area of active focus for the department's activity.
- As noted in the commentary for Ticket Rebates, late 2023 will see the end of TO Live's existing contract with Ticketmaster. Depending on how the RFP for a ticket software provider resolve, significant changes to departmental structure and operations may be required, and significant changes to revenues and expenses may need to be accommodated.

6.6 Patron & Event Services

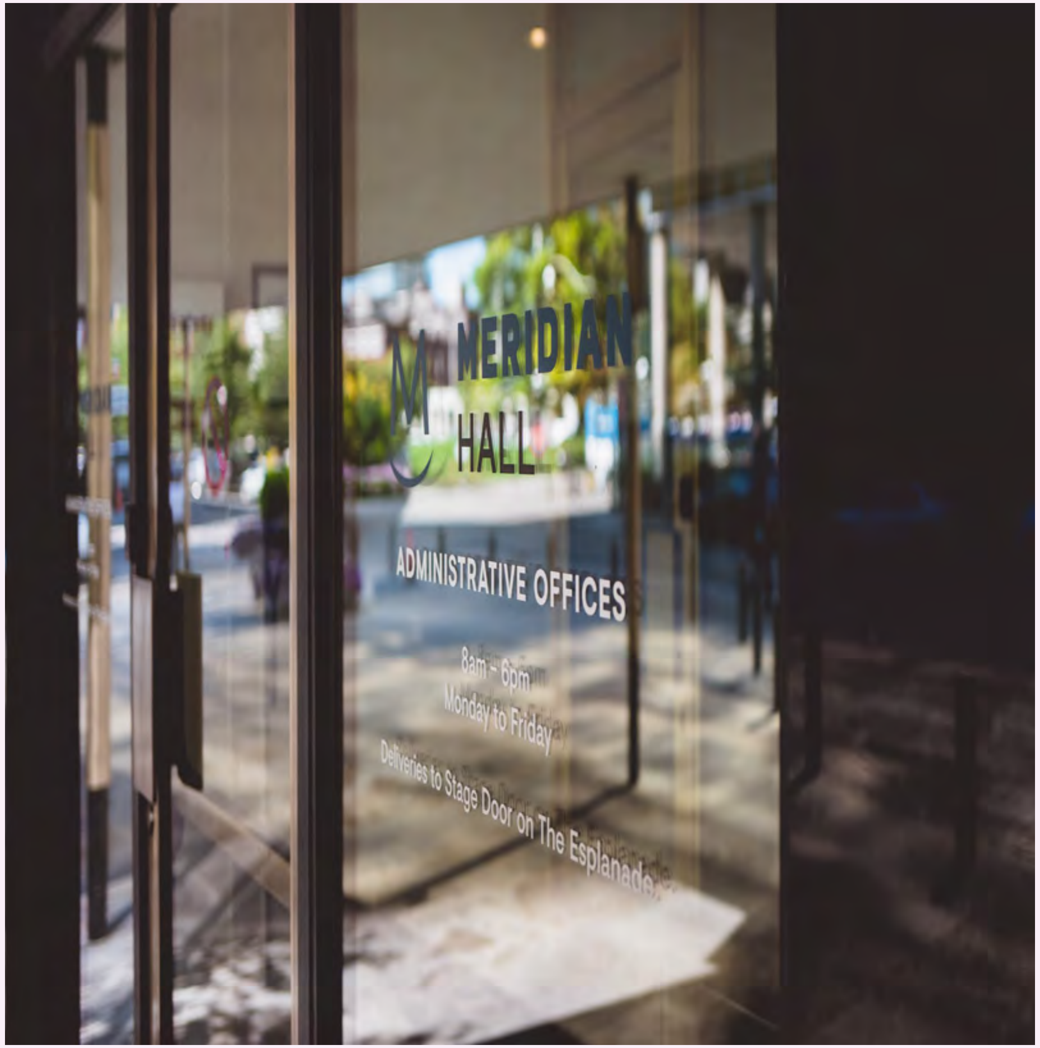
Patron & Event Services Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd Year Strat Plan
Overhead								
Food & Beverage Services	$789	$763	$128	$254	$439	$600	$596	$694
Patron Services	$754	$636	$246	$223	$609	$773	$874	$650
Total Costs Overhead	**$1,543**	**$1,399**	**$374**	**$477**	**$1,048**	**$1,373**	**$1,470**	**$1,344**

Patron & Event Services Overview

- Further training for all staffing levels of the department to ensure the TO Live brand and experience is provided with the most forward-thinking world-class guest experience. Particular attention to diversity and inclusiveness, accessibility and customer service is to be included.
- Additional Patron Services Manager position added to support front of house operations.
- In conjunction with Programming, provide further investments to ensure ASL services are available on select TO Live presents performances.
- In 2024, we budgeted for an increase in revenues while increasing guest satisfaction by offering new and continuing options to patrons, examples of which include:
  - pre-paying for coat check
  - pre order drinks / order from your seat
  - order kiosks
  - product roving in the auditorium
  - pop-up bars with specialty cocktails
  - event specific offerings

6.7 Administration



Administration Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd Year Strat Plan
Overhead								
Executive Office*	$734	$664	$621	$740	$2,046	$2,098	$2,163	$701
Finance & Administration	$1,063	$1,541	$1,418	$969	$965	$887	$1,003	$1,118
Payroll	$328	$351	$236	$263	$516	$617	$679	$496
Human Resources	$192	$669	$231	$227	$396	$848	$1,203	$972
Technology Services	$553	$595	$471	$490	$845	$1,207	$1,300	$949
Total Costs Overhead	**$2,870**	**$3,819**	**$2,977**	**$2,689**	**$4,768**	**$5,658**	**$6,350**	**$4,236**

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

Executive Office and Finance & Administration Overview

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

- Increased payroll processing fees compared to prior years, as a new payroll platform is implemented in late 2023.

Human Resources Overview

HR Strategy in 2024 will focus on personal and professional development, along with diversity education. As our workforce continues to see limited increases in headcount, the development of our people in many aspects in their career will continue to allow us to challenge our employees to utilize these new skills and continue to encourage engagement and increased retention.

- COLA impact accounts for most of the change in 2024.
- Increased investment in training in 2024 will continue to ensure the organization is meeting legislative compliance requirements. As the hourly employee base grows, this will continue to be a year over year pressure.
- We are also meeting our commitment to ensure other ad hoc training is available to employees as interest grows within the organization for self and career development.
- Increases in recruitment costs exist as we continue to find new diverse recruitment vendors to showcase our roles.

Information Technology Overview

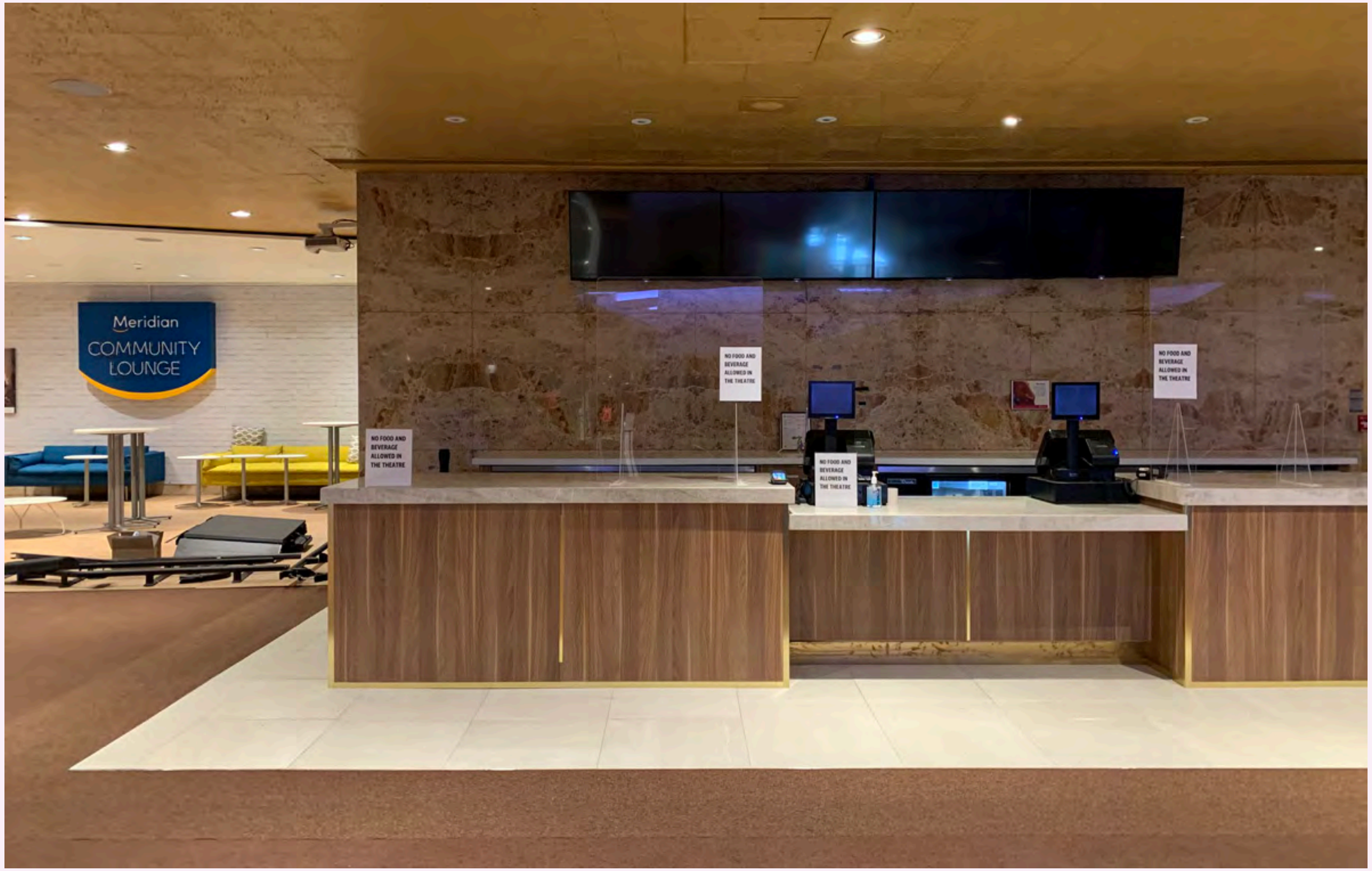
Highlights:

- The Information Technology 2024 budget continues to amalgamate all department costs for software licensing, communications, services, and computer equipment.
- 2024 budget will see increased costs for cybersecurity as it continues to push out further into the organization with requirements such as auditing and multi-factor authentication, which are now standard.
- Cybersecurity plans and policies developed and approved in 2023 are assisting and guiding TO Live going into 2024 and beyond regarding technology, its usage, and security thereof. Currently, these policies are *not* adding additional budget pressures.
- 2024 will see TO Live continue the shift to cloud-based platforms and services, both from in-house services and new technology. Budget pressure includes shifting from FFRF based spending for hardware and licenses to Operations for the increased costs associated with cloud hosting and cloud licensing. However, the shift to cloud-based platforms will reduce our on-premises overall security risks.
- Increased staff counts are increasing IT budget requirements from a licensing perspective as more staff are requesting licenses for Adobe Pro, Adobe Creative, and AutoCAD.
- Digital Transformation is also causing IT budget increases/pressures. 2024 will see new agreements for cloud platforms within our Digital Transformation.

Risks:

- New requirements for cybersecurity may be proposed by the City as it continues to evaluate Agencies, Corporations, and Divisions with their *Cybersecurity Assessment and Confirmation Programs,* and could cause further pressure on the 2024 budget.
- One unknown pressure on the 2024 budget will be a replacement of the current Enterprise Resource Planning (ERP) application. Should we be unable to move forward with our current one due to unresolved cybersecurity concerns, TO Live may have to go to market in 2023 Q2/Q3 for a replacement solution.

6.8 Facility Services



Facility Services Budget

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd year Strat Plan
Overhead								
Facilities	$4,754	$4,826	$2,804	$2,856	$4,222	$5,052	$4,890	$5,544
Total Costs Overhead	**$4,754**	**$4,826**	**$2,804**	**$2,856**	**$4,222**	**$5,052**	**$4,890**	**$5,544**

Facility Services Overview

Highlights

- Continuous investment in a more sustainable waste disposal as new procedures are implemented for improving waste diversion towards the City's goal. The improved waste diversion initiative and procedure started in 2023 and continues in 2024.
- Allowance for improved preventative HVAC maintenance approach to facilitate better air quality across all venues.
- Continued investment in staff training to improve in-house capabilities and promote efficiency.

Key challenges

- Financial pressures with increased wages (based on collective bargaining agreement), utilities cost and cost of repair parts/services.
- The age & obsolescence of some facility components across all sites continues to pose challenges with frequency of unscheduled maintenance and extended time to resolve.

6.9 STLC Redevelopment

STLC Redevelopment Budget

(in 000's)	2022 Actual*	2023 Budget*	2024 Budget*		2nd Year Strat Plan
Overhead					
Consultants	$248	$2,049	$60		
Marketing	$6	$204	$66		
Legal fees	$0	$96	$0		
Hospitality/Travel	$9	$30	$30		
Administration	$219	$621	$629		
Total Costs Overhead	**$482**	**$3,000**	**$785**		**$3,000**

* Entire budget is offset by funding from SOGR. The 2024 budget reflects administration costs only, does not include the next phase of redevelopment budget (design, stage gate construction) - staff report to be presently separately.

6.10 Other Divisions

Other Divisions Budget

(in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd year Strat Plan
Reserve Transfers (Programming RF)									
Gross revenue		$0	$350	$0	$0	$0	$300	$150	$100
Direct expenses		$0	$0	$353	$0	$0	$300	$150	$350
Total Net revenues	**$0**	**$0**	**$350**	**($353)**	**$0**	**$0**	**$0**	**$0**	**($250)**

(in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd year Strat Plan
Transfer from Foundation									
Gross revenue		$0	$2,323	$0	$0	$0	$300	$300	$75
Direct expenses		$0	$2,323	$0	$0	$0	$0	$0	$0
Total Net revenues	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$300**	**$300**	**$75**

Other Divisions Overview

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 Actual	2023 Budget	2024 Budget	2nd year Strat Plan
Reserve Fund Transfers (FFRF)								
Gross revenue	$1,601	$1,747	$300	$58	$950	$5,298	$4,240	$3,000
Direct expenses	$2,034	$2,782	$1,565	$592	$1,951	$6,792	$6,165	$4,000
Grand Total	**($433)**	**($1,035)**	**($1,265)**	**($534)**	**($1,001)**	**($1,494)**	**($1,925)**	**($1,000)**

Details:

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd year Strat Plan
FFRF - Naming Rights Transfer								
Gross revenue	$0	$0	$0	$0	$0	$0	$0	$0
Direct expenses	$433	$1,018	$1,265	$534	$1,001	$1,494	$1,925	$1,000
Total	**($433)**	**($1,018)**	**($1,265)**	**($534)**	**($1,001)**	**($1,494)**	**($1,925)**	**($1,000)**

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd year Strat Plan
FFRF - Projects*								
Gross revenue	$320	$447	$69	$0	$73	$3,858	$2,788	$1,800
Direct expenses	$320	$464	$69	$0	$73	$3,858	$2,788	$1,800
Total	**$0**	**($17)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2nd year Strat Plan
FFRF - CIF								
Gross revenue	$1,281	$1,299	$231	$58	$878	$1,441	$1,452	$1,200
Direct expenses	$1,281	$1,299	$231	$58	$878	$1,441	$1,452	$1,200
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

*Actuals reflect purchases of non-capitalized assets funded by FFRF

FFRF Continuity Schedule

(in 000s)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Balance, beginning of year	**$1,938**	**$3,230**	**$3,303**	**$2,892**	**$3,040**	**$4,287**	**$3,284**
Revenue:							
Revenue from ticket capital surcharge	$1,282	$1,300	$231	$58	$878	$1,441	$1,452
Investment income	$23	$60	$53	$5	$11		$10
Proceeds from Name-In-Title sponsorship	$434	$2,152	$131	$534	$1,001	$1,494	$1,925
Transfer balance from TCA Capital Maintenance Fund				$161			
Total revenue in	$1,738	$3,512	$415	$758	$1,889	$2,934	$3,387
Total funding available	**$3,676**	**$6,742**	**$3,717**	**$3,651**	**$4,929**	**$7,222**	**$6,671**
Withdrawals (capitalized assets):							
Building Improvements		($243)	($571)		($160)	($2,240)	($1,547)
Chattel asset purchases	($127)	($833)	($185)	($610)	($409)	($1,618)	($1,241)
SOGR draws for Meridian signage		($1,900)					
	($127)	($2,975)	($756)	($610)	($569)	($3,858)	($2,788)
Withdrawals (non-capitalized assets):							
Building Improvements		($363)			($33)		
Chattel asset purchases	($320)	($52)	($55)		($40)		$0
IT Equipment		($49)	($14)			($80)	($240)
	($320)	($464)	($69)	$0	($73)	($80)	($240)
Total withdrawals	($447)	($3,439)	($825)	($610)	($642)	($3,938)	($3,028)
Balance, end of year	**$3,230**	**$3,303**	**$2,892**	**$3,040**	**$4,287**	**$3,284**	**$3,643**

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
- 2021 completed
- 2024 scheduled

STLC
- 2015 completed

MAC
- 2022 completed
- 2026 scheduled

Challenges

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

The SOGR Operating Budget consists of two main elements:

- Salary and Administrative Expenses. The bulk of the Operating Budget is allocated to Project Managers' salaries.
- The remaining portion covers necessary administrative expenses, which are generally minor in nature.
- Importantly, these budget items are recoverable from the SOGR Capital Budget.

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

SOGR 10 Year Plan

(in 000s)	Total	2023 (total)*	2024	2025	2026	2027	2028	2029	2030	2031	2032
Meridian Hall	$22,445	$6,244	$3,998	$2,688	$20	$405	$0	$90	$3,000	$3,000	$3,000
Meridian Arts Centre	$28,610	$10,678	$5,010	$1,610	$1,633	$1,679	$0	$0	$0	$3,000	$5,000
STLC	$54,949	$4,986	$17,009	$11,461	$3,139	$5,754	$4,500	$2,100	$3,000	$0	$3,000
Total	**$106,005**	**$21,908**	**$26,017**	**$15,759**	**$4,792**	**$7,838**	**$4,500**	**$2,190**	**$6,000**	**$6,000**	**$11,000**

Below the Line (uncommitted funding)

(in 000s)	Total	2023 (total)*	2024	2025	2026	2027	2028	2029	2030	2031	2032
Meridian Hall	$70,183	$5,003	$11,423	$10,318	$8,809	$4,217	$5,500	$5,000	$4,250	$7,663	$8,000
Meridian Arts Centre	$97,493	$11,378	$21,704	$6,599	$7,700	$9,754	$11,235	$8,923	$6,200	$7,000	$7,000
STLC	$7,175	$0	$0	$85	$0	$0	$0	$90	$0	$3,000	$4,000
Total	**$174,851**	**$16,381**	**$33,126**	**$17,003**	**$16,509**	**$13,971**	**$16,735**	**$14,013**	**$10,450**	**$17,663**	**$19,000**

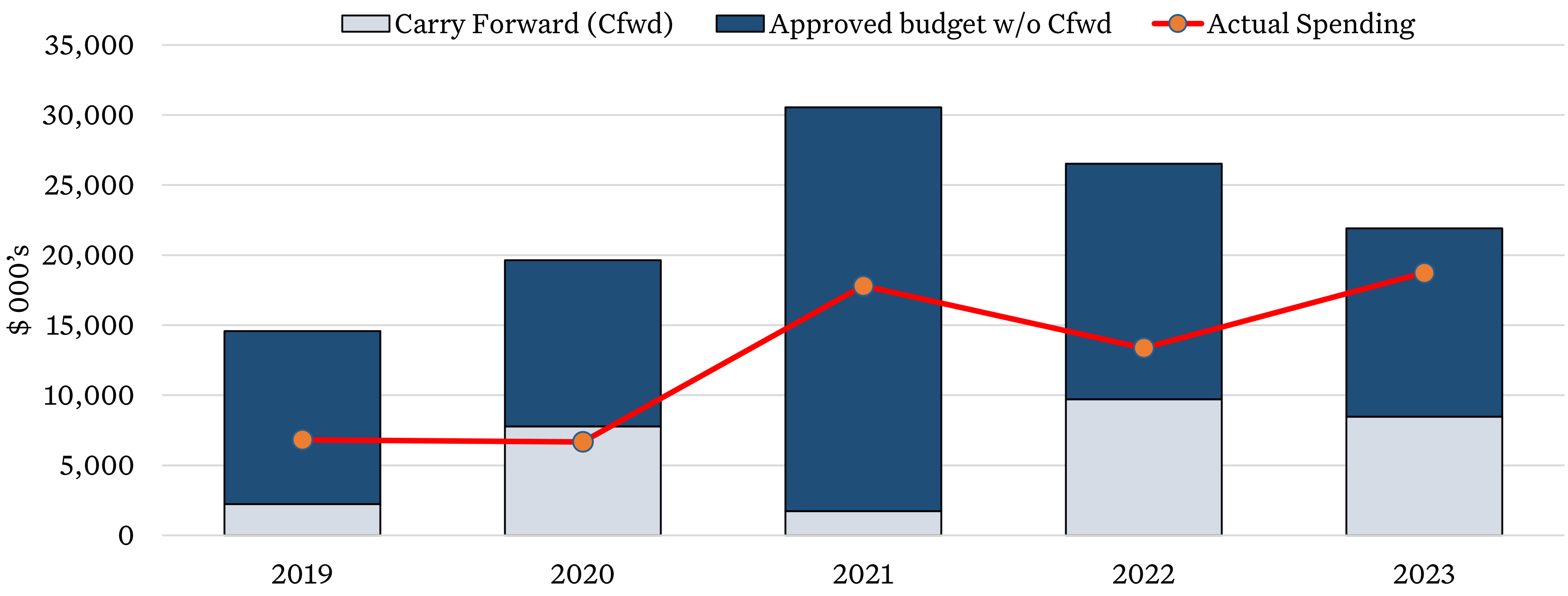
Above and Below the Line

(in 000s)	Total	2023 (total)*	2024	2025	2026	2027	2028	2029	2030	2031	2032
Meridian Hall	$92,628	$11,247	$15,421	$13,006	$8,829	$4,622	$5,500	$5,090	$7,250	$10,663	$11,000
Meridian Arts Centre	$126,104	$22,056	$26,714	$8,209	$9,333	$11,433	$11,235	$8,923	$6,200	$10,000	$12,000
STLC	$62,124	$4,986	$17,009	$11,546	$3,139	$5,754	$4,500	$2,190	$3,000	$3,000	$7,000
Total	**$280,856**	**$38,290**	**$59,143**	**$32,762**	**$21,301**	**$21,809**	**$21,235**	**$16,203**	**$16,450**	**$23,663**	**$30,000**

*2023 includes carried forward (CF) projects and funding from prior years.

- This is the 2023 City Council approved 10-year plan that includes preliminary CF for 2023.
- Future years budgets subject to updated building condition audits and City Council approval.

SOGR Spend Rate



(000s)	2019	2020	2021	2022	2023 Budget
Approved budget w/o Cfwd	12,352	11,873	28,830	16,798	13,451
Carry Forward (Cfwd)	2,227	7,761	1,720	9,719	8,457
Total budget	**14,579**	**19,634**	**30,550**	**26,517**	**21,908**
% Spent	**47%**	**34%**	**58%**	**50%**	**85%**

Actual Spending	6,816	6,673	17,803	13,372	18,730

2023 spend based on Q2 calendarized forecast

The Show continues.......

8. Supplementary Information

2024 Budget – details

			COVID Period				
(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Summary*							
Total Gross Revenue	**$30,477**	**$37,041**	**$15,284**	**$14,899**	**$27,713**	**$41,751**	**$42,531**
Total Gross Costs	**$30,089**	**$37,577**	**$15,284**	**$14,401**	**$27,546**	**$41,751**	**$42,531**
Total Operating Surplus/(Deficit) before Investment	**$388**	**($537)**	**$0**	**$498**	**$166**	**$0**	**$0**
Stage Rentals Division							
Gross revenue	$7,548	$7,703	$1,527	$394	$5,348	$6,910	$6,022
Direct expenses	$4,908	$4,924	$1,051	$253	$3,074	$3,585	$3,195
Total Net revenues/(costs) Stage Rentals	$2,640	$2,779	$476	$141	$2,275	$3,324	$2,827
Presentations Division							
Gross revenue	$3,160	$6,435	$628	$776	$2,489	$4,272	$7,601
Direct expenses	$3,231	$8,073	$1,018	$1,935	$3,488	$4,829	$7,601
Total Net revenues/(costs) Programming	($71)	($1,638)	($390)	($1,159)	($999)	($557)	$0
Corporate Rental Division							
Gross revenue	$5,038	$4,874	$738	$304	$3,438	$5,198	$5,165
Direct expenses	$2,894	$2,939	$544	$209	$2,043	$2,892	$2,710
Total Net revenues/(costs) Corporate Rental	$2,144	$1,935	$194	$95	$1,395	$2,305	$2,455
Development Division							
Gross revenue	$905	$1,604	$1,849	$1,238	$1,591	$2,618	$3,254
Direct expenses	$61	$213	$160	$159	$180	$188	$294
Total Net revenues/(costs) Development	$844	$1,391	$1,689	$1,079	$1,411	$2,430	$2,960
Ancillary Division							
Gross revenue	$3,597	$4,228	$677	$164	$3,398	$4,612	$5,185
Direct expenses	$927	$998	$281	$48	$658	$948	$1,030
Total Net revenues/(costs) Ancillary	$2,670	$3,230	$396	$116	$2,741	$3,665	$4,155
Other Division (including OH Recoverable)							
Gross revenue	$1,481	$1,732	$469	$1,034	$1,408	$2,221	$3,423
Direct expenses	$431	$436	$182	$218	$779	$456	$1,300
Total Net revenues/(costs) Other	$1,050	$1,296	$287	$816	$629	$1,765	$2,123

* Before amortization of capital assets and DCC.

2024 Budget – details (continued)

(in 000's)	2018 Actual	2019 Actual	COVID Period 2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Overhead							
Programming Admin Services	$749	$631	$496	$528	$395	$714	$1,320
Production Services	$1,223	$1,387	$1,295	$1,377	$1,580	$1,549	$1,614
Development Services	$261	$228	$367	$433	$328	$479	$468
Marketing Services	$865	$1,134	$555	$720	$845	$1,266	$1,063
Communities & Outreach	$261	$283	$108	$127	$228	$358	$280
Ticket Services	$752	$736	$486	$539	$667	$906	$1,040
Food & Beverage Services	$789	$763	$128	$254	$439	$600	$596
Patron Services	$754	$636	$246	$223	$609	$773	$874
Programming Services	$0	$0	$289	$183	$162	$556	$0
Executive Office	$734	$664	$621	$740	$2,046	$2,098	$2,163
Finance & Administration	$1,063	$1,541	$1,418	$969	$965	$887	$1,003
Payroll	$328	$351	$236	$263	$516	$617	$679
Human Resources	$192	$669	$231	$227	$396	$848	$1,203
Technology Services	$553	$595	$471	$490	$845	$1,207	$1,300
Facility Services	$4,754	$4,826	$2,804	$2,856	$4,222	$5,052	$4,890
Total Costs Overhead	$13,278	$14,443	$9,751	$9,928	$14,243	$17,911	$18,494

2024 Budget – details (continued)

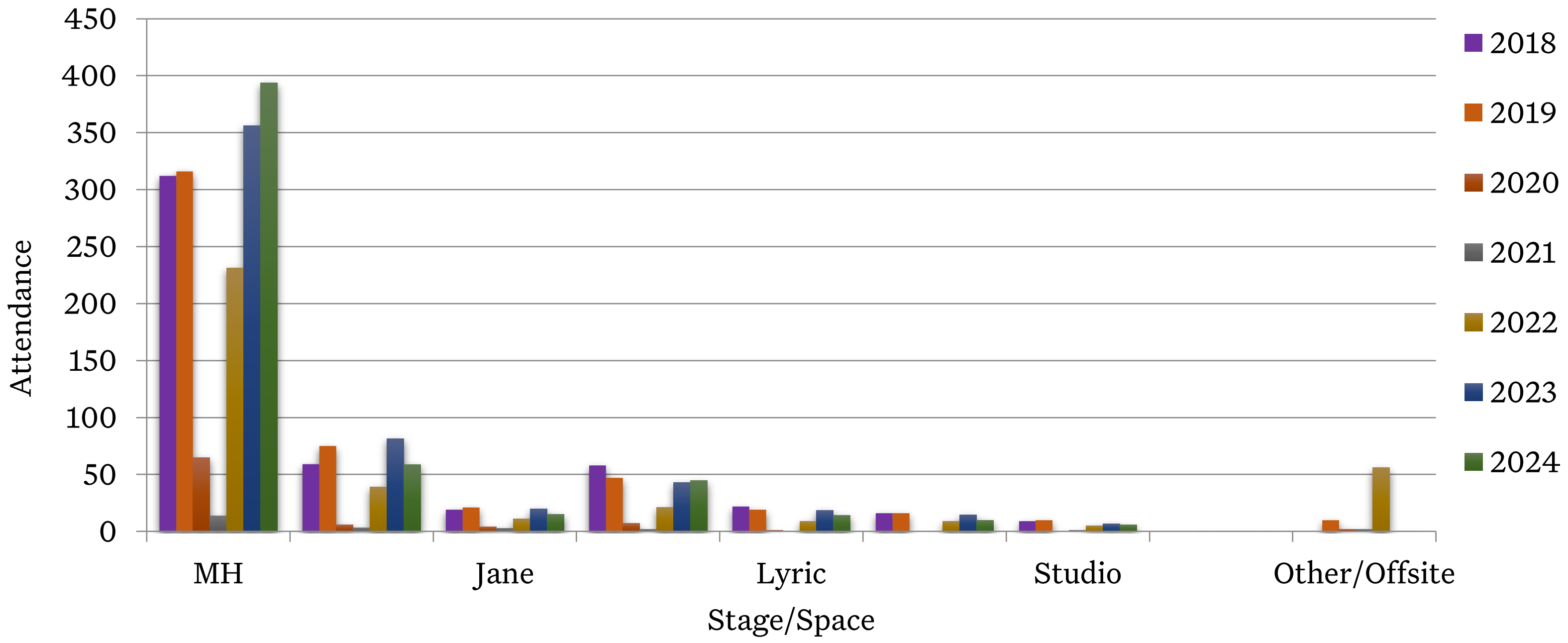
(in 000's)	2018 Actual	2019 Actual	COVID Period 2020 Actual	COVID Period 2021 Actual	COVID Period 2022 Actual	2023 Budget	2024 Budget
SOGR Project Mgmt							
Gross revenue	$0	$446	$379	$588	$518	$850	$806
Direct expenses	$0	$446	$379	$588	$518	$850	$806
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0	$0
STLC Redevelopment							
Gross revenue	$0	$0	$0	$306	$482	$3,000	$785
Direct expenses	$0	$0	$0	$306	$482	$3,000	$785
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund Transfers (FFRF)							
Gross revenue	$1,601	$1,747	$300	$58	$950	$5,298	$4,240
Direct expenses	$2,034	$2,782	$1,565	$592	$1,951	$6,792	$6,165
Total Net revenues/(costs) Other	($433)	($1,035)	($1,265)	($534)	($1,001)	($1,494)	($1,925)
Reserve Transfers (Programming RF)							
Gross revenue	$0	$350	$0	$0	$0	$300	$150
Direct expenses	$0	$0	$353	$0	$0	$300	$150
Total Net revenues/(costs) Other	$0	$350	($353)	$0	$0	$0	$0
Reserve Transfers (SOGR)							
Gross revenue	$0	$0	$0	$0	$0	$0	$0
Direct expenses	$0	$0	$0	$165	$100	$0	$0
Total Net revenues/(costs) Other	$0	$0	$0	($165)	($100)	$0	$0
Transfer from Foundation							
Gross revenue	$0	$2,323	$0	$0	$0	$300	$300
Direct expenses	$0	$2,323	$0	$0	$0	$0	$0
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$300	$300
Other							
Gross revenue	$1,873	$0	$0	$0	$30	$0	$0
Direct expenses	$2,325	$0	$0	$0	$30	$0	$0
Total Net revenues/(costs) Settlement	($452)	$0	$0	$0	$0	$0	$0
Surplus (Deficit) before Investment	($4,886)	($6,136)	($8,717)	($9,539)	($7,893)	($6,172)	($5,599)
City operating investment	$5,274	$5,599	$8,717	$10,038	$8,059	$6,172	$5,599
Net Operating Surplus/(Deficit)	$388	($537)	$0	$498	$166	$0	$0

Resident Companies

	2018 Actual			2019 Actual			2020 Actual			2021 Actual			2022 Actual			2023 Budget			2024 Budget		
	Days	Perf	Wks	Days	Perf	Wks	Days	Perf	Wks	Days	Perf	Wks	Days	Perf	Wks	Days	Perf	Wks	Days	Perf	Wks
CanStage*	66	61	10	91	56	13							40	20	6	72	70	10	70	53	10
Music Toronto	6	13		19	13		4	4		6	4		14	10		11	11		9	9	
Toronto Operetta	23	9		25	11	4	14	6					38	14	4	38	22	3	16	7	1
Opera In Concert	11	7		10	5		2	1					9	5		6	5		4	2	
Hannaford Street Band	3	3		4	4		3	1		3	3		3	3		2	2		2	2	
Harold Green Jewish Theatre	101	88	15	129	65	19							56	47	8	79	61	11	64	47	9
North York Arts	34	4		107	13								6	0					4	0	
Sinfonia Toronto	3	3		3	3		1	1		3	3		7	7		3	3		5	5	
Orchestra Toronto	3	5		5	5		2	2		7	1		40	25		5	5		5	5	
Total	**250**	**193**	**25**	**393**	**175**	**36**	**26**	**15**	**0**	**19**	**11**	**0**	**213**	**131**	**18**	**216**	**179**	**25**	**179**	**130**	**20**

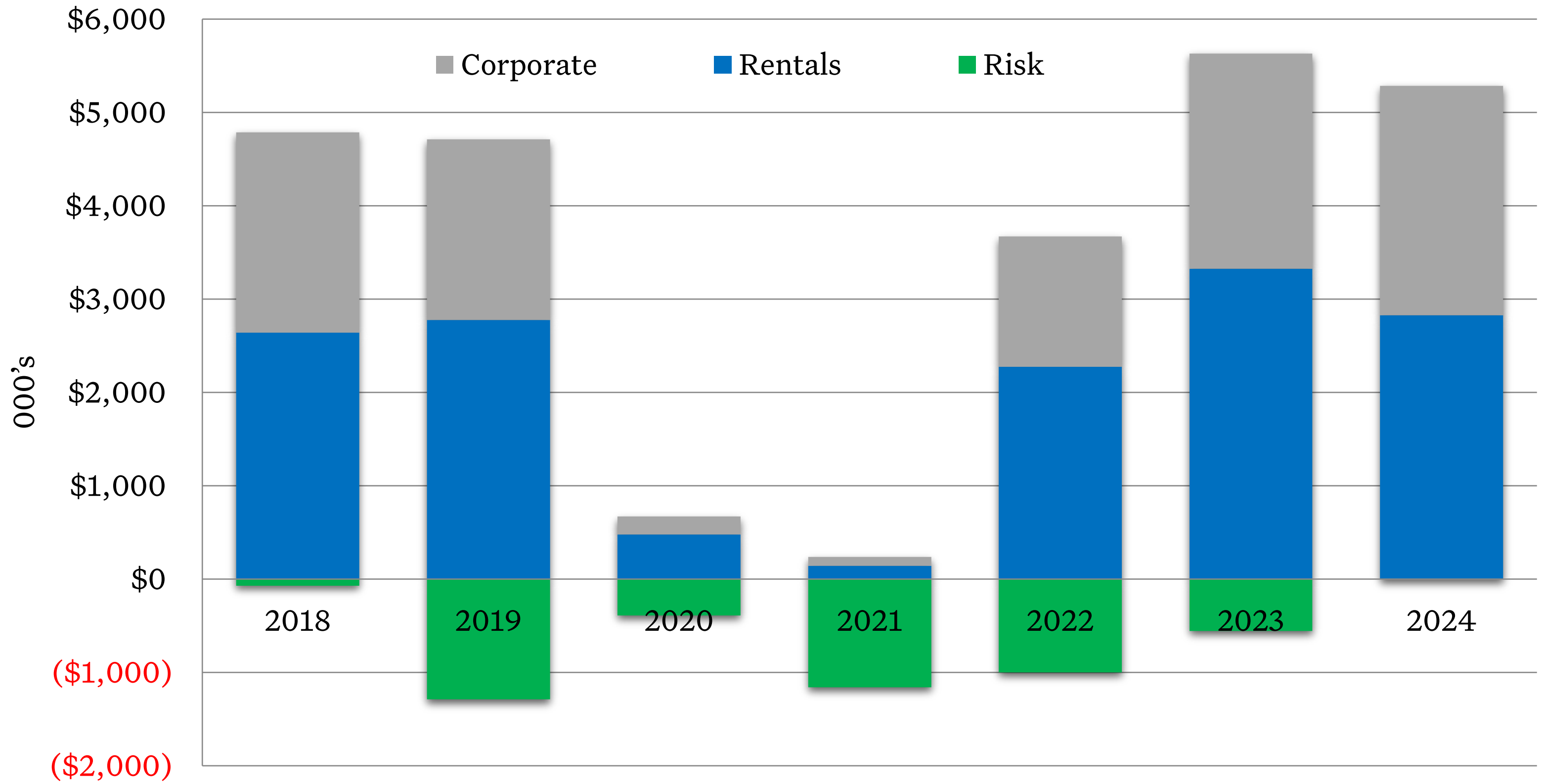
* Includes co-productions.

Attendance by Stage



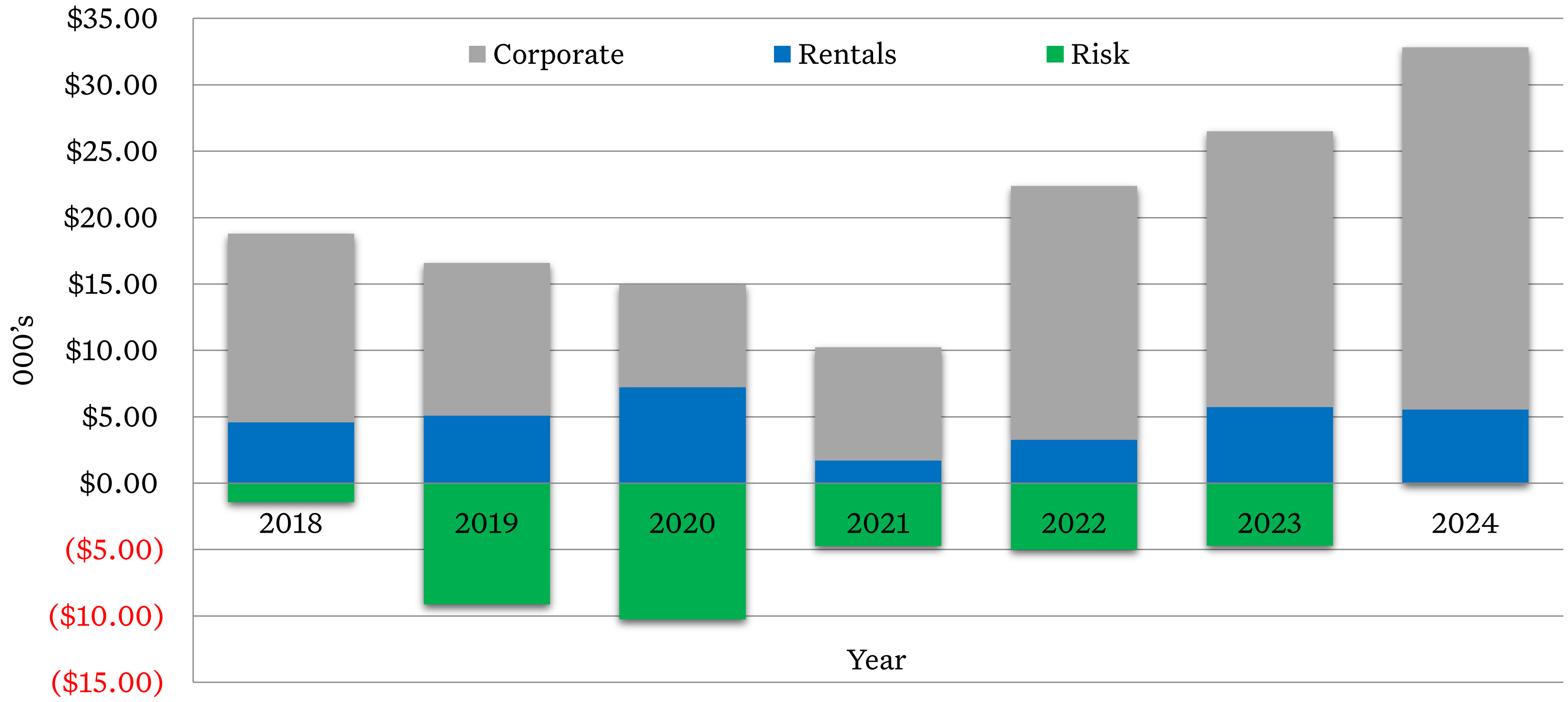
(in 000's)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Budget 2023	Budget 2024
Meridian Hall (MH)	312	316	65	13	231	356	394
Bluma	59	75	6	3	39	81	59
Jane	19	21	4	3	11	20	15
George	58	47	7	2	21	43	44
Lyric	22	19	1	0	9	19	14
Greenwin	16	16	0	0	9	15	10
Studio	9	10	0	1	5	7	6
Gallery	0	0	0	0	0	0	0
Other/Offsite	0	10	2	2	56	0	0
Total	495	514	85	24	382	541	542

Net Contribution Margins



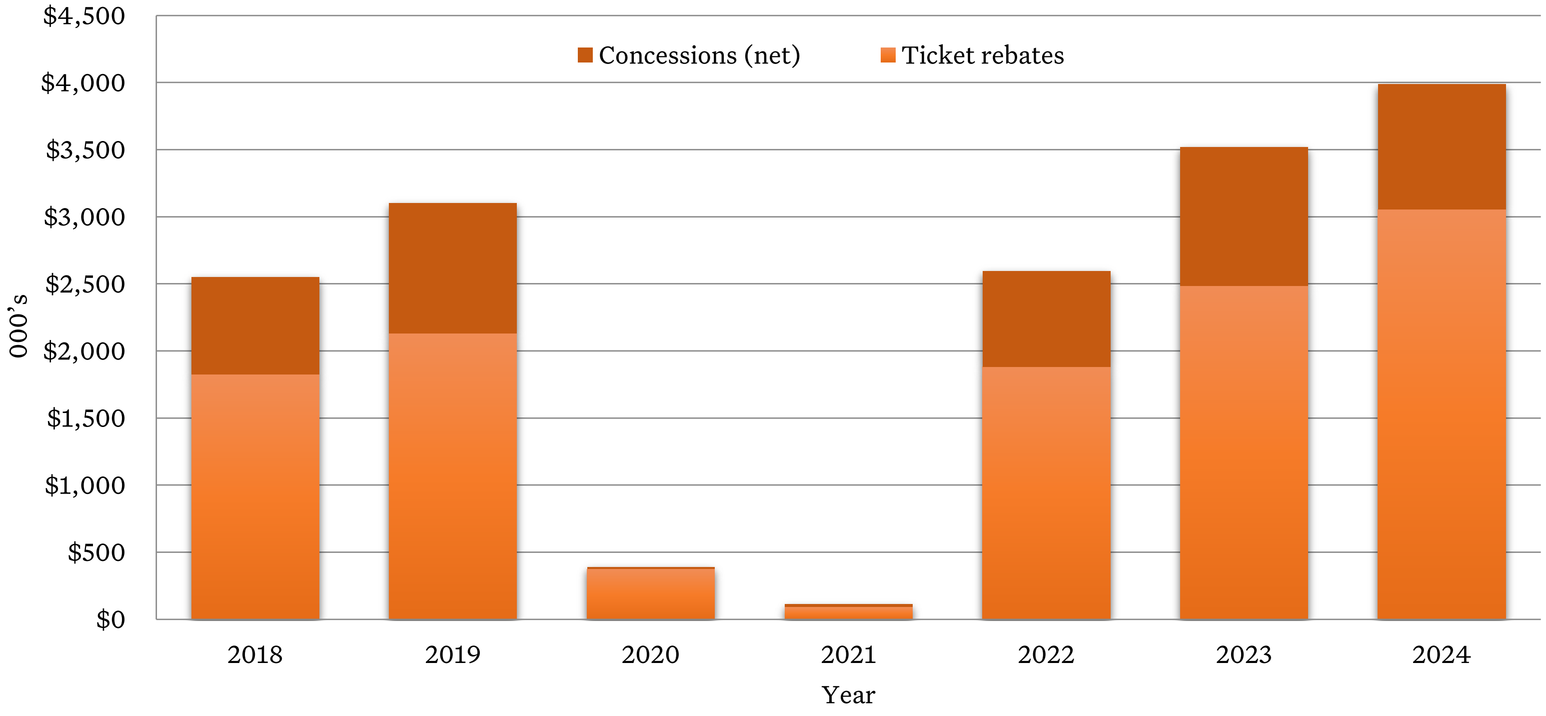
(in 000's)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Budget 2023	Budget 2024
TO Live Presents	($71)	($1,288)	($390)	($1,159)	($999)	($557)	$0
Rentals	$2,640	$2,776	$476	$141	$2,275	$3,324	$2,827
Corporate	$2,144	$1,935	$194	$94	$1,395	$2,305	$2,455
Total	$4,713	$3,423	$280	($924)	$2,671	$5,072	$5,282

Average Contribution Margin per event/show



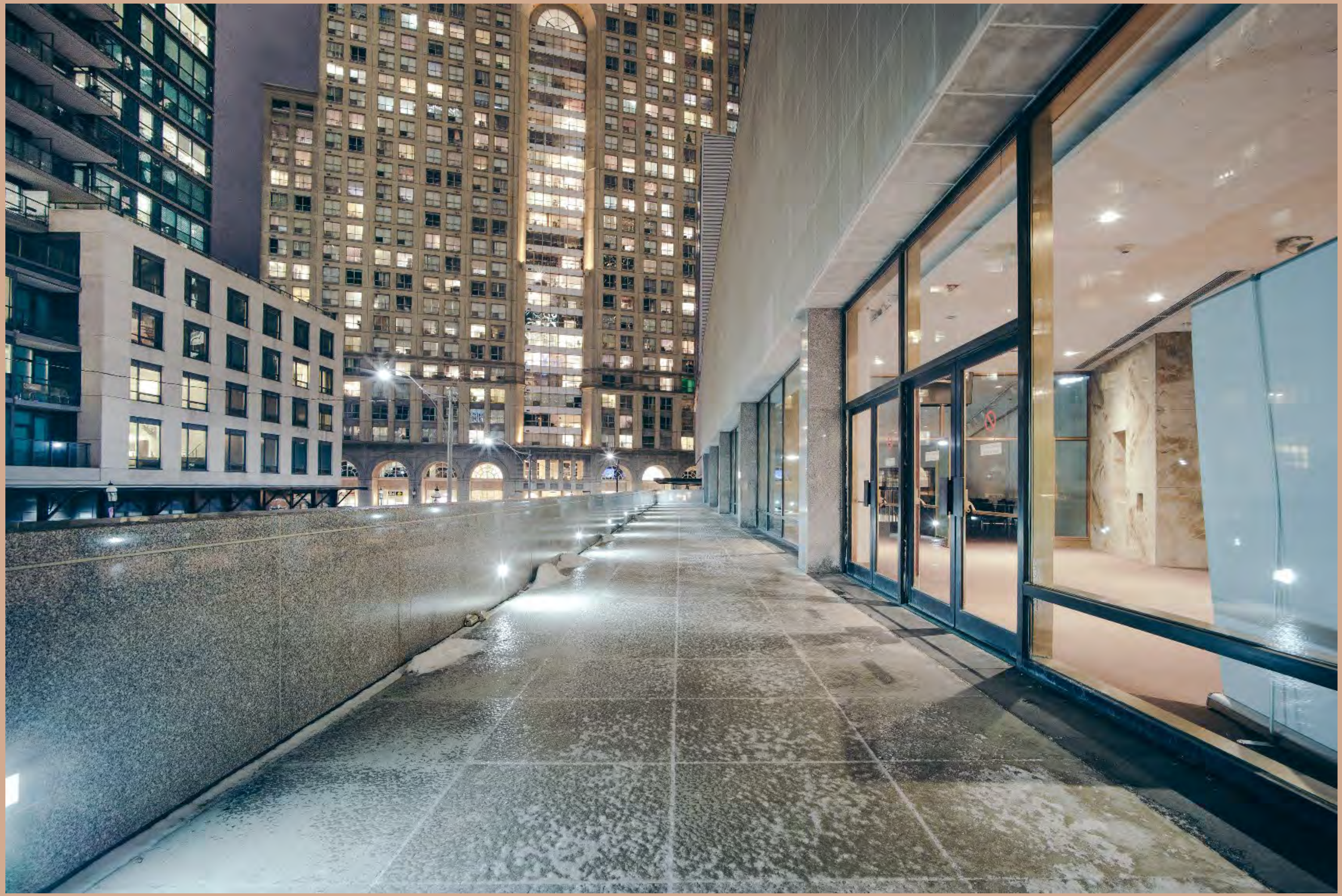
in 000's)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023	Budget 2024
TO Live Presents	($1.42)	($9.13)	($10.26)	($4.75)	($5.02)	($4.72)	$0.00
Rentals	$4.58	$5.07	$7.21	$1.70	$3.27	$5.73	$5.55
Corporate	$14.20	$11.52	$7.76	$8.55	$19.11	$20.77	$27.28

Ancillary Contribution Margin



(in 000's)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Budget 2023	Budget 2024
Ticket rebates	$1,826	$2,132	$374	$92	$1,884	$2,486	$3,055
Concessions (net)	$725	$969	$15	$19	$712	$1,033	$930

9. Chart Data



Appendix 9A: # Performances by Stage

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Meridian Hall	133	35	25	100	153	160
Bluma	151	11	21	73	146	103
Jane	69	19	23	47	81	66
George	78	10	9	74	83	79
Lyric	53	1	2	23	63	50
Greenwin	88	4	10	61	92	72
Studio	103	3	12	70	78	73
Subtotal	**675**	**83**	**102**	**448**	**696**	**603**
Gallery	80	0	0	0	6	78
Other		21	225	447	0	0
Total	**755**	**104**	**327**	**895**	**702**	**681**

Appendix 9B: Performances by Genre

Year	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
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	28	46	9	14	8	2	38	62	34	99	128	79	37	311	**895**
2023	4	0	10	6	28	17	45	56	48	58	164	177	89	0	**702**
2024	5	0	9	34	14	5	128	65	110	19	123	130	39	0	**681**

*Internal + rehearsal/audition.

Appendix 9C: City Investment per Audience

		Attendance			City	
	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
Actual	2022	381,984	68,966	450,950	$17.87	$8,059,065
Budget	2023	540,814	100,000	640,814	$9.63	$6,172,000
Budget	2024	541,857	100,000	641,857	$8.72	$5,599,000
Forecast*	2025	566,450	100,000	666,450	$8.40	$5,599,000
Forecast*	2026	592,272	100,000	692,272	$8.09	$5,599,000
Forecast*	2027	619,386	100,000	719,386	$7.53	$5,416,147

* City investment 2025-2026 flatlined based on 2024 budget, 2027 from Strategic Plan.

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