

Executive Management Report to the Board

Q2 Activity (Apr-May-Jun 2024)

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T0 Live

PRESIDENT & CEO'S EXECUTIVE SUMMARY

Throughout this report, you'll see that TO Live is living its mandate.

It's easy to forget all the work that the TO Live team puts into making it possible to put on a show for the companies and artists of our city. Many thanks to the behind-the-scenes players at TO Live – including maintenance, housekeeping, stagehands, booking managers, production managers, producers, and coordinators - all who tirelessly work together to make the magic happen.

It was a great second quarter - our busiest month in June finished with a run of productions which lifted the financial forecast for the year. We are still projecting a year-end deficit, but the team is working together to review cost centres and pushing earned revenue to close the gap. Stay tuned!

As summer draws to a close, I hope everyone was able to enjoy some time with family and friends. Looking forward to the fall, expect some exciting things to come - keep your eyes out for the launch of some new partnerships and programs, as well as the return of our dance series in 2025!



Clyde Wagner
President & CEO



PROGRAMMING

The second quarter of 2024 featured a wide array of activities across the Programming department.

TO Live Presents

- [*Murmuration*](#) was a stunning contemporary ice dance work presented in partnership with Fall For Dance North and Le Patin Libre at Leaside Memorial Community Gardens
- Toronto based pianist and composer [Eve Egoyan](#) performed a recital of all-Armenian music at the George Weston Recital Hall, featuring four Canadian premieres
- Kaha:wi Dance Theatre's [*SKéN:NEN*](#) explored Indigenous resilience within the self, community, and natural world through multimedia, theatre and original soundscapes. TO Live also provided audio description as part of the ongoing commitment to Accessibility
- TO Live co-commissioned the world premiere of [*John Coltrane: Legacy*](#) featuring lush orchestral arrangements of songs by the jazz legend, and performed by the Toronto Symphony Orchestra, Joe Lovano and an all-Toronto based rhythm section
- Two sold out nights of [*Pirates of The Caribbean: Curse of The Black Pearl*](#) also featured the Toronto Symphony Orchestra at Meridian Hall

Making Space

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

- TO Live provided space and some financial support for:
 - Yvonne Ng: *All That is Between* Rehearsals
 - Dancemakers: Shay Erlich promotional film shoot
 - Candace Kumar Rehearsals
 - Roshanak Jaber: *Architecture of Violence* Residency
 - Luke Welch: Recording session for upcoming album

Stage Rentals

All three venues remained busy in 2024 Q2. Highlights include:

- Meridian Hall: Wildly popular duo The Piano Guys, Indigenous youth dance show Outside Looking In, 90's pop rock band Mr. Big, and Persian superstar Dariush
- St Lawrence Centre for the Arts: Canadian Stage presented the critically acclaimed play *Inheritance*. Luminato returned to the Bluma Appel Theatre
- Meridian Arts Centre: Harold Green Jewish Theatre Company presented *In Seven Days*, performances by the Amadeus Choir and Toronto Mendelssohn Choir, and comedian Kathy Griffin



Communities and Outreach

- Free community dance classes facilitated by [SaMel Tanz](#)
- TO Live was a festival partner and host of the [2024 Paprika Theatre Festival](#)
- Through our collaboration with Xenia Concerts under the Arts & Wellness program (which offers performing arts experiences for children, their families, and others within those communities who face systemic and social barriers to inclusion), we hosted [The Raine Hamilton Trio](#) at Meridian Hall lobby
- Doors Open Toronto at Meridian Arts Centre and the St Lawrence Centre for the Arts featured a wide slate of family friendly programming and was very well attended

Corporate and Private Events

This department continues to grow and diversify, notably, as a space for academic convocations. In Q2, they included:

- George Brown College, Seneca College, Pures College of Technology, Northeastern University-Toronto and Yorkville University at Meridian Hall
- Meridian Arts Centre hosted convocations for College Boreal, Niagara University, Northview Heights Secondary School, and St Clair College
- Lucrative annual clients RBC and Bell Media also returned in June
- Awareness of TO Live venues for private events has been boosted by excellent social media coverage via its various channels including [@toliverentals](#) and a [podcast series](#)

Production Services

- This department found new candidates for the mentorship program which aims to have young members of BIPOC communities gain practical production management experience in working venues at the start of their careers. Two candidates from Seneca completed their internship in Q2

MARKETING & COMMUNICATIONS

Marketing and Communications

- Recognized holidays of national and social/cultural importance on social media and digital signage, including Pride Month, National Indigenous Peoples Day, National Indigenous History Month, Earth Day, Passover, and Ramadan
- Created and shared content to highlight **TO Live Presents** shows, including:
 - [editorial article](#) on Alex Hamel of Le Patin Libre “Rebels with a cause: Inside the world of contemporary skating”



- Backstage with... artist Q&A featuring 3 artists from the **TO Live Presents** show *Murmuration*:
 - [Jenn Edwards](#)
 - [Jacqueline Benson](#)
 - [Alex Hamel](#)
- Artist Instagram takeovers for Jacqueline Benson (from Le Patin Libre, *Murmuration*), The Disability Collective (for Pride Month), Shifting Ground Collective (for Pride Month), Semiah (in UpFRONT Festival)
- TikTok/reel for [Cecile McLorin Salvant](#)
- Created video content to promote **TO Live Presents** shows including:
 - 6 videos for *Skennen*:
 - [SKÉN:NEN: A multimedia experience](#)
 - [Intro to SKÉN:NEN with Santee Smith](#)
 - [What's one thing we can all do for Mother Earth?](#)
 - [Rotinonhsión:ni Cultural Elements in SKÉN:NEN](#)
 - [Santee Smith on the characters in SKÉN:NEN](#)
 - [Santee Smith: What is SKÉN:NEN about?](#)
 - 8 videos for *Eve Egoyan: Longing and Belonging*
 - [Eve Egoyan studio tour](#)
 - [Eve Egoyan on her Armenian heritage](#)
 - [10 questions with Eve Egoyan](#)
 - [Eve Egoyan: Visiting Armenia](#)
 - [Eve Egoyan: The artists in Longing and Belonging](#)
 - [Eve Egoyan: Curating Longing and Belonging](#)
 - [Eve Egoyan: On the piano](#)
 - [Eve Egoyan on her new show, Longing and Belonging](#)
- TO Live created content highlighting an *explorations* artist from 2023, Lady C:
 - [Caroline Fraser on being a popping role model](#)
 - [Artist Caroline Fraser talks popping research](#)
 - [Lady C on making it as a woman in popping](#)
 - [Women in popping with Lady C](#)
 - [Supporting artists' creativity with Lady C](#)
 - [Lady C on legitimizing popping as a dance form](#)
- TO Live created content highlighting a provision of space artist, Susanna Fournier, who was in our spaces working on *HEART/BODY*:
 - [TO Live residency artist](#)
 - [Space for artists to play](#)

Media Highlights included:

- *Murmuration* (Le Patin Libre) CBC Radio One Q with Tom Power [The French Canadian skating maverick talks about his work with the Montreal-based collective Le Patin Libre](#)
- Eve Egoyan - I CARE IF YOU LISTEN (ICIYL) [5 Questions to Eve Egoyan \(pianist\)](#)
- Eve Egoyan - CBC Radio In Concert [In Concert with Paolo Pietropaolo](#)
- John Coltrane: *Legacy* - Toronto Star - [A Toronto concert offers jazz great John Coltrane's music in a rare format: arranged for symphony orchestra](#)



- *SkeN:NEN* – Intermission Magazine - [Santee Smith's SKéN:NEN carries her culture beyond apocalypse](#)
- *Explorations* - initiative helps Toronto artists test new techniques and research new ideas - Ludwig van Toronto - [THE SCOOP | Applications For TO Live Explorations Initiative Open To June 28 2024](#)

Ticket Services

- Q2 saw Ticket Services providing box office support and customer service for ticketed activity roughly proportional to Q2 of 2023 and representing an overall 10%+ increase on Q1 of 2024, with nearly 130K ticketed attendees and nearly 130K new tickets booked within the quarter.
- In coordination with Ticketmaster, TO Live phased out most Print-at-Home tickets, with all e-tickets now handled through digital wallets or Ticketmaster's mobile app. This initiative was undertaken to reduce fraud, better protect TO Live and patrons from bad actors, and continue guiding ticketing from a proof-of-possession system towards a proof-of-ownership model.

Improved and expanded use of the Universe and Account Manager platforms was undertaken, helping support TO Live's co-presentation of Murmuration, several events at the Elgin & Winter Garden Theatre, and the ticket and passes onsale launch of the inaugural UpFRONT Festival of Indigenous Arts, Music and Culture.

Ticketmaster Update

- In June, it was reported that there was a data breach pertaining to information from the Ticketmaster system. Ticketmaster confirmed that between April 2, 2024 and May 18, 2024, an unauthorized party obtained information Ticketmaster data from a cloud database hosted by a third-party data service provider. This included customer information from North American markets and may have included TO Live patron data. The information obtained by the third party included patron names, basic contact information (mailing addresses, phone numbers, email addresses), and incomplete payment information such as partial credit & debit card numbers and expiration dates. The full scope of how many patron records were breached has not been disclosed.

Since the information did not encompass full payment information, passwords, etc, the primary threat arising from this breach is not direct identity theft or payment fraud, but rather social engineering. The partial information obtained could be utilized in phishing schemes, scareware attacks, etc.

It should be noted that Ticketmaster's softwares (TM Host, Archtics, Universe) were not affected by this incident. In the time since the incident, Ticketmaster has worked with U.S. federal law enforcement on investigating how it occurred and determining next steps for future prevention. Various enhanced security measures have since been implemented, including rotating passwords for the affected cloud database, review and revision of access permissions across all platforms, and new alerting mechanisms for better detection of unexpected activity in the digital environment.



On July 8 2024, Ticketmaster sent a notification to all North American account holders with a full explanation of the above. Since this was sent to the full database, receipt of this message is not confirmation of any specific patron account being part of the breach. Their notification included advice to patrons on what to look out for and how to ensure best protection in online spaces, and also offered all patrons identity monitoring services from TransUnion of Canada, Inc. (specialists in fraud assistance and remediation) for 1 year at no cost. TO Live's box office team has been kept up-to-date with all pertinent information to advise patrons and to guide them as appropriate to Ticketmaster's resources pertaining to the incident.

FINANCE & ADMINISTRATION

Finance

- Hired vacant position
- Regular business

Payroll

- Started work on the HR/Payroll conversion project
- Hired vacant position

Information Technology

- Completed 2024 Cybersecurity training for all staff.
- Completed Q1 and Q2 Phishing Campaigns.
- Completed implementing updated security baselines for all domain workstations.
- Completed implementing updated security baseline for all domain servers.
- Progressing forward with Microsoft Windows 11 workstation upgrades.

HUMAN RESOURCES & ORGANIZATIONAL CULTURE

- 427 employees at the end of Q2 (+86 (25%) compared to Q2 (2023)
- 15 positions filled in Q2
- Employee turnover was 2.8% in Q2 compared to 6.3% at the same time last year
 - 12 employees left the organization last quarter
 - unspecified (70%) , terminations (30%)
 - those with tenure 1-3 years (26%), less than 6mths (22%), and 6mths – 1 year (22%) made up 70% of those who left the organization.

Training

- Compliance training – Online:
 - 283 employees - *Addressing Racism in the Workplace Training for Employees*
 - 292 employees - *AODA Customer Service Standards Training (Comprehensive Content, Immersive)*
 - 274 employees - *Demonstrating Respect at Work Training*



- 205 employees - *Unconscious Bias Training for All Audiences*
- 282 employees - *Workplace Violence and Harassment Refresher Training for Employees (Ontario, Immersive)*

Employee Relations

- The Inclusion Diversity Equity and Access (IDEA) team continued the quarter with the following celebrations/remembrance:
 - celebrated World Autism and Eid ai Fitr, Eid-Al-Adha and National Indigenous People's Day through education and awareness
 - celebrated the Asian and Jewish communities and their contributions to Canada through film
 - we remembered those who were lost during Yom HaShoah
 - celebrated Pride month to embrace our differences through a fun and engaging activity

OPERATIONS

Facility Services

- Recertified safety relief valve on the steam line at STLC
- Conducted testing and recalibration of refrigerant gas detection system at MH & MAC
- Conducted annual service and load bank testing on the emergency power generator at MH & MAC
- Installed a temporary backup generator during repairs to the water pump and belt on the emergency power generator at MH
- Assessed and remediated discovered mould in a limited location at the STLC
- Shutdown the steam supply at MH & STLC and conducted chiller start-up for the season at all locations
- Assisted the kitchen with the installation of the roof garden at MH

Patron Services and Event Services

- Welcomed approximately 136,841 visitors to our venues
- Expanded show-specific concessions for our film and orchestra series by adding mixed cocktails and themed snacks during "Pirates of the Caribbean"
- Increased popcorn availability at more shows
- Introduced new staff engagement activities, including staff trivia night and drag bingo event
- Performed inaugural planting of the new rooftop garden at MH to support TO Live corporate catering

CAPITAL PROJECTS

- **Meridian Arts Centre** highlights include:
 - AODA Work Package 5 (Theatres Phase 2): completed
 - AODA Work Package 6 (Offices and Lunchrooms): completed. Working on close out documents and deficiencies



- AODA Work Package 7 (Back of House support Phase 1): phase 1 completed. Construction of phase 2 is ongoing
 - Technical Theatres Improvements: progressing on schedule
 - Rigging Replacement for GWRH and Lyric: work has begun in the Lyric
 - MAC Exterior Repair: completed
 - NET Zero Carbon Initiatives: final report has been received
- **Meridian Hall** highlights include:
 - Door Replacement: doors installed, working on remaining hardware and finishes
 - Accessibility - Work Package 4 (Front and Back of House Services): 95% completed. Bronze doors will be installed mid-August
 - Accessibility – Work Package 5 (Lobby Washrooms Phase 2): phase 1 completed. Phase 2 will start Q4 2024
 - Accessibility - Work Package 6 (Venue Renovations): tendering late summer. Working on tender documents
 - Exterior Envelope & Site Work: 50% completed. Waiting for delivery of long lead item materials and progressing as per construction schedule.
 - NET Zero Carbon Initiatives: final report has been received

DEVELOPMENT – Philanthropy & Corporate Sponsorship

- Government
 - Submitted Ontario Cultural Attractions Fund grant (\$50k)
 - Secured funding from Department of Canadian Heritage (\$50k)
- Major Gifts & Foundations
 - Secured TO Live's first \$100k individual gift. Gift in support of Communities and Outreach (C&O) programs.
 - Secured donation and foundation gifts for Eve Egoyan: *Longing and Belonging*
 - Secured donation from IATSE Local 58 Charitable Fund in support of UpFRONT Festival
 - Submitted foundation proposals for \$2.3M+ for capital projects and programming
 - Re-introduced the monthly donor newsletter – used as a stewardship tactic/regular touchpoint with our supporters
 - Hosted donor legacy event; resulted in renewed donation and verbal confirmation of a legacy gift
 - Continued to build robust foundation and individual donor pipeline for Q3 fundraising initiatives
- Sponsorship
 - Secured corporate sponsorship for UpFRONT Festival (\$20k)
 - Presented sponsorship proposals totaling \$219k



- Stewardship
 - Hosted reception for Eve Egoyan: *Longing and Belonging*
 - Hosted reception for Kaha:wi Dance Theatre's *SKeN:NEN*
 - Hosted reception for *John Coltrane: Legacy*
 - Represented TO Live Foundation at Doors Open Toronto, 2024
- Continued to cultivate potential venue and programming sponsors, donors and foundation partners.

TO Live Foundation and TO Live fundraising are separate entities.

StLC REDEVELOPMENT

- Participated in DOORS OPEN, Toronto. Prototyped the “Kidzone” and FREE lobby spaces for the future STLC
- Collaborated with Monumental to further public engagement
- Collaborated with Arts and Communications to solicit Naming of STLC and District
- Building Case for Support in anticipation of launching fall capital campaign
- Completing Schematic Design/budget and socializing the STLC project with several City Agencies (Transportation, Urban Planning, Transform TO)

