TO Live
2025 Budget and Plan

Date	Committee
June 18, 2024	Environment, Social & Governance (ESG)
June 18, 2024	Finance & Audit
June 18, 2024	Human Resources & Stakeholder Relations
June 20, 2024	Board of Directors of TO Live

TO Live

TO Live
Land Acknowledgement ©Dawn T Maracle

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 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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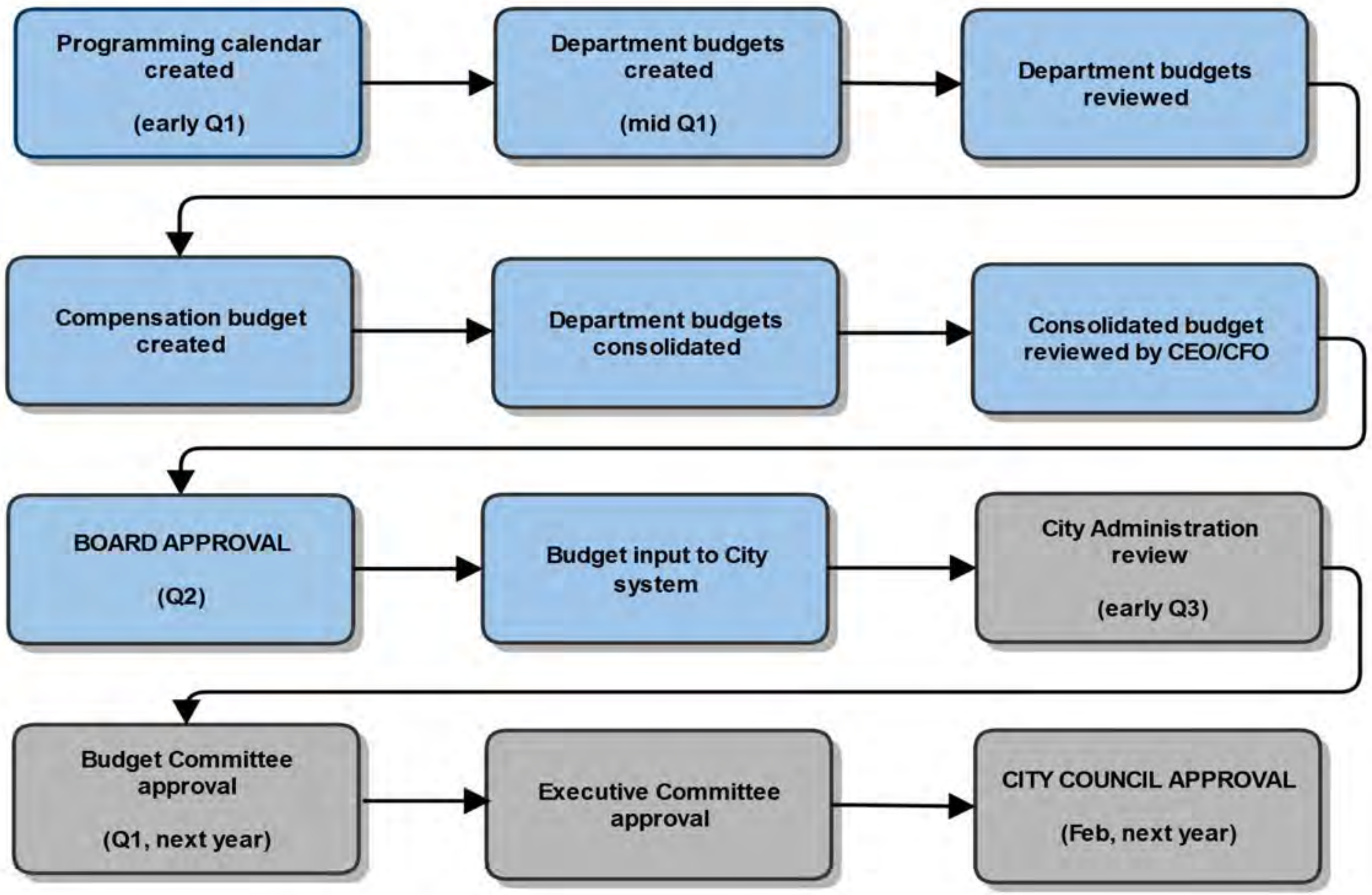
1. Overview

Budget Process



Assumptions, Highlights & Pressures

Assumptions

- City investment $6.7M, based on inflationary amount
- Subject to City Council approval

Highlights

- 3rd year of 2023-2027 Strategic Plan
- Investment in:
    - Staff training, mentorships and apprentices
    - Cybersecurity
    - Inclusion, Diversity, Equity, and Access (IDEA)

Challenges/Pressures/Opportunities

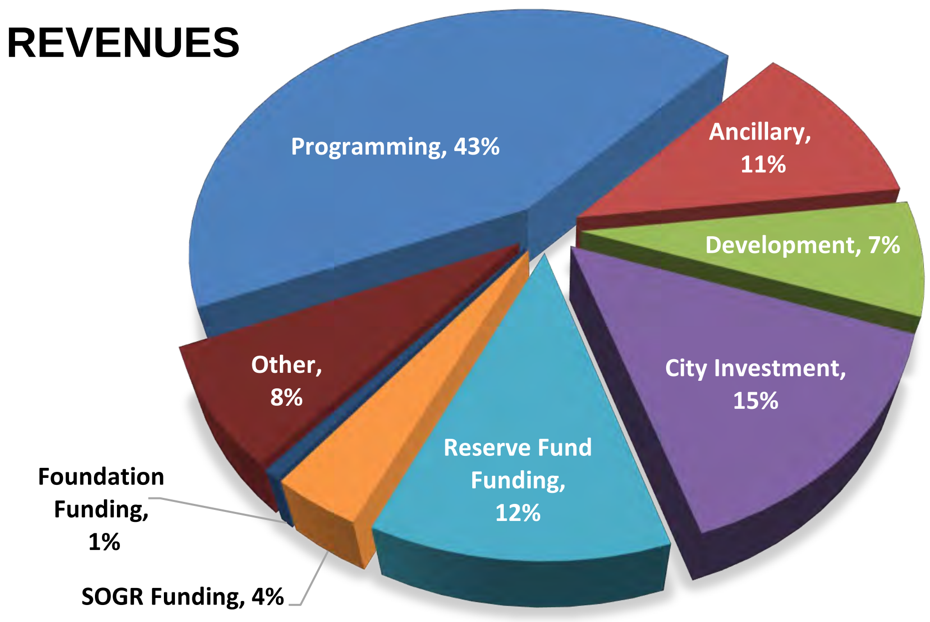
- Audience rebuilding
- Understanding ticket purchase trends
- SOGR and FFRF backlogs
- Building TO Live culture
- Labour (union) wage pressures

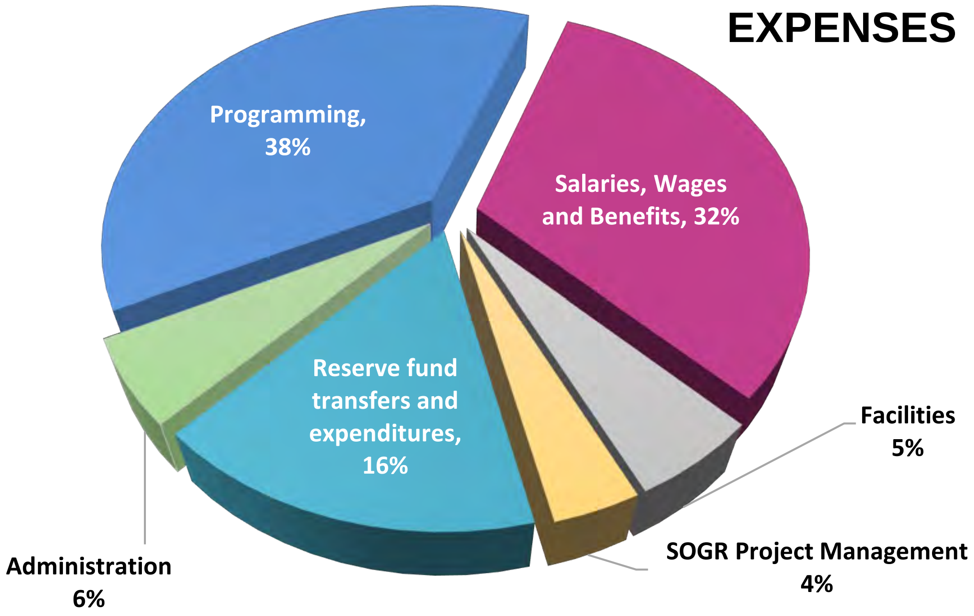
Budget Summary: Big Picture

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Total Gross Revenue	**$31,442**	**$6,567**	**$4,862**	**$19,654**	**$31,123**	**$36,932**	**$39,192**	**$28,157**
% change in gross revenue	24.75%	(79.11%)	(25.97%)	304.25%	58.35%	18.67%	6.12%	
Total Gross Costs	**$37,577**	**$15,284**	**$14,401**	**$27,546**	**$36,818**	**$42,531**	**$45,942**	**$34,112**
% change in gross costs	24.89%	(59.33%)	(5.78%)	91.28%	33.66%	15.52%	8.02%	
Total Operating Surplus/(deficit) before City Investment	**($6,136)**	**($8,717)**	**($9,539)**	**($7,893)**	**($5,695)**	**($5,599)**	**($6,750)**	**($5,955)**
Cty Investment	**$5,599**	**$8,717**	**$10,038**	**$8,059**	**$6,172**	**$5,599**	**$6,750**	**$5,955**
	($537)	**$0**	**$498**	**$166**	**$477**	**$0**	**$0**	**$0**

Total gross revenue	$37,041	$15,284	$14,899	$27,713	$37,295	$42,531	$45,942	$34,112
City investment	$5,599	$8,717	$10,038	$8,059	$6,172	$5,599	$6,750	$5,955
as a %	15.12%	57.03%	67.37%	29.08%	16.55%	13.16%	14.69%	17.46%

Gross Revenues & Expenses

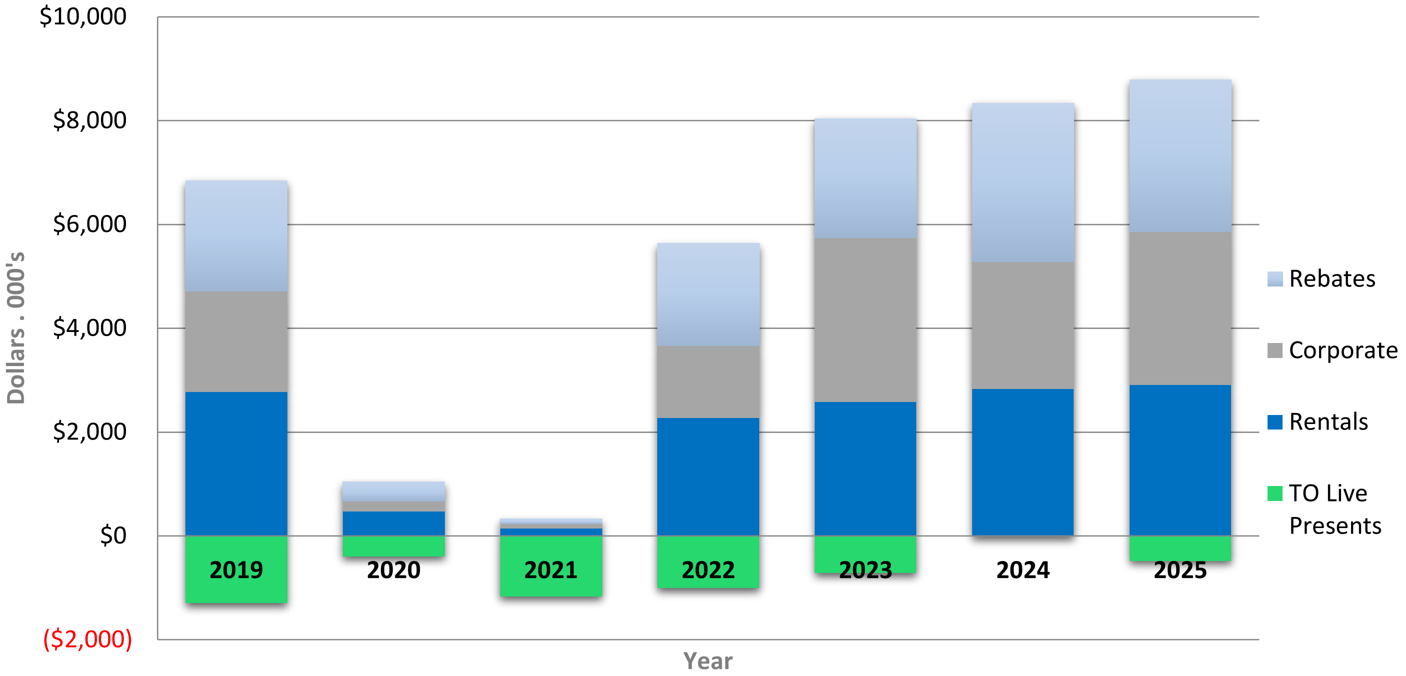




Revenue (in $000s)		
Programming	43%	$19,854
Ancillary	11%	$5,149
Development	7%	$3,377
City Investment	15%	$6,750
Reserve Fund Funding	12%	$5,319
SOGR Funding	4%	$1,646
Foundation Funding	1%	$300
Other	8%	$3,546
Total	**100%**	**$45,942**

Expenses (in $000s)		
Programming	38%	$17,350
Salaries, wages & benefits	32%	$14,633
Facilities	5%	$2,484
SOGR Project Management	4%	$1,646
Reserve Fund transfers/expenditures	16%	$7,274
Administration	6%	$2,555
Total	**100%**	**$45,942**

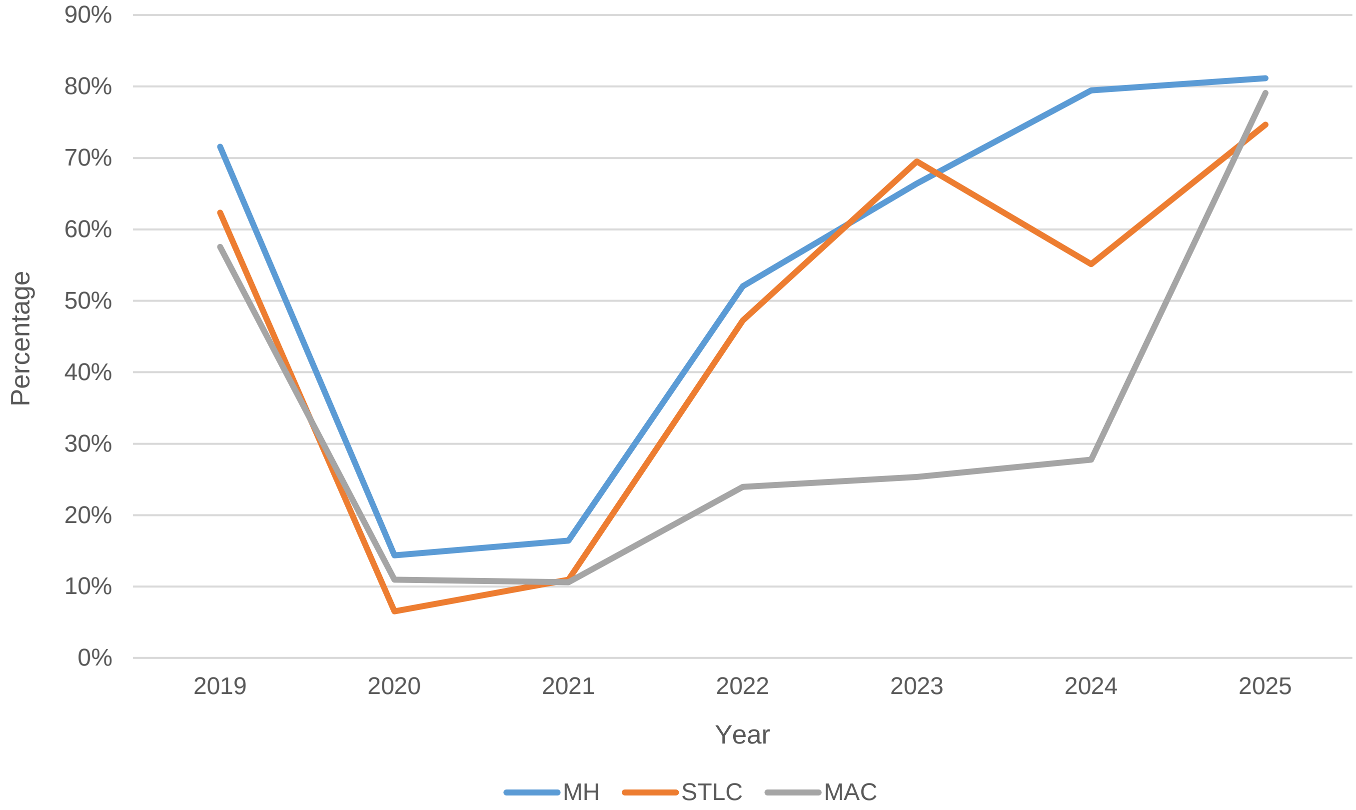
Net Contribution Margins



(in 000's)	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
TO Live Presents	($1,288)	($390)	($1,159)	($999)	($706)	$0	($473)
Rentals	$2,776	$476	$141	$2,275	$2,577	$2,827	$2,915
Corporate	$1,935	$194	$94	$1,395	$3,166	$2,455	$2,941
Rebates	$2,132	$374	$92	$1,884	$2,298	$3,055	$2,937
Total	$5,555	$654	($832)	$4,636	$7,335	$8,337	$8,320

CM as a %	2019	2020	2021	2022	2023	2024	2025
net TO Live Presents	(23%)	(60%)	139%	(22%)	(10%)	0%	(6%)
net rentals	50%	73%	(17%)	50%	35%	34%	35%
net corporate	35%	30%	(11%)	31%	43%	29%	35%
rebates	38%	57%	(11%)	41%	31%	37%	35%

Days Used by Venue

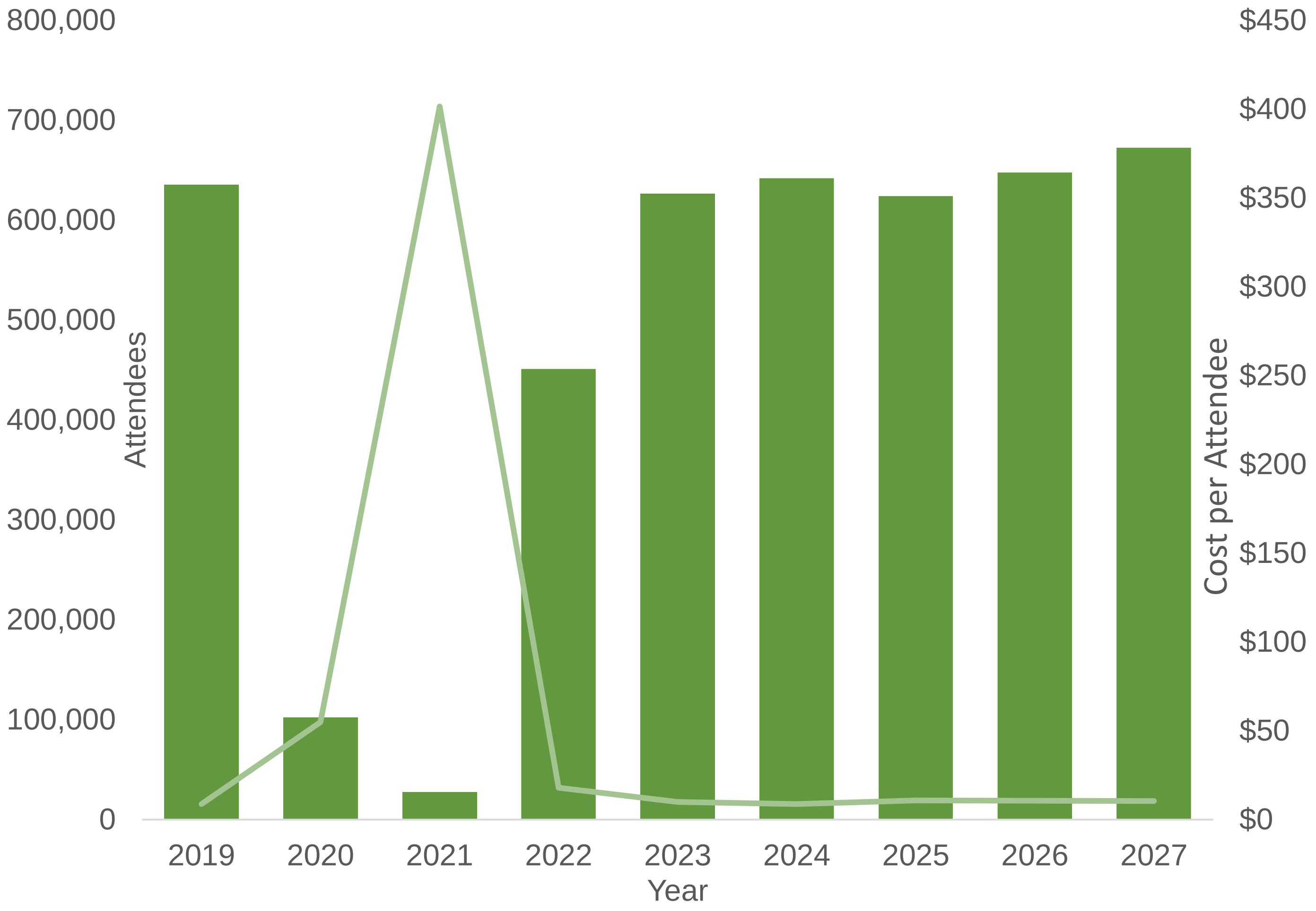


	2019	2020	2021	2022	2023	2024	2025
MH	72%	14%	16%	52%	66%	79%	81%
STLC	62%	7%	11%	47%	70%	55%	75%
MAC	58%	11%	11%	24%	25%	28%	79%

2025	# days	Maintenance days	Other days not usable	subtotal non usable days	Net usable days	Stage budget days used	Corporate budget days used	Total days used	% used
MH	365	21	52	73	292	168	69	237	81%
Bluma	365	21	52	73	292	176	42	218	75%
Jane	365	14	52	66	299	99		99	33%
George	365	21	52	73	292	85	146	231	79%
Lyric	365	14	52	66	299	51		51	17%
Greenwin	365	14	52	66	299	76		76	25%
Studio	365	14	52	66	299	88		88	29%
Gallery	365	14	52	66	299	94		94	31%
Total						837	257	1094	

Notes:
- Days used by venue reflects all activity calculated using usable days (stage, corporate and private events, gallery, lobby) . Percentage represents minimum days of activity for venue, not unique days used per stage or space.

City Investment per Audience



	Year	Attendance Total	Per Cap	City Investment
Actual				
Actual	2019	635,498	$8.81	$5,599,152
Actual*	2020	102,091	$54.84	$5,599,152
Actual*	2021	27,340	$401.50	$10,976,961
Actual*	2022	450,950	$17.87	$8,059,065
Actual	2023	626,403	$9.85	$6,172,000
Budget	2024	641,857	$8.72	$5,599,000
Budget	2025	623,984	$10.82	$6,750,000
Forecast**	2026	647,683	$10.62	$6,877,000
Forecast**	2027	672,567	$10.42	$7,007,000

Notes:
* Covid period
**Includes estimated stage and corporate attendance numbers for 2026 – 2027
** City investment based on inflationary amount.

2. Environmental, Social and Governance

2.1 Strategic Plan

2023-2027 Strategic Plan – 3rd 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

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.

Strategic Plan/Current Budget Comparison

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	Subtotal (2019-23)	2026 Forecast	2027 Forecast	Grand Total	2023-2027 only
Inflation rate*	1.95%	0.72%	3.40%	6.80%	3.90%	2.39%	1.88%	21.04%	1.88%	1.90%	24.82%	11.95%
City investment **	$5,599	$5,639	$5,831	$6,228	$6,470	$6,625	$6,750	$43,142	$6,877	$7,007	$57,026	$33,729
City investment	$5,599	$8,717	$10,038	$8,059	$6,172	$5,599	$6,750	$50,934	$6,877	$7,007	$64,818	$32,405
Cost absorbed by TO Live	$0	($3,078)	($4,207)	($1,831)	$298	$1,026	$0	($7,792)	-$0	$0	($7,792)	$1,324
Strategic Plan, City Investment					$7,072	$6,365	$5,955	$19,392	$5,737	$5,416	$30,545	$30,545

Level of Subsidized Activity/Service:

A) With increase for inflation	2019 = X	same level of activity/service	2025 = X plus inflation
B) No increase for inflation	2019 = X	decrease in activity/service	2025 = X less inflation

(i.e.: C&O, exploration, residencies, provision of space, commissions)

*General inflation rate based on statista.com

**City investment based on inflation uses 2019 as base

COVID period

Strategic Plan/Current Budget Comparison

in 000's		COVID			Year 1	Year 2		Year 3*	Year 4	Year 5
Strategic Plan	2019	2020	2021	2022	2023	2024	STLC closure	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		budget	estimate	estimate
Total Gross Revenue	$36,696	$15,284	$14,900	$27,713	$35,579	$42,531		$45,592	$34,593	$35,290
Total Gross Costs	$37,236	$15,284	$14,401	$27,546	$41,751	$42,531		$45,592	$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**		**$6,750**	**$6,877**	**$7,007**
Increase/(decrease)	$0	$0	$0	$0	($900)	($766)		$795	$1,140	$1,591
% change	0%	0%	0%	0%	-13%	-12%		13%	20%	29%
cumulative % change			0	0	-13%	-25%		-11%	8%	38%
inflation rates as at June	2.00%	7.00%	3.10%	8.10%	2.80%					
from Statista.com	1.95%	0.72%	3.40%	6.80%	3.90%	2.39%		1.88%	1.88%	1.90%

* per Strategic Plan, STLC is closed at end of 2024, hence decrease in revenues/expenses going forward

2024 Budget vs Strategic Plan (2023-2027)

- The *TO Live Presents* programming budget is net $473K in contrast to the Strategic Plan investment target of ($1.2M) as a result of a decrease in the City investment due to inflationary pressures .
- The Corporate & Private Rentals net revenue (CM) target exceeds the Strategic Plan goal by $1M or 59%; this is partially due to growth in business around academic events.
- The Communities & Outreach budget is 15% ($60k) lower than the Strategic Plan target as a result of a decrease in the City investment due to inflationary pressures.
- Pre-orders and in-seat ordering initiatives were not implemented in 2023. As well, there is a challenge in meeting budget targets due to achieving staffing levels to deliver service at all bars, particularly at Meridian Hall.
- The Marketing & Communications department scaled back on strategic plan initiatives, 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.

2023-2027 Strategic Plan – 3rd Year Impact

Revenues

- Expansion of TO Live’s financial model to increase revenue from *TO Live Presents* programming is done so by increasing the overall risk profile.
- Priority of optimizing use of all available spaces continues while recognizing shifts in proportion of Corporate and Private events, Stage Rentals and *TO Live Presents* usage.
- Reduced Communities & Outreach budget has resulted in fewer events, and the creation of revenue producing activities.
- Revenue generating initiatives, such as the recording studio, are delayed due to City investment reduction.

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 see a reduction in this initiative.
- Reduced investment level in *TO Live Presents* programming impacts scope and scale of local, national and international 2025 program.
- Reduced Communities & Outreach budget has resulted in fewer events, thus the ability to reach out and engage local communities is reduced.
- Labour rates, both union and non-union, have put pressure on the budget, allocating funds to labour rather than other investment areas, as well as causing recruiting challenges.

2.2 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 led by a cross represented department/employee IDEA Committee.

IDEA Budget

Strat #	Strategy Description	Budget		
ECONOMIC ACCESSIBILITY		**Revenue**	**Expenses**	
1.1.1.2	Optimize use of all available spaces	$520,436		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	$537,000		government funding/sponsorship
1.2.2.1	Maintaining state of the art facilities by engaging best-in-class consultants	$75,000	$225,000	
1.2.3.5	Recording studio rentals	$100,000		
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		$90,750	funding/free tickets
3.3.1.2	Elevate TO Live and the St. Lawrence Centre Redevelopment’s case for support			
3.3.3.1	Expand TO Live’s financial model to include increased revenue from ‘at-risk’ programming and investment in programming for diverse populations		$75,000	funding/free tickets
3.3.3.3	Invest leadership and personnel resources in activating the TO Live Foundation to build philanthropic interest and engagement	$155,000		

IDEA Budget

Strat #	Strategy Description	Budget		
CULTURE ACCESSIBILITY		**Revenue**	**Expenses**	
1.1.1.2	Broaden and deepen relationships with range of communities from which visitors and users come		$44,500	marketing surveys, promotions
1.1.1.3	Ensure our spaces are safe and welcoming		$78,000	signage - braille, ALS services
1.1.1.4	Enhance food and beverage offerings	$45,750	$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	C&O 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		$75,000	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		
SUSTAINABILITY ACCESSIBILITY		**Revenue**	**Expenses**	
Environmental				
1.1.3.5	Build TO Live's reputation as an influential and trusted charity	$9,075		
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	$200,000		
Other				
	*1.Training		$45,000	
	*2.Staffing		$860,000	

IDEA Budget

Strat #	Strategy Description	Budget		
PHYSICAL ACCESSIBILITY		Revenue	Expenses	
1.1.1.1	Optimize use of all available spaces			
1.1.2.2	Program local, national and international shows of excellence that complement other activity in the Toronto market, reflect the city of Toronto's diversity, and build its standing as a global cultural destination			
1.1.3.2	Cultivate and steward effective partnerships			
2.2.1.1	Implement measures that increase the accessibility of TO Live performances and events			
2.2.2.2	Build and strengthen relationships with the diverse cultural communities of Toronto			
3.3.1.2	Elevate TO Live and the St. Lawrence Centre Redevelopment's case for support			
	*3.via SOGR AODA projects			
Grand total		**$1,642,261**	**$1,713,250**	**($70,989)**

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.

2.3 Key Performance Indicators (KPIs)

KPIs

GOAL	Objective #	OBJECTIVE	Strategy #	STRATEGY	KPI	INCLUDED IN BUDGET Yes/No/Limited	COMMENTS	Dept.
GOAL 1: To serve Toronto's communities as an anchor cultural institution	1.1	Transform our venues into welcoming hubs daytime and nighttime, seven days a week	1	Optimize use of all available spaces	70% usage rate by 2027 (includes free and ticketed events in all venues)	Yes		Programming
			2	Broaden and deepen relationship with range of communities from which visitors and user come	Increase attendance from local community for downtown and uptown hubs	LIMITED	REDUCTION OF FUNDING*	Programming Marketing
			3	Ensure our spaces are safe and welcoming	Reduce number of H&S incidents reports from benchmark (set in 2022): % of patrons and staff surveyed who feel safe and welcome	Yes		Operations HR
			4	Enhance food and beverage offerings	A: % increase in revenue from F&B offerings; B: % increase in culturally curated F&B offerings	LIMITED	B: REDUCTION OF FUNDING*	Operations
	1.2	Position TO Live venues as go-to places for cultural entertainment for locals and visitors to Toronto	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	Increase usage by minimum of 200 days per year delivering programs serving artists (out of total use day inventory across all spaces)	Yes		Programming
			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	Growing the investment in the TO Live program which represents the diversity of the city of Toronto to an investment of $1.5M per year over 5 years	Yes		Programming Development
			3	Take a leadership role in artistic and technical innovation in the cultural sector	% increase of those surveyed who agree TO Live plays a leadership role in artistic and technical innovation in the cultural sector	NO	REDUCTION OF FUNDING*	Programming STLC
			4	Ensure TO Live's competitive edge in rental market	Increase in rental revenue by % per year (corporate and private events and stage rentals)	Yes		Programming STLC
	1.3	Establish TO Live as a pillar organization for cultural engagement	1	Build a network of natural helpers, community informers with strategic outreach	Create/implement volunteer program by 2024	NO	REDUCTION OF FUNDING*	Programming
			2	Cultivate and steward effective partnerships	Partner satisfaction survey results	LIMITED	REDUCTION OF FUNDING*	Programming
			3	Leverage the strengths of our venues to attract high profile events to our venues	Increase in rental revenue by % per year (corporate and private events and stage rentals)	Yes		Programming
			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	Increase number of events on digital engagement platform	Yes		Marketing
			5	Build TO Live's reputation as an influential and trusted charity	Raise additional $7,500 in year 1 and 10% increase in each subsequent year	Yes		Development

KPIs

GOAL	Objective #	OBJECTIVE	Strategy #	STRATEGY	KPI	INCLUDED IN BUDGET Yes/No/Limited	COMMENTS	Dept.
GOAL 2:To proactively incorporate inclusion, diversity, equity, and access in every aspect of the organization	**2.1**	Ensure TO Live is accessible to all Torontonians	**1**	Implement measures that increase the accessibility of TO Live performance and events	Provide additional accessibility which could include ASL translation, subtitles, surtitles, closed captions, dubbing, amplification, and descriptive audio for performances, events and exhibitions	LIMITED	REDUCTION OF FUNDING*	Programming Operations
			2	Develop and invest in a program to consistently provide free and reduced-priced tickets and access to individuals and communities that may not otherwise have access to TO Live programs	Increase usage from underserved communities in our local neighbourhoods	LIMITED	REDUCTION OF FUNDING*	Programming Marketing Development
	2.2	Represent the diversity of Toronto on our stages, through our partnerships, and across the organization	**1**	Actively identify and dismantle systemic barriers within TO Live	Overall score of IDEA Staff Survey	Yes		HR
			2	Build and strengthen relationships with diverse cultural communities of Toronto	Increase community usage from underserved communities in our local neighbourhoods	LIMITED	REDUCTION OF FUNDING*	Programming Marketing Development STLC
	2.3	Embody the principles of equity and inclusion in TO Live culture	**1**	TO Live becomes an employer of choice reflective of the diversity of Toronto	Employee Engagement Rating from IDEA Staff Survey	Yes		HR

KPIs

GOAL	Objective #	OBJECTIVE	Strategy #	STRATEGY	KPI	INCLUDED IN BUDGET Yes/No/Limited	COMMENTS	Dept.
GOAL 3:To positively contribute to the city of Toronto's identity and progress	3.1	Showcase the economic and artistic impact of TO Live to the city of Toronto, province and nation	1	Commission study(ies) to determine TO Live's economic, social and artistic impact in order to secure public sector funding	% increase in government funding	Yes		Development
			2	Elevate TO Live and STLC's case for support	Increase number of corporate sponsorships by 20% in 2023	Yes		Development
	3.2	Be a leader in environmental sustainability	1	Reduce TO Live's waste	Decrease TO Live's environmental impact as per future environmental audit	Yes		Operations
			2	Reduce TO Live carbon footprint	Decrease TO Live's environmental impact as per future environmental audit	Yes		Operations
	3.3	Ensure financial stability	1	Expand TO Live's financial model to include increased revenue from "at risk" programming and investment in programming for diverse populations	Agreed upon 5-year plan	LIMITED	REDUCTION OF FUNDING*	Finance All Depts
			2	Grow utilization of TO Live spaces by third-party renters				
			3	Invest leadership and personnel resources in activating the TO Live Foundation to build philanthropic interest and engagement				

* REDUCTION OF FUNDING defined as: decrease in discretionary funds for subsidized services due to inflationary pressures.

2.4 Sustainability

Sustainability Overview

Net-Zero Strategy

- Net-Zero strategy will be presented to the Board on June 20th ,2024.
- KPMG was engaged through a public competitive process to assist in the creation of the strategy
- Goals:
  - Greenhouse gas emissions from TO Live venues will reach net zero greenhouse gas emissions by 2040
    - Fuel switching from 2025-2030
    - Energy reduction measures 2030-2040
  - Greenhouse gas emissions from TO Live food procurement will be reduced by 25 percent by 2030
- Strategy will work to support City of Toronto bylaws, strategies and processes, including:
  - TransformTO strategy
  - *Climate Change Goals and Governance* bylaw, including the establishment of proposed TO Live-specific Carbon and Emissions Budget.
- After consultation with Financial Planning at the City, recommended changes to TO Live's capital plan and budget will be brought to the Board for consideration on September 12, 2024.

3. Programming

TO Live Presents Budget

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Presentations Division								
Gross revenue	$6,435	$628	$776	$2,489	$3,864	$7,601	$7,619	$4,894
Direct expenses	$8,073	$1,018	$1,935	$3,488	$4,571	$7,601	$8,093	$6,123
Total Net revenues/(costs)	**($1,638)**	**($390)**	**($1,159)**	**($999)**	**($707)**	**$0**	**($473)**	**($1,229)**

TO Live Presents Overview

The shift in the risk profile of *TO Live Presents* programming reflected in the 2024 budget continues with TO Live commercial risk program revenue targets underwriting TO Live's not-for-profit programming, community events and initiatives that require investment in 2025.

Highlights

- Focus is maintained 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.
- Reflecting TO Live's ongoing commitment to integrate Indigenous cultural programming, there is an increased allocation of funds towards the second year of the Indigenous Festival Weekend.
- An increased commitment to the presentation of local and Canadian artists can be seen, for example:
  - ongoing support for local artists through the Provision of Space initiative offering facilities, technical and other support for creative development and residencies, and the explorations research grant initiative;
  - presentation commitments to two productions (dance and theatre) created by local artists whose productions have received ongoing developmental support from TO Live over the past four years; and
  - a year-round series of concerts at the George Weston Recital Hall at the Meridian Arts Centre featuring an all-Canadian line-up.
- Music programming remains a priority in all three buildings, with particular focus on the George Weston Recital Hall, reestablishing it as a significant music destination with a range of jazz, classical, Indigenous and contemporary global concerts.
- Presenting partnerships with other Toronto based arts organizations will grow and diversify audiences and continue at all three venues.

See Confidential Attachment tab 3.A.1 for more detailed information on *TO Live Presents* programming plan and budget.

TO Live Presents Overview, continued

- The vision to activate the Meridian Arts Centre as fully as possible to achieve its potential as a vital community cultural hub is kept in focus with:
  - funds allocated to incentivize use of the Gallery,
  - discounted rental rates provided to not-for-profit presenters,
  - a slate of TO Live programs featuring concerts, family friendly programming,
  - educational opportunities for the community at large,
  - programming of family friendly events, such as circus, and
  - an ongoing commitment to a Canadian music series, as well as a series of concerts featuring International artists.

See Confidential Attachment tab 3.A.1 for more detailed information on *TO Live Presents* programming plan and budget.

3.2 Communities and Outreach

Communities & Outreach Budget

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Overhead								
Communities & Outreach	$283	$108	$127	$228	$259	$280	$400	$460
Total Costs Overhead	**$283**	**$108**	**$127**	**$228**	**$259**	**$280**	**$400**	**$460**

Communities & Outreach Overview (C&O)

The increase to the C&O budget over the 2024 budget allows the department to further strengthen its work in communities, with a particular focus around the North York region.

- Activities ancillary to *TO Live Presents* programming, such as pre/post-performance talks and masterclasses, have been maintained. This suite of activities effectively compounds the impact of *TO Live Presents* programming for both audiences and local artists.
- The partnership model developed in 2023-2024 worked very well, with plans to engage more partners in 2025.

Other Core Program Highlights include:

- Xenia Concerts – relaxed performances for families and older adults
- Vibe Arts NExT Mentorship Exhibition
- Paprika Theatre Festival – Indigenous Arts Program (Provision of Space)
- Doors Open Toronto
- Summer Camp

Focus

- Deepen our community networks and address community-centered needs through relevant C&O programming.
- Continue to work more closely with like-minded partners who complement our programming and values such as North York Arts, Paprika, Neighbourlink networks, Xenia Concerts, as well as bringing on new partners, such as Dancing with Parkinson's and Muse Arts.
- Co-creation and co-design approaches to authentically engage partners and community members with a focus on bringing more youth and young audiences through our doors.
- Continue supporting artists in their creation process, practice, and audience development.
- Based on the success of the 2024 inaugural year for Summer Camp registrations, we will continue this offering in the Summer of 2025 with a 4-week program instead of 2 weeks.
- Our engagement with school programs will continue.

Communities & Outreach Activity Summary

Type	Status	2019		2020		2021		2022		2023		2024 budget		2025 budget		Notes
		Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	
Total Budget		**227**	**11,860**	**208**	**12,500**	**-**	**-**	**266**	**10,925**	**211**	**10,151**	**209**	**14,815**	**151**	**12,999**	
Total Actual		**245**	**10,981**	**-**	**-**	**28**	**613**	**140**	**5,883**	**116**	**8,330**	**-**	**-**	**-**	**-**	

Type	Status	2019		2020		2021		2022		2023		2024 budget		2025 budget		Notes
		Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	
Arts & Wellness																
Yoga	Budget	60	1,750	60	1,750	-	-	-	-	-	-	-	-	6	120	
	Actual	51	1,565	-	-	-	-	-	-	-	-	-	-			
Xenia Events	Budget	5	500	8	800			8	775	9	530	6	550	7	625	
	Actual	8	557	-	-	3	80	7	376	16	326					
Dancing with Parkinson's Events	Budget	-	-	-	-	-	-	-	-	-	-	-	-	6	1,000	
	Actual	-	-	-	-	-	-	-	-	-	-					

Communities & Outreach Activity Summary continued

Type	Status	2019		2020		2021		2022		2023		2024 budget		2025 budget		Notes
		Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	Events	Reach	
Community Engagement																
Doors Open/Culture Days	Budget	4	2,700	4	3,000	-	-	4	2,750	4	2,000	2	3,000	2	2,000	*Both MAC and STLC as of 2023*
	Actual	3	700	-	-	1	7	1	863	8	2,819					
Community Classes	Budget	35	1,200	40	1,200	-	-	40	-	34	200	34	200	50	1,000	*Includes partnership with North York Arts, Muse Arts*
	Actual	39	883	-	-	-	-	-	-	43	95					
Professional & Artist Development	Budget	1		2	50	-	-	19	355	9	86	32	250	-	-	
	Actual	1	40	-	-	2	38	3	9	-	-					
Paprika Theatre Festival - Space Use/Artist Development	Budget	-	-	-	-	-	-	-	-	20	10	-	10	10	10	
	Actual	-	-	-	-	-	-	16	8	25	139					
North York Community Engagement	Budget	-	-	-	-	-	-	-	-	-	-	-	-	2	2,000	*Includes partnership with NeighbourLink*
	Actual	-	-	-	-	-	-	-	-	-	-					
Exhibit Workshops & Talks	Budget	-	-	-	-	-	-	11	320	16	300	30	1,000	30	1,000	*Includes VIBE NExT*
	Actual	3	73	-	-	2	300	2	500	1	163					
Film Screenings	Budget	-	-	-	-	-	-	-	-	-	-	-	-	3	900	*Includes TIFF, Hot Docs, and independent filmmakers*
	Actual	-	-	-	-	-	-	-	-	-	-	-	-			

Communities & Outreach Activity Summary continued

Type	Status	2019 Events	2019 Reach	2020 Events	2020 Reach	2021 Events	2021 Reach	2022 Events	2022 Reach	2023 Events	2023 Reach	2024 budget Events	2024 budget Reach	2025 budget Events	2025 budget Reach	Notes
Youth Engagement																
Specialist High Skills Major (SHSM) Certification Workshops	Budget	6	300	4	300	-	-	-	-	-	-	-	-	-	-	
	Actual	4	152	-	-	-	-	-	-	-	-	-	-			
Summer Day Camp	Budget	-	-	-	-	-	-	-	-	-	-	10		20	144	
	Actual	-	-	-	-	-	-	-	-	-	-					
March Break	Budget	5	160	10	150			6	160	7	190	1		2	50	*Includes STOMP Classes*
	Actual	5	130	-	-	5	50	1	40	-	-					
School-Exclusive Performances	Budget	-	-	-	-	-	-	-	-	-	-	-	-	2	1,000	
	Actual	-	-	-	-	-	-	-	-	-	-					
TO Live Ancillary																
Behind The Curtain Talks	Budget	20	4,000	15	3,750	-	-	18	3,600	15	2,000	15	5,000	6	3,000	
Pre- or Post-Show	Actual	22	5,220	-	-	-	-	11	1,790	13	262					
Masterclasses	Budget	10	300	12	360	-	-	11	120	11	120	11	330	5	150	
	Actual	12	144	-	-	-	-	6	100	3	26					

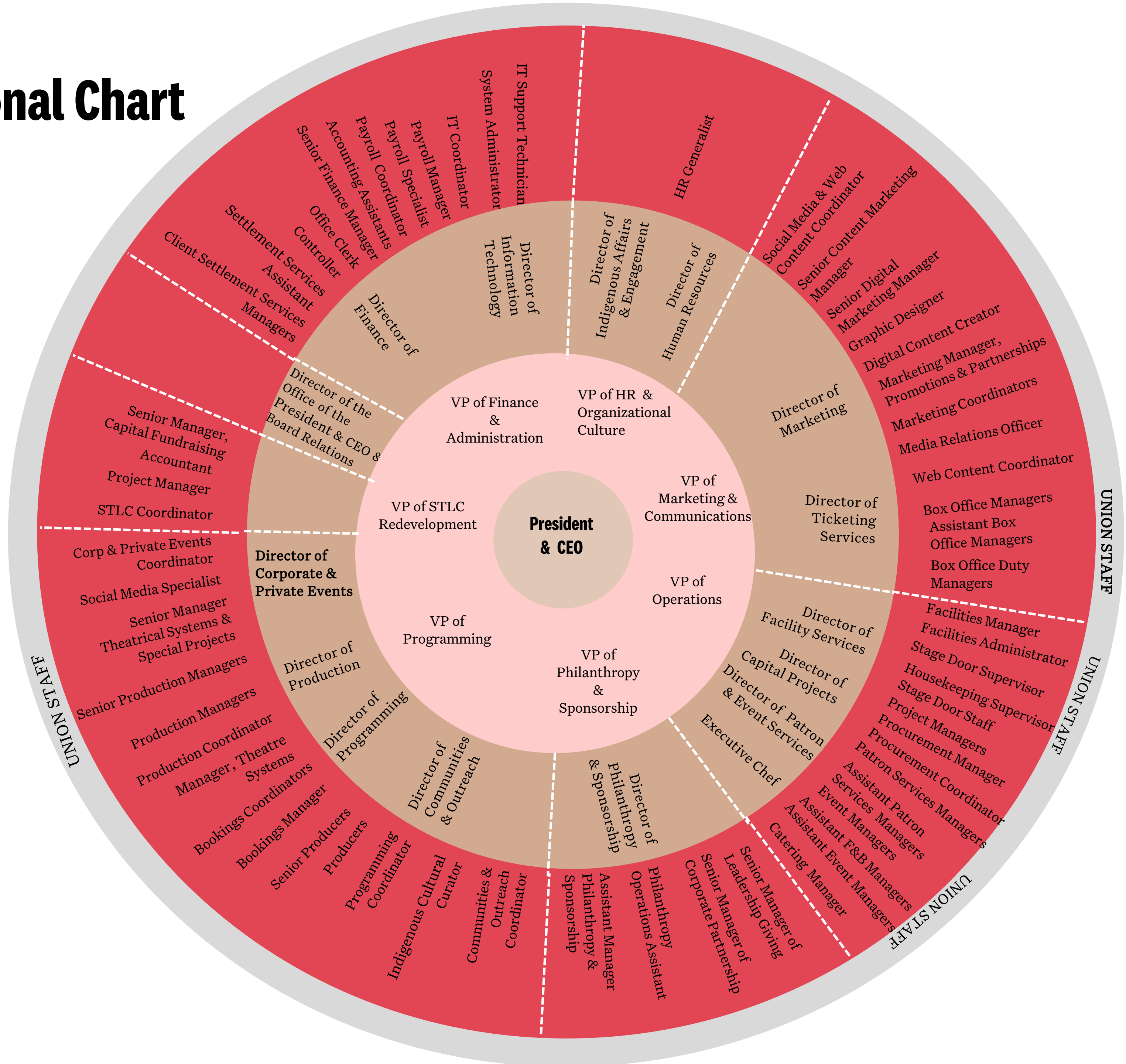
Communities & Outreach Activity Summary continued

Type	Status	2019 Events	2019 Reach	2020 Events	2020 Reach	2021 Events	2021 Reach	2022 Events	2022 Reach	2023 Events	2023 Reach	2024 budget Events	2024 budget Reach	2025 budget Events	2025 budget Reach	Notes
Additional Projects																
Additional Projects*	Budget	81	950	53	1,140	-	-	149	2,845	86	4,715	68	4,475	-	-	
	Actual	97	1,517	-	-	15	138	93	2,197	7	4,500					
Gross investment in C&O ($000s)		$283		$108		$127		$316		$358		$279		$400		

*Additional Projects include Discover Series, Circus Sessions, KeepRockinYou, undefined Art and Wellness Events, Open Rehearsals + Urban Sketchers, and Family Festival Programming

4. Staffing and Compensation

2025 Organizational Chart



UNION STAFF

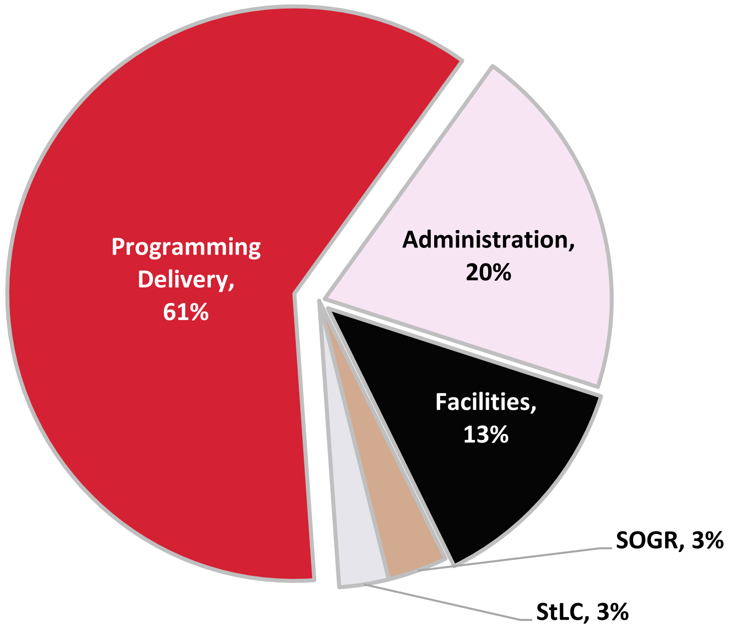
Ticketing Services
- Box Office Staff

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

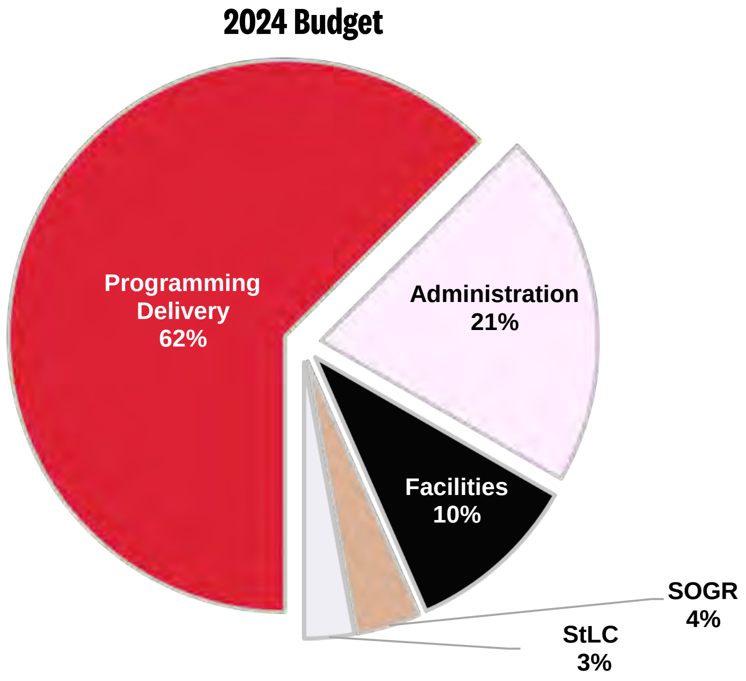
Patron & Event Services
- Theatre Attendants
- Concession Attendants
- Event Staff
- Chef de partie
- Cooks
- Dishwashers

Production
- Stagehands

Compensation Chart



2025 Compensation Budget		
Programming Delivery	61%	$14,041
Administration	20%	$4,600
Facilities	13%	$2,942
SOGR	3%	$771
StLC	3%	$641
Total	**100%**	**$22,995**



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 2024 Budget	Base 2025 Budget	Base Change	Benefits 2024 Budget	Benefits 2025 Budget	Benefits Change	Total 2024 Budget	Total 2025 Budget	Total Change
Total FTE - Admin	$7,560	$8,361	$801	$2,138	$2,356	$218	$9,698	$10,717	$1,019
Total PT - Admin	$817	$835	$18	$221	$194	($27)	$1,038	$1,029	($10)
Other Contingency / COLA	$375	$390	$15	$0	$0	$0	$375	$390	$15
SEIU/B173	$722	$888	$167	$216	$222	$6	$938	$1,111	$173
UNIFOR	$707	$787	$80	$184	$182	($2)	$891	$969	$78
Total non-recoverable staffing costs	$10,181	$11,262	$1,081	$2,759	$2,953	$194	$12,940	$14,215	$1,275
gross revenue							**$42,531**	**$45,942**	**$3,411**
staffing costs as a % of gross revenue							**30%**	**31%**	**1%**
SOGR/STLC	$1,159	$1,154	-$5	$235	$258	$23	$1,395	$1,412	$17
IATSE 58	$3,407	$3,559	$152	$1,377	$1,453	$76	$4,784	$5,012	$228
IATSE B173	$1,671	$1,885	$214	$417	$471	$54	$2,088	$2,356	$268
Total recoverable staffing costs	$6,238	$6,598	$360	$2,029	$2,182	$153	$8,267	$8,780	$513
Grand total - staffing costs	**$16,419**	**$17,860**	**$1,440**	**$4,788**	**$5,135**	**$347**	**$21,207**	**$22,995**	**$1,788**
gross revenue							**$42,531**	**$45,942**	**$3,411**
staffing costs as a % of gross revenue							**50%**	**50%**	**0%**

Staffing FTE Changes

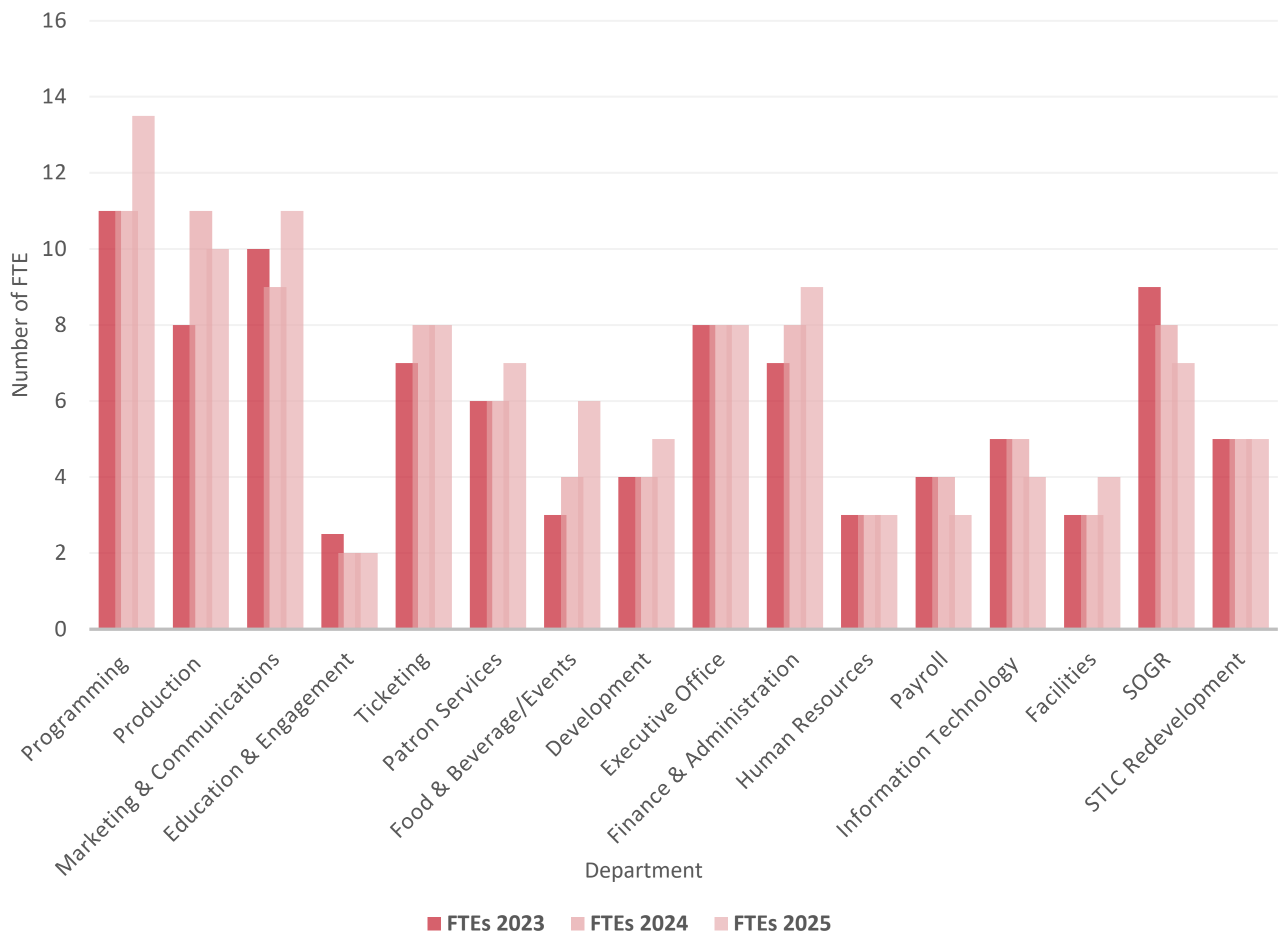
Staff Complement	FTE 2024 Budget	FTE 2025 Budget	Change
Total FTE - Admin	86.0	93.5	7.5
Total PT - Admin	20.3	21.0	0.7
SEIU/B173	13.9	17.1	3.2
UNIFOR	9.2	10.2	1.0
Total non-recoverable complement	**129.3**	**141.8**	**12.5**
SOGR/STLC	13.0	12.0	(1.0)
IATSE 58	44.7	45.5	0.8
IATSE B173	51.0	57.5	6.5
Total recoverable complement	**108.7**	**115.0**	**6.3**
Grand total - staff complement	**238.1**	**256.8**	**18.7**

Staffing FTE Changes compared to 2024 Approved Budget

	Budget 2025	Staff Highlights 2025 Budget
Operating Positions FTE's		
Programming	2.5	Producer(1), Indigenous Cultural Curator(1), Events coordinator(0.5)
Marketing	2	Web Content Coordinator(1), Marketing Coordinator rentals & partnerships(1)
Ticket Services		
Production	(1)	Department reallocation to contract services
C&O		
Development	1	Government Relations
Patron Services	1	Assistant Patron Services Manager - department reallocation
Finance	1	Department reallocation
Payroll	(1)	Department reallocation
Information Technology	(1)	
Facilities	1	Facility Administrator
Corporate Sales/Food Services	2	Assistant Managers: (1) Food & Beverage, (1) Events
Total Change in number of positions	**7.5**	

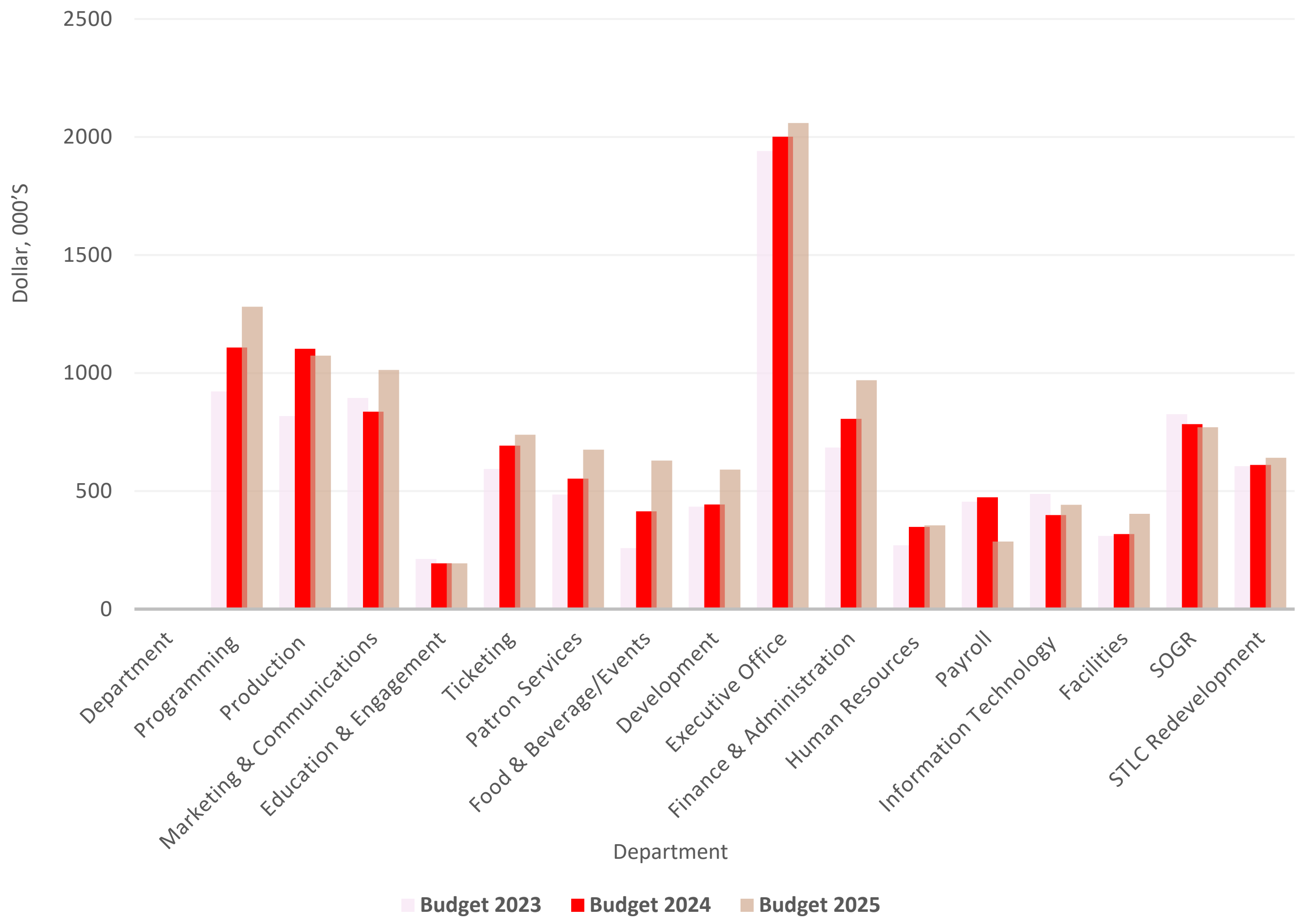
	Budget 2025	Staff Highlights 2025 Budget
Capital Positions FTE's		
SOGR	(1)	Project Management Capital Projects
Total Change in number of positions	(1)	
Grand Total Change in number of FTE positions	6.5	

Full Time Staffing Changes



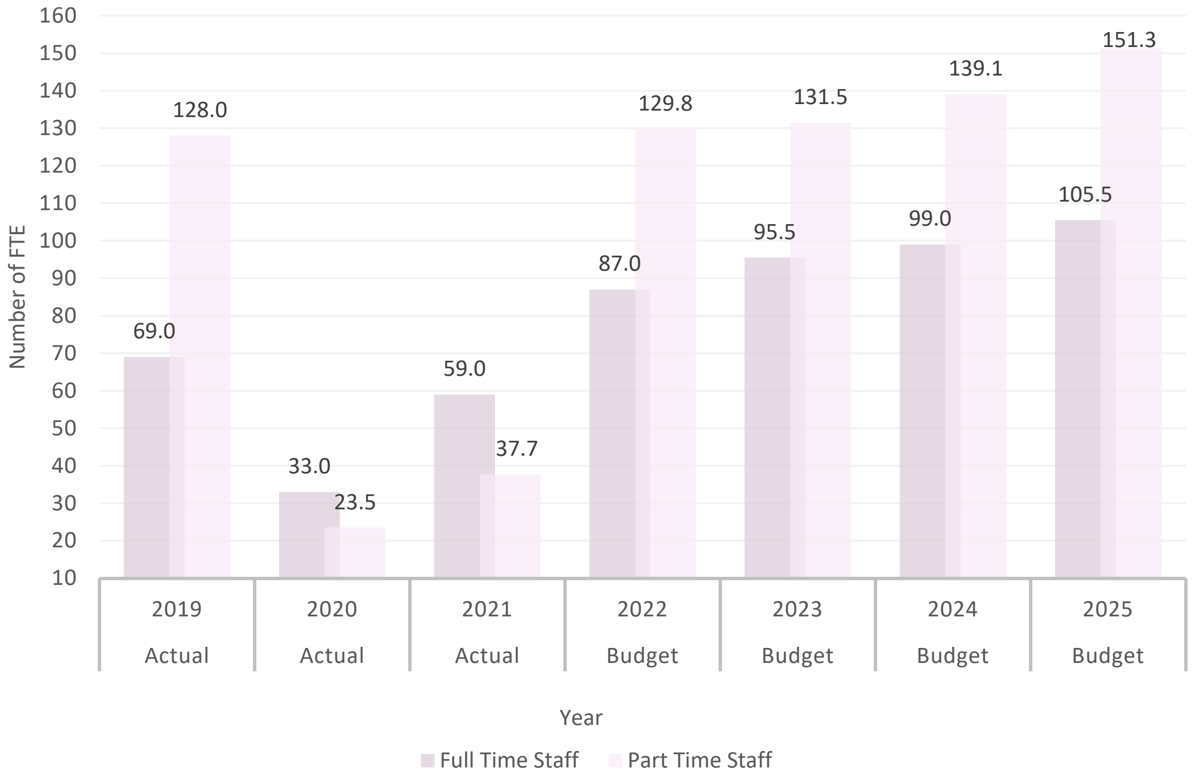
Department	FTEs 2023	FTEs 2024	FTEs 2025
Programming	11	11	13.5
Production	8	11	10
Marketing & Communications	10	9	11
Education & Engagement	2.5	2	2
Ticketing	7	8	8
Patron Services	6	6	7
Food & Beverage/Events	3	4	6
Development	4	4	5
Executive Office	8	8	8
Finance & Administration	7	8	9
Human Resources	3	3	3
Payroll	4	4	3
Information Technology	5	5	4
Facilities	3	3	4
Total FTE - Admin	**81.5**	**86**	**93.5**
SOGR	9	8	7
STLC Redevelopment	5	5	5
Total FTE - SOGR/STLC*	**14**	**13**	**12**
Total Staffing FTE's	**95.5**	**99.0**	**105.5**

Full Time Staffing - $



Department	Budget 2023 $	Budget 2024 $	Budget 2025 $
Programming	$922	$1,109	$1,281
Production	$819	$1,104	$1,074
Marketing & Communications	$896	$837	$1,014
Education & Engagement	$213	$195	$195
Ticketing	$594	$693	$739
Patron Services	$486	$553	$677
Food & Beverage/Events	$259	$415	$629
Development	$435	$444	$592
Executive Office	$1,941	$2,002	$2,060
Finance & Administration	$685	$806	$970
Human Resources	$271	$349	$355
Payroll	$456	$475	$287
Information Technology	$489	$399	$442
Facilities	$311	$318	$404
SOGR	$827	$784	$771
STLC Redevelopment	$607	$611	$641
Total Staffing Costs	$10,207	$11,093	$12,129

Staff Complement 2019-2025 (FT and PT View)



Complement	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Full Time Staff	69.0	33.0	59.0	87.0	95.5	99.0	105.5
Part Time Staff	128.0	23.5	37.7	129.8	131.5	139.1	151.3

Trend	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Program Delivery FT	42.0	17.0	32.0	51.0	54.5	55.0	62.5
Facility Operations FT	3.0	2.0	4.0	4.0	4.0	3.0	4.0
Administration FT	18.0	11.0	16.0	19.0	23.0	28.0	27.0
Full Time Staff	**63.0**	**30.0**	**52.0**	**74.0**	**81.5**	**86.0**	**93.5**
Full Time Staff SOGR/STLC	**6.0**	**3.0**	**7.0**	**13.0**	**14.0**	**13.0**	**12.0**
Part Time Staff							
Program Delivery PT	6.3	0.0	0.0	8.6	8.6	9.6	9.3
Facility Operations PT	9.8	1.0	5.0	10.0	10.0	9.6	10.7
Administration PT	0.8	0.5	0.5	1.0	1.0	1.0	1.0
Unions PT	111.2	22.0	32.2	110.2	111.8	118.8	130.3
Part Time Staff	**128.0**	**23.5**	**37.7**	**129.8**	**131.5**	**139.1**	**151.3**
Total TO Live FTE'S	**197.0**	**56.5**	**96.7**	**216.8**	**227.0**	**238.1**	**256.8**

Summary of Salary and Wage increases

Pay Group	2018 % Increase	2019 % Increase	2020 % Increase	2021 % Increase	2022 % Increase	2023 % Increase	2024 % Increase	2025 % Increase	Total % Increase
IATSE B-173 Housekeeping (1)	3.00%	3.00%	3.00%	3.00%	3.00%	6.00%	17.00%	3.00%	41.00%
IATSE-58 MH	2.25%	2.00%	2.00%	2.50%	3.00%	3.00%	3.00%	3.00%	20.75%
SEIU (2)	1.50%	3.86%	3.80%	3.95%	2.00%	2.50%	3.00%		20.61%
IATSE-58 STLC	2.00%	2.00%	2.45%	1.00%	4.00%	4.00%	3.97%		19.42%
IATSE-822 STLC (4)	2.40%	2.46%	2.25%	3.00%	3.00%	3.00%	3.00%		19.11%
UNIFOR (3)	2.00%	2.50%	2.50%	2.50%	2.00%	2.50%	3.00%		17.00%
IATSE-822 MH (4)	2.40%	3.33%	3.28%	1.00%	3.00%	3.00%			16.01%
IATSE B-173 Patron Services (6)	1.25%	1.52%	1.00%	1.50%	7.50%	2.75%			15.52%
IATSE-58 MAC (5, 8)	1.00%	2.00%	2.00%	3.00%	3.00%	3.00%			14.00%
Non-Union staff (FT & PT) (7)	2.00%	2.00%	0.00%	0.00%	2.00%	3.00%	3.00%		12.00%

Notes:

1) IATSE B-173 MAC Housekeeping current agreement 2023-2026 ratified at end of 2023 had a 6% lump sum of wages from April to Dec 2023. The 2024 increase was applied to effective base rates prior to new agreement (not incl. 6% of 2023).

2) SEIU semi-annual increases effective for 2019: Jan-2.86%,Jul 1% , 2020: Jan-2.80%, Jul 1%, 2021: Jan-2.95%, July 1% Contract expires Dec 31, 2024.

3) UNIFOR - Contract Expires December 31, 2024.

4) IATSE-822 STLC contract ratified in June 2023 for the period of 2021 to 2024 expires Dec 31, 2024 / IATSE 822-MH last increase June 2023 - Expires May 31, 2024.

5) IATSE 58 MAC contract recently settled for 2021,2022,2023 all theatres 3% for each year, except Studio Theatre with an increase of 5% for 2023.

6) 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, last increase Nov, 1st 2023.

7) 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 12%.

8) Highlighted in grey reflect no increases occurred yet due to contract negotiations.

Current Collective Bargaining Agreements

Current Collective Bargaining Agreements	Union	Applicable Location	Effective date	Expiry Date
1. TO Live - Meridian Hall	IATSE Local 58	MH	01-Apr-22	31-Mar-26
2. TO Live - St Lawrence Centre for the Arts	IATSE Local 58	STLC	01-Jan-21	31-Dec-24
3. TO Live - Meridian Arts Centre	IATSE Local 58	MAC	01-Jan-21	31-Dec-23
4. TO Live -St Lawrence Centre for the Arts	IATSE Local 822	STLC	01-Jan-21	31-Dec-24
5. TO Live - Meridian Hall	IATSE Local 822	MH	21-Jun-18	31-May-24
6. TO Live - Meridian Arts Centre	IATSE Local B-173*	MAC	01-Apr-23	31-Mar-26
7. TO Live	IATSE Local B-173**	MAC-MH-STLC	01-Nov-19	31-Oct-24
8. TO Live	SEIU Local -2	MH-STLC	01-Jan-22	31-Dec-24
9. TO Live	UNIFOR Local 2003E	MAC-MH-STLC	01-Jan-22	31-Dec-24

*CBA for Custodial Services

**CBA for Patron and Event Services

5. Departmental Operating Budgets

5.1 Earned Revenue

Earned Revenue Budgets

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actutal	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Stage Rentals Division								
Gross revenue	$7,703	$1,527	$394	$5,348	$7,063	$6,022	$6,233	$5,150
Direct expenses	$4,924	$1,051	$253	$3,074	$4,486	$3,195	$3,318	$2,862
Total Net revenues	**$2,779**	**$476**	**$141**	**$2,275**	**$2,577**	**$2,827**	**$2,915**	**$2,287**
Corporate and Private Rental Division								
Gross revenue	$4,874	$738	$304	$3,438	$6,516	$5,165	$6,002	$4,217
Direct expenses	$2,939	$544	$209	$2,043	$3,349	$2,710	$3,060	$2,365
Total Net revenues	**$1,935**	**$194**	**$95**	**$1,395**	**$3,167**	**$2,455**	**$2,941**	**$1,852**

Stage Rental Overview

- The net stage rental revenue target in the 2025 budget is 3% higher than was established for the 2024 budget and 13% higher than the 2023 actual. Net Stage revenue target is impacted by the increase in internal competitive demand for calendar dates from the growth of Corporate & Private Events activities and the higher risk profile in *TO Live Presents* programming mostly focused on Meridian Hall.
- As with the Corporate & Private Events area, Meridian Hall is the prime driver of revenue with 67% of net revenue flowing from activities in the venue.
- As has been noted in previous years, the external environment continues to become more competitive, particularly with the reopening of Massey Hall and new Live Nation-owned venues.

Corporate and Private Rentals

- The contribution margin (CM) for the 2025 budget has been set at 49%, the same level as 2023 actual CM. This continues the upward trend since 2022 (41%) and we believe it is achievable through increase in corporate sales rent margin and strong fiscal management on cost of goods sold.
- Corporate Sales revenue targets for 2025 reflect an increase of 16% from the 2024 budget and a 15% increase from the 2023 budget. 2023 actual sales exceeded budget by 16%, mainly driven by the education sector which represented 30% of total number of corporate events in the year driving better than budget results for 2023. The 2025 budget target is set at a reasonable increase to the previous year budget as Management considers year-over-year sales trends and market influences, especially in the academic sector.
- New catering software has been budgeted (within IT budget) to improve catering delivery, kitchen management and efficiencies in the settlement process.
- Uncertainty in food costs creates challenges in maintaining margins without creating price resistance when quoting catered events.
- Aging kitchen equipment presents risks in kitchen downtime. This risk is partially offset by including select equipment investments funded by the FFRF budget.
- 80% of total Corporate Rental revenue across all venues is predicted to flow from Meridian Hall events which is consistent with prior years.

5.2 Ancillary Revenue

Ancillary Budgets

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Concession Revenue									
Gross revenue	$1,573	$1,873	$284	$62	$1,646	$1,637	$1,906	$2,053	$2,137
Direct expenses	$844	$905	$270	$44	$768	$912	$976	$1,113	$1,006
Total Net revenues	**$729**	**$968**	**$14**	**$18**	**$877**	**$725**	**$930**	**$941**	**$1,131**
Merchandise Revenue									
Gross revenue	$200	$223	$19	$10	$145	$111	$223	$158	$228
Direct expenses	$83	$93	$11	$4	$62	$8	$54	$30	$66
Total Net revenues	**$116**	**$130**	**$8**	**$6**	**$83**	**$103**	**$169**	**$129**	**$162**
Ticket Rebate									
Gross revenue	$1,825	$2,132	$374	$92	$1,965	$2,298	$3,055	$2,937	$2,418
Direct expenses	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net revenues	**$1,825**	**$2,132**	**$374**	**$92**	**$1,965**	**$2,298**	**$3,055**	**$2,937**	**$2,418**
Total Ancillary									
Gross revenue	$3,597	$4,228	$677	$164	$3,755	$4,046	$5,185	$5,149	$4,783
Direct expenses	$927	$998	$281	$48	$831	$920	$1,030	$1,143	$1,072
Total Ancillary Net revenue	**$2,670**	**$3,230**	**$396**	**$116**	**$2,925**	**$3,126**	**$4,155**	**$4,006**	**$3,711**

Merchandise Revenue Overview

- In 2025, we're budgeting for a 25% increase in Net Department Revenue compared to the actuals of 2023.
- This growth target will be accomplished through a rising inclusion of merchandise sales at both the Meridian Arts Centre and St. Lawrence Centre.
- We plan to introduce a new commission structure for sales.
- This approach aims to optimize revenue streams while ensuring operational efficiency.

Concession Revenue Overview

- To enhance our value-added program and optimize the East lounge experience at Meridian Hall, we're investing in additional equipment. This includes pneumatic coffee machines, ice machines, glass washers, wine coolers, and warming ovens. These upgrades will not only elevate the quality of service but also allow for better utilization of our private lounge spaces.
- To accommodate the rising demand for popcorn during events, we're taking proactive steps to enhance our services. This includes replacing our current end-of-life machines with new, more efficient equipment.
- Continued work with the digital transformation committee on integrating the point of sale and inventory systems providing better online customer experiences as well as administrative efficiencies.
- Explore additional sources of revenue e.g. cabaret nights in the Castlepoint lounge. Santa Claus activation during parade, pop-up chapel and drag brunch.
- In 2025, we expect to increase the per cap average on shows by providing patrons with more options including pop-up bars with specialty cocktails, event specific and culturally relevant food and beverage offerings.
- Introduce value-added upgrades to our shows at MH, providing patrons with a VIP experience. This includes curated food offerings, a bar featuring premium selections, and the convenience of pre-ordered intermission drinks. Additionally, complimentary coat check, access to private washrooms, and a separate entrance into the venue provide added exclusivity.
- Continued work with the Development department to secure additional F&B partners while exploring new opportunities to help offset the cost of goods sold.

Ticket Rebates Overview

The 2025 Ticket Rebates budget attempts to build upon the 2024 model with data-driven revisions and updated forecasting based on continuing and emerging market trends.

TO Live’s goal regarding ticketing fees is maintaining a reasonable balance between several market forces. These include:

- keeping rates competitive with other organizations in our sector,
- maximizing ticket fee revenues as a key component in the financial success of the company,
- responding to inflationary and other changing market pressures on our costs of doing business, and
- avoiding undue financial burdens to our clients or consumers, particularly given the wide range of prices, products, venues and artistic offerings that comprise our ticketed event landscape.

Ticket Rebates Overview, continued

Key Highlights:

- The 2025 Ticket Rebates budget uses rates and figures from TO Live's current ticket services contract with Ticketmaster. With that contract expiring in 2024, we are moving forward with an RFP to establish our ticket services provider beyond 2024. It is reasonable to expect that, regardless of the procurement's outcome, some degree of re-assessment of our fee rates and structure is likely to arise.
- Trends show that ticket sales continue to migrate away for phone/box office channels and towards online/mobile channels, as well as migrating away from subscription/package/group sales and towards single ticket transactions. In addition, the average number of tickets per transaction is trending downwards, without any similar downward trends being observed in the average number of tickets sold per event. In combination, this means more tickets sold with rebates, and a general rise in the per-ticket average returns per rebate, and thus an overall rise in rebate revenue per show.
- As a consequence of trends, the proportion of ticketed revenue earned by TO Live continues to move away from the Ticket Services budget and into the Ticket Rebates budget, so both should be considered together for a full view of Ticketing-related financial activity.
- Service and order fee rates were increased in 2023 across all spaces, and these remain the rates used to create the 2025 budget. With current rates already towards the higher side of industry averages, further increases are not contemplated in 2025, though rebalancing of the model is certainly conceivable as part of the aforementioned ticket services procurement process.
- In addition, the increases to the Facility Fee Surcharge and the FFS allocation update undertaken in 2023 continue to be reflected in the budgeted fee revenues for 2025.

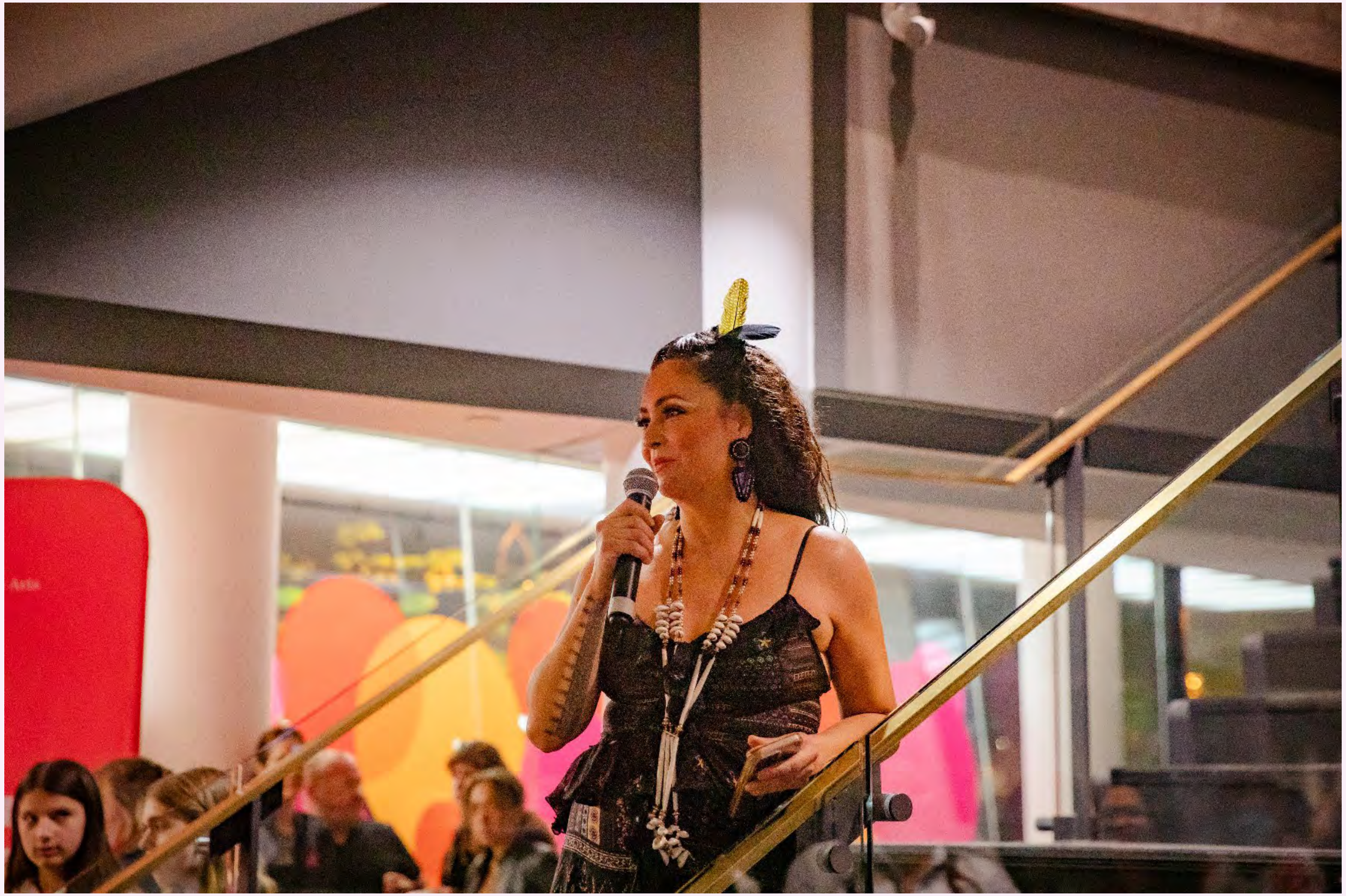
Other Division

(in 000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Other Division									
Gross revenue	$1,481	$1,732	$469	$1,034	$1,408	$3,891	$3,348	$3,546	$754
Direct expenses	$431	$436	$182	$218	$779	$1,456	$1,225	$1,288	$350
Total Net revenues	**$1,050**	**$1,296**	**$287**	**$816**	**$629**	**$2,434**	**$2,123**	**$2,259**	**$404**

Other Division Overview

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

5.3 Development



Development Budget

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Corporate Partnerships	$1,371	$1,625	$701	$1,238	$1,782	$2,734	$2,902	
Government	$51	$65	$453	$270	$198	$420	$335	
Foundations	$0	$0	$0	$0	$1	$0	$0	
Donations	$41	$57	$24	$22	$21	$15	$40	
In-Kind	$142	$101	$60	$61	$61	$85	$100	
Total Fundraising Revenue	**$1,605**	**$1,849**	**$1,238**	**$1,591**	**$2,063**	**$3,254**	**$3,377**	**$3,969**
Gross Expenses	$442	$528	$592	$507	$598	$762	$900	$914
Ratio of fundraising expenses/fundraising revenue*	27.52%	28.54%	47.82%	31.86%	28.97%	23.42%	26.65%	23.03%

* 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

- Charitable giving generational trends and business environment pressures have had an impact on philanthropic and corporate support.
- There is confidence that Sponsorship and Philanthropic revenue will increase in 2025. The focus for the Development department will be on increasing venue and attraction sponsorship by 27% in 2025.
- Similarly, government funding has decreased by 22%. Following the pandemic, the government-initiated funding programs to support the arts have since concluded and will not be available.
- Another challenge with government funding is the inconsistency in programming. It is one of the requirements of being eligible for government funding that we demonstrate programming history.
- Development will launch a membership circle funding strategy in the fall of 2024 which is expected to create a steady stream of annual giving into 2025.
- General expenses remain flat from previous years. The development department as per the strategic plan will be increasing its staffing by one FTE in 2025. This position will focus on government and foundation funding opportunities.
- The Toronto Live Foundation is budgeted to contribute $300,000.

Development Summary – Big Picture

Revenue by Category (000's)	New Operating	Renewed	Stewarded	Grand Total
Sponsorship - Naming			$2,155	$2,155
Sponsorship - Venue	$368			$368
Sponsorship - In Kind	$20	$80		$100
Sponsorship - Programming	$380			$380
Government Grants	$305			$305
Other Grants	$30			$30
Donations	$40			$40
Subtotal	$1,143	$80	$2,155	$3,377
Transfer from Toronto Live Foundation	$300			$300
Grand Total	$1,443	$80	$2,155	$3,677

5.4 Programming Services

Programming Services Budgets

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Overhead								
Programming Admin Services	$631	$496	$528	$395	$865	$1,320	$1,373	$1,321
Production Services	$1,387	$1,295	$1,377	$1,580	$1,606	$1,614	$1,785	$762
Programming Services	$0	$289	$183	$162	$233	$0	$0	$0
Total Costs Overhead	**$2,018**	**$2,080**	**$2,088**	**$2,137**	**$2,703**	**$2,934**	**$3,158**	**$2,083**

Programming Administration Services Overview

- The Programming Administration Services Budget incorporates the administrative and staffing expenses connected with the Bookings department, Corporate & Private Rentals, and *TO Live Presents*.
- There is an 8% overall increase over the 2024 budget in costs for this department due to the addition of 1 full-time and 1 part-time staff member.

Production Services Overview

Revenue Highlights:

- Anticipating a modest increase over the 2024 budget, in the revenue stream from rentals and handling fees from our clients as they take advantage of our in-house expertise and preferred rates from vendors.

Expense Highlights:

- Non-union labor compensation: an essentially flat budget line as staffing levels stabilize.
- Program Delivery: an increase in operational equipment purchases is seen, as smaller assets begin to age out.
- Program Delivery: the mentorship program supporting BIPOC individuals starting their careers in Production enters its third year, with strong ties continuing to develop with Colleges and Universities.

Expense Risks:

- Equipment repair and supply timelines continue to be elongated in the post-COVID world, making timely deliveries and returns more challenging and potentially increasing equipment rental costs.

5.5 Marketing & Communications

Marketing & Communications Budget

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Overhead								
Marketing & Communications	$1,134	$555	$720	$845	$1,005	$1,063	$1,226	$1,360
Ticket Services	$736	$486	$539	$667	$1,090	$1,040	$1,044	$420
Total Costs Overhead	**$1,870**	**$1,041**	**$1,259**	**$1,513**	**$2,096**	**$2,103**	**$2,270**	**$1,780**

Marketing & Communications Overview

- TO Live's marketing strategy continues to focus on content marketing and storytelling and will expand on digital advertising performance by leveraging additional tactics such as influencer partnerships, user-generated content, and the exploration of new paid digital channels, mobile programmatic and geofencing ads. This is a growth area for the organization and something that is building a brand and accomplishing the goal of telling artist's stories. As in 2024, 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.
- TO Live plans to expand its partnerships and relationships with area businesses with the goal of reaching and engaging new audiences. New partnership development opportunities include business associations, arts organizations, resource groups, service providers, restaurants, corporate employee discounts, hotels, etc.
- Expand the marketing department's capabilities to support rental clients by introducing a new tier of paid offerings such as dedicated eblasts, targeted list, PR support, additional social media promotion.
- Ongoing surveying and pulse checks to better understand TO Live's customers and the changing landscape of live entertainment.
- Position the TO Live brand as a destination for culture through digital campaigns and growing first-party data through initiatives like email acquisition contextual search campaigns, and lead generation 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

- The budget model for 2025 uses the 2024 budget as its base and makes adjustments and refinements based on observed activities and trends in the industry.

- Since returning to regular activity, several pre-pandemic trends in ticketing have resumed, including:
  - rising average ticket prices,
  - increasing market dominance for online and mobile sales, and
  - a continuing migration away from subscriptions, packages, groups, etc. and towards single ticket transactions.

- Meanwhile, newer trends have emerged or accelerated, including:
  - a rising proportion of new purchasers vs. returning buyers,
  - slower recovery of season-based activity compared with one-off engagements,
  - increased sales stratification between very early buys and very late buys, and
  - increased stratification between the most successful acts becoming even more successful and less successful acts increasingly struggling to find/retain their audiences.

- The above creates an atmosphere within the ticketing space that is increasingly precarious, but with strong potential to maximize success and profitability. To that end, the 2025 budget attempts to approach this ever-more risk sensitive market with caution and care.

Ticket Services Overview continued

Key Highlights:

- Increased staff training and support.
- Instances of fraud, mainly through abuse of credit card chargebacks, continue to rise in the ticketing industry. As vendors and venues work to better protect against such abuses, the 2025 budget increases the amount devoted to offsetting lost revenue from such challenges.
- TO Live’s contract as Ticket Service provider for the Elgin and Winter Garden Theatre Centre is set to end in February 2025. We are hopeful of securing a continuation of this valuable relationship and have budgeted accordingly, but our forecasting is intentionally conservative in view of the uncertain outcome.
- Similarly, the 2025 budget is conservative regarding expectations of ticketing support for external client activity (e.g. Luminato Festival, Fall For Dance North), but expanding and improving our offerings in this area remains an ambition.
- As various market forces push more fee revenue into the Ticket Rebates budget, there is the appearance of a significant increase in Ticket Services expenses for 2025 – but this is only part of the picture, as the Rebates commentary outlines.
- Since departmental revenues are solely dependent on running events, whereas a significant portion of departmental expenses are not, the combined activity of Ticket Services and Ticket Rebates is very strongly affected by variations in the projected programming calendar. This can equally mean positive or negative impact on the departmental bottom line as annual activity fluctuates.

5.6 Patron & Event Services

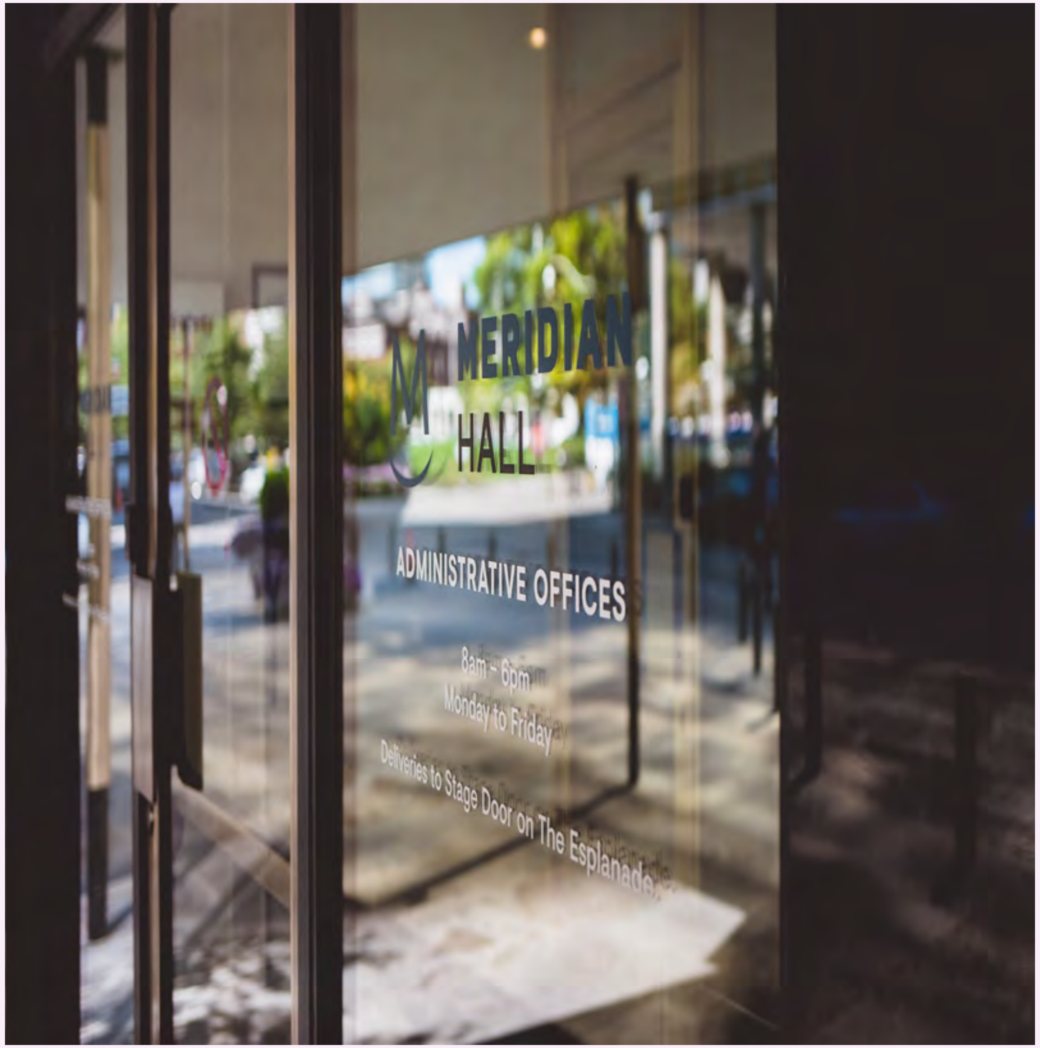
Patron & Event Services Budgets

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Overhead								
Food & Beverage Services	$763	$128	$254	$439	$517	$596	$846	$590
Patron Services	$636	$246	$223	$609	$835	$874	$906	$493
Total Costs Overhead	**$1,399**	**$374**	**$477**	**$1,048**	**$1,352**	**$1,470**	**$1,752**	**$1,083**

Patron & Event Services Overview

- Increased investment on training and professional development for all areas of the department.
- Anticipated decline in revenue from coat checks due to fewer patrons checking coats or bags. This trend could significantly impact revenue streams tied to coat check services going forward.
- Continued reliance on third-party labour is expected to meet our front-line staffing needs effectively.

5.7 Administration



Administration Budgets

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Overhead								
Executive Office*	$664	$621	$740	$2,046	$2,085	$2,163	$2,261	$1,813
Finance & Administration	$1,541	$1,418	$969	$965	$875	$1,003	$1,184	$886
Payroll	$351	$236	$263	$516	$575	$679	$442	$481
Human Resources	$669	$231	$227	$396	$392	$1,203	$1,166	$1,002
Technology Services	$595	$471	$490	$845	$911	$1,300	$1,173	$933
Total Costs Overhead	**$3,819**	**$2,977**	**$2,689**	**$4,768**	**$4,838**	**$6,350**	**$6,226**	**$5,115**

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

Administration Budgets

Executive Office Overview

Included are budgets for:

- VP compensation, since 2022.
- research and development travel, legal fees, memberships business entertainment and contracted services budget.
- conducting Board affairs which includes a general allowance (usually used for catering, etc.) and a budget for City Clerk's services.

Finance Services Overview

Included are budgets for:

- internally: office supplies, photocopying charges, staff relations (coffee/tea) and postage.
- externally: audit fees, and photocopying lease.
- administrative costs for professional development fees for five accountants on staff.
- reallocation/rearrangement of staff with the Payroll team.

Payroll Services Overview

Included are budgets for:

- lower payroll fees as a result of implementing a new payroll platform implemented in 2024.
- reallocation/rearrangement of staff with the Finance/Accounting team.

Administration Overview continued

Human Resources Overview

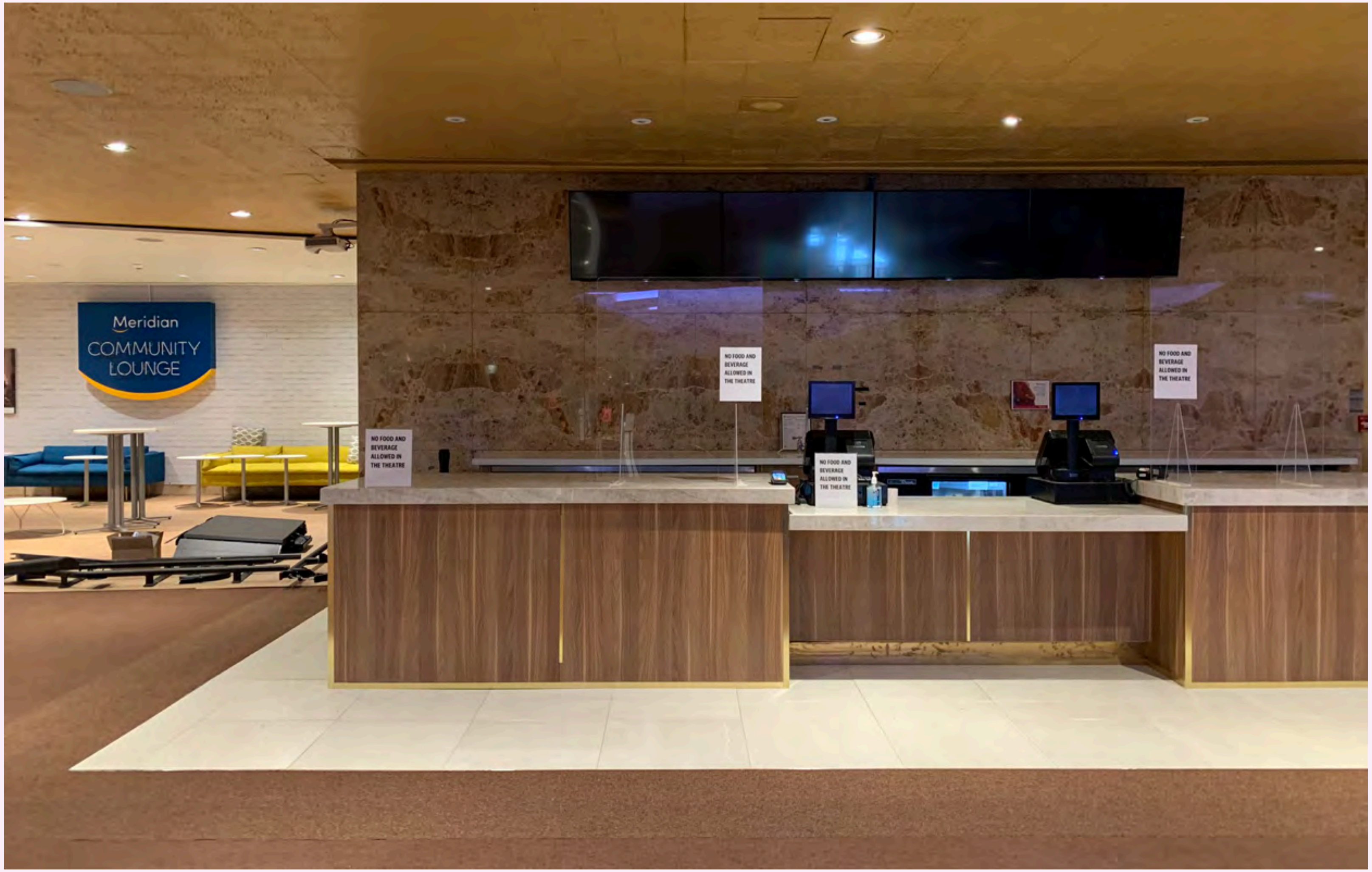
- The overall HR budget has been reduced. The largest area of reduction is indicated in the Program Delivery area specifically contract services as we have begun creating and implementing employee training & development programs internally.
- The focus will be on providing our workforce with internal opportunities to grow and develop in their areas of interest while developing career paths and succession within the organization.
- The additional headcount of the Director of Indigenous Affairs and Engagement in 2024 will continue our focus on the Indigenous culture and building our relationship with this community in 2025.
- Inclusion, Diversity, Equity, and Access (IDEA) team will increase cultural awareness, advocacy, and engagement within the communities we support and educate our employees through a number of activities throughout the year.
- Build relationships with colleges and universities to support the grassroots entry into our organization through internship programs.

Administration Overview continued

Information Technology Services Overview

- The Information Technology 2025 budget continues to amalgamate all department costs for software licensing, communications, services, and computer equipment relating to technology for TO Live.
- New requirements for cybersecurity may be proposed by the City as the City continues to evaluate Agencies, Corporations, and Divisions with their Cybersecurity Confirmation Program and make recommendations.
- Cybersecurity plans and policies adopted in Q3 2023 are assisting and guiding TO Live going into 2024, 2025, and beyond regarding technology, its usage, and security thereof. Currently, none of the adopted policies are adding additional budget pressures.
- 2025 will see TO Live continue the shift to cloud-based platforms and services, both from in-house services and new technology. Budget pressure here is shifting from FFRF based spending for hardware and licenses to Operating for the increased costs associated with cloud hosting and cloud licensing. However, the shift to cloud-based platforms is reducing our on-premises overall security risks, as well as being forecastable for future budgeting purposes.
- Increased staff demand for software licenses are increasing IT budget requirements from a licensing perspective as more staff are requiring licenses for Adobe Pro, Adobe Creative, and AutoCAD.
- A possible pressure on the 2025 budget will be a replacement of the current cybersecurity training and phishing application platform as the platform currently used and provided by the City expires in Q4 2024. Discussions are ongoing with the City regarding onboarding Agencies within the City’s new platform in Q1 2025.
- Also unknown at this time are any costs or savings from the potential timing of the shutdown of the St. Lawrence Centre.

5.8 Facility Services



Facility Services Budget

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Overhead								
Facilities	$4,826	$2,804	$2,856	$4,222	$4,715	$4,890	$5,425	$4,680
Total Costs Overhead	**$4,826**	**$2,804**	**$2,856**	**$4,222**	**$4,715**	**$4,890**	**$5,425**	**$4,680**

Facility Services Overview

Highlights

- Allowance for continued improvement of waste diversion rate across all venues.
- Planned safety and specialized trainings for staff to improve in-house capabilities and promote efficiency.
- Increased staff coverage for better support of all building users.

Key challenges

- Financial pressures with increased wages (based on collective bargaining agreement), utilities cost and cost of repair parts/services.
- Supply chain issues causing delays in material delivery for facilities maintenance and upgrade activities.
- Aging & obsolete parts of some facility systems increases frequency of unscheduled maintenance and extended time to resolve issues at all three buildings.

5.9 Programming Reserve Fund

Programming Reserve Fund Budget

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Reserve Transfers (Programming RF)								
Gross revenue	$350	$0	$0	$0	$0	$225	$850	$200
Direct expenses	$0	$353	$0	$0	$300	$225	$850	$400
Total Net revenues	**$350**	**($353)**	**$0**	**$0**	**($300)**	**$0**	**$0**	**($200)**

Programming Reserve Fund Overview

- Established in 2019, funded through the 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 2025 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.

Programming Reserve Fund Continuity Schedule

(in 000s)	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
Balance, beginning of year	**$0**	**$38**	**$391**	**$391**	**$391**	**$691**	**$691**
Revenue:							
Funds transferred in from Operating Surplus	$388	$353	$0	$0	$300	$150	$850
Total revenue in	$388	$353	$0	$0	$300	$150	$850
Total funding available	**$388**	**$391**	**$391**	**$391**	**$691**	**$841**	**$1,541**
Withdrawals:							
Draws to support Programming initiatives	($350)	$0	$0	$0	$0	($150)	($850)
Total withdrawals	($350)	$0	$0	$0	$0	($150)	($850)
Balance, end of year	**$38**	**$391**	**$391**	**$391**	**$691**	**$691**	**$691**

5.10 Toronto Live Foundation

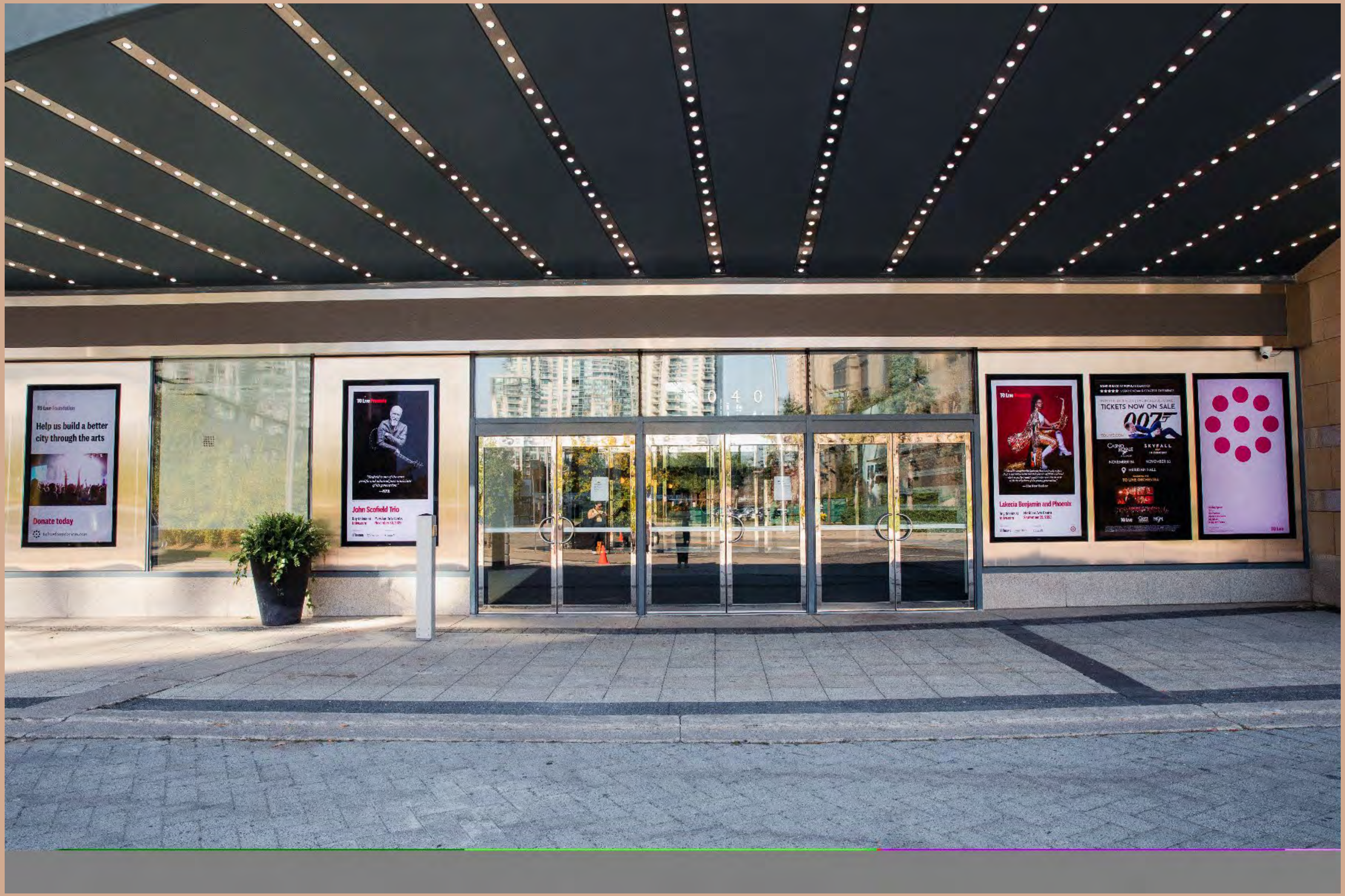
Toronto Live Foundation Budget

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
Transfer from Foundation								
Gross revenue	$2,323	$0	$0	$0	$0	$300	$300	$155
Direct expenses	$2,323	$0	$0	$0	$0	$0	$0	$0
Total Net Revenues	**$0**	**$0**	**$0**	**$0**	**$0**	**$300**	**$300**	**$155**

Toronto Live Foundation Overview

- 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.

6. Capital Budgets



6.1 Facility Fee Reserve Fund (FFRF)

FFRF Detailed Budget

(in 000's)	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Strat Plan
Reserve Fund Transfers (FFRF)								
Gross revenue	$1,747	$300	$58	$950	$1,588	$4,240	$4,469	$3,000
Direct expenses	$2,782	$1,565	$592	$1,951	$3,082	$6,165	$6,414	$4,000
Grand Total	**($1,035)**	**($1,265)**	**($534)**	**($1,001)**	**($1,494)**	**($1,925)**	**($1,945)**	**($1,000)**

Details:

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
FFRF - Naming Rights Transfer								
Gross revenue	$0	$0	$0	$0	$0	$0	$0	$0
Direct expenses	$1,018	$1,265	$534	$1,001	$1,494	$1,925	$1,945	$1,000
Total	**($1,018)**	**($1,265)**	**($534)**	**($1,001)**	**($1,494)**	**($1,925)**	**($1,945)**	**($1,000)**

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
FFRF - Projects*								
Gross revenue	$447	$69	$0	$73	$400	$2,788	$3,282	$1,800
Direct expenses	$464	$69	$0	$73	$400	$2,788	$3,282	$1,800
Total	**($17)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

(in 000's)	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget	3rd year Strat Plan
FFRF (CIF)								
Gross revenue	$1,299	$231	$58	$878	$1,188	$1,452	$1,187	$1,200
Direct expenses	$1,299	$231	$58	$878	$1,188	$1,452	$1,187	$1,200
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

FFRF Overview

Purpose

Restricted funding (not available for operations) to fund purchase of chattels and equipment, minor state of good repairs, heritage preservation, and minor renovation of the theatres.

Funded by

- Naming rights, portion thereof as approved by the Board
- Facility fee surcharge which is applied to most tickets sold
- Capital salvage and other recoveries of a capital nature
- Other contributions as directed by the Board and approved by City Council

Withdrawals

Funds may be withdrawn through the operating budget as approved by the Board and City Council.

See Confidential Attachment Tab 6.1.A for more detailed information related to the FFRF plan and budget.

FFRF Continuity Schedule

(in 000s)	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
Balance, beginning of year	**$3,230**	**$3,303**	**$2,892**	**$3,040**	**$4,287**	**$4,142**	**$4,501**
Revenue:							
Revenue from ticket surcharge	$1,300	$231	$58	$878	$1,188	$1,452	$1,187
Investment income	$60	$53	$5	$11	$53	$10	$25
Proceeds from Name-In-Title sponsorship	$2,152	$131	$534	$1,001	$1,494	$1,925	$1,945
Transfer balance from TCA Capital Maintenance Fund			$161				
Total revenue in	$3,512	$415	$758	$1,889	$2,735	$3,387	$3,157
Total funding available	**$6,742**	**$3,717**	**$3,651**	**$4,929**	**$7,022**	**$7,529**	**$7,659**
Withdrawals (capitalized assets):							
Building Improvements	($243)	($571)		($160)	($490)	($1,547)	($1,245)
Chattel asset purchases	($833)	($185)	($610)	($409)	($2,390)	($1,241)	($2,037)
SOGR draws for Meridian signage	($1,900)						
	($2,975)	($756)	($610)	($569)	($2,880)	($2,788)	($3,282)
Withdrawals (non-capitalized assets):							
Building Improvements	($363)			($33)			
Chattel asset purchases	($52)	($55)		($40)			
IT Equipment	($49)	($14)				($240)	($100)
	($464)	($69)	$0	($73)	$0	($240)	($100)
Total withdrawals	($3,439)	($825)	($610)	($642)	($2,880)	($3,028)	($3,382)
Balance, end of year	**$3,303**	**$2,892**	**$3,040**	**$4,287**	**$4,142**	**$4,501**	**$4,277**

6.2 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 underway
- 2028 scheduled

MAC

- 2022 completed
- 2026 scheduled

STLC

- 2015 completed
- 2024 underway

Challenges:

- Project Prioritization → greenhouse gas reduction vs. business interruption vs. legislated (AODA) vs. operational.
- Business continuation during construction.
- Cost increases as backlog increases.

The SOGR budget consists of two main elements:

- Salary and Administrative Expenses. The bulk of the budget is allocated to Project Managers' salaries.
- The remaining portion covers necessary administrative expenses, which are generally minor in nature.

See Confidential Attachment Tab 6.2.A for more detailed information related to the SOGR plan and budget.

SOGR 10 Year Plan

Above the Line (committed funding)

(in 000s)	Total	2024 (total)*	2025	2026	2027	2028	2029	2030	2031	2032	2033
Meridian Hall	$42,310	$6,288	$4,434	$3,493	$1,505	$0	$90	$500	$500	$500	$25,000
Meridian Arts Centre	$49,333	$8,411	$5,637	$4,225	$4,529	$30	$0	$500	$500	$500	$25,000
STLC R&D	$6,129	$4,138	$975	$1,016	$0	$0	$0	$0	$0	$0	$0
Total SOGR	**$97,771**	**$18,837**	**$11,046**	**$8,734**	**$6,034**	**$30**	**$90**	**$1,000**	**$1,000**	**$1,000**	**$50,000**
STLC Redevelopment	$47,037	$15,000	$32,037								
Total Above the Line	**$144,808**	**$33,837**	**$43,083**	**$8,734**	**$6,034**	**$30**	**$90**	**$1,000**	**$1,000**	**$1,000**	**$50,000**

Below the Line (uncommitted funding)

(in 000s)	Total	2024 (total)*	2025	2026	2027	2028	2029	2030	2031	2032	2033
Meridian Hall	$71,000	$3,343	$11,668	$9,309	$7,267	$5,500	$5,000	$7,250	$10,663	$11,000	$0
Meridian Arts Centre	$92,451	$7,984	$19,105	$4,800	$10,979	$12,460	$8,923	$6,200	$10,000	$12,000	$0
STLC R&D	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total SOGR	**$163,451**	**$11,327**	**$30,773**	**$14,109**	**$18,246**	**$17,960**	**$13,923**	**$13,450**	**$20,663**	**$23,000**	**$0**
STLC Redevelopment	$0										
Total Below the Line	**$163,451**	**$11,327**	**$30,773**	**$14,109**	**$18,246**	**$17,960**	**$13,923**	**$13,450**	**$20,663**	**$23,000**	**$0**

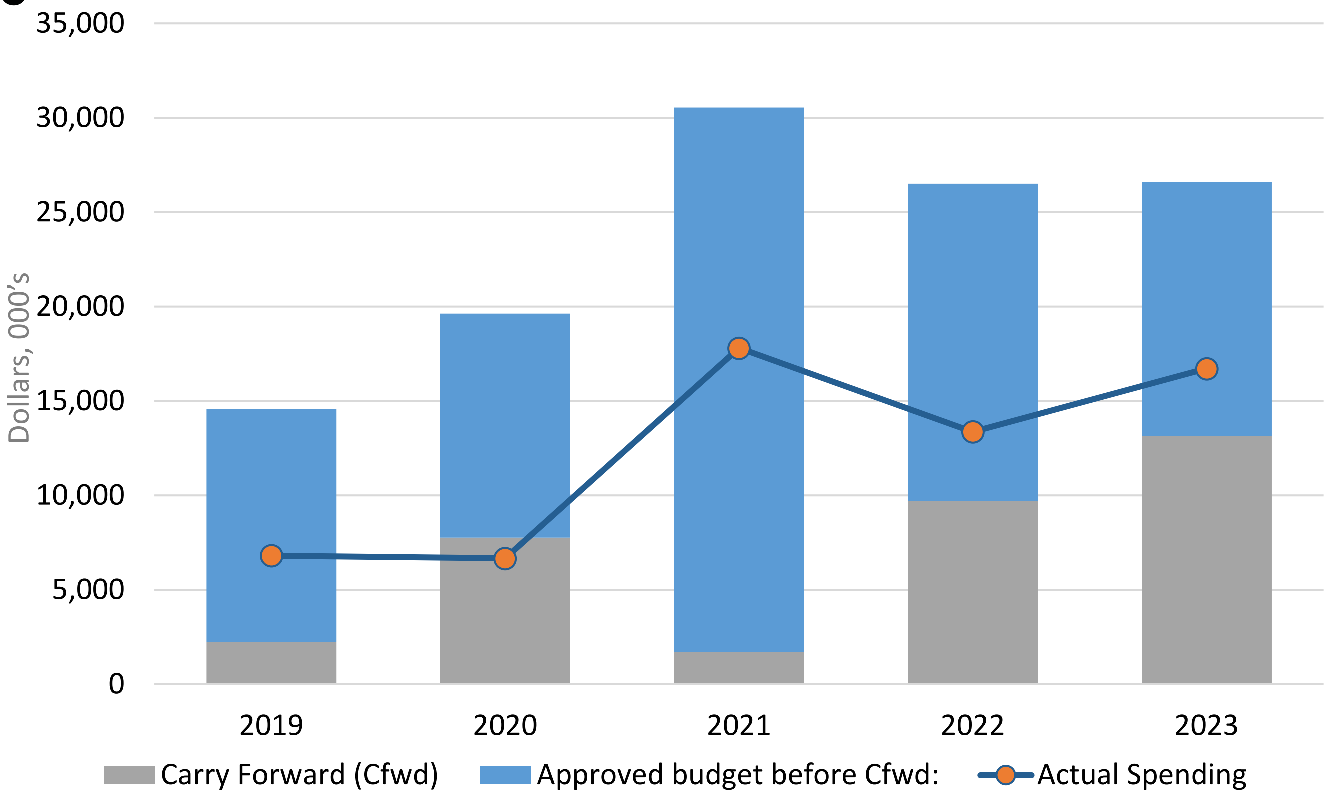
Above and Below the Line

(in 000s)	Total	2024 (total)*	2025	2026	2027	2028	2029	2030	2031	2032	2033
Meridian Hall	$113,310	$9,631	$16,102	$12,802	$8,772	$5,500	$5,090	$7,750	$11,163	$11,500	$25,000
Meridian Arts Centre	$141,784	$16,395	$24,742	$9,025	$15,508	$12,490	$8,923	$6,700	$10,500	$12,500	$25,000
STLC R&D	$6,129	$4,138	$975	$1,016	$0	$0	$0	$0	$0	$0	$0
Total SOGR	**$261,222**	**$30,164**	**$41,819**	**$22,843**	**$24,280**	**$17,990**	**$14,013**	**$14,450**	**$21,663**	**$24,000**	**$50,000**
STLC Redevelopment	$47,037	$15,000	$32,037	$0	$0	$0	$0	$0	$0	$0	$0
Total Below the Line	**$308,259**	**$45,164**	**$73,856**	**$22,843**	**$24,280**	**$17,990**	**$14,013**	**$14,450**	**$21,663**	**$24,000**	**$50,000**

*2024 includes carried forward projects and funding from prior years.
**Does not reflect STLC Redevelopment (design, stage gate, etc.).
This is the 2024 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
Approved budget before Cfwd:	$12,352	$11,873	$28,830	$16,798	$13,451
Carry Forward	$2,227	$7,761	$1,720	$9,719	$13,141
Total budget	$26,931	$31,508	$59,380	$43,315	$40,044
% Spent	**47%**	**34%**	**58%**	**50%**	**63%**
Actual Spending	$6,816	$6,673	$17,803	$13,372	$16,725

6.3 STLC Redevelopment

STLC Redevelopment Budget

(in 000's)	2022 Actual*	2023 Actual*	2024 Budget*	2025 Budget*	3rd year Strat Plan
Overhead					
Consultants	$248	$1,223	$60	$63	
Marketing	$6	$1	$66	$69	
Legal fees	$0	$3	$0	$0	
Hospitality/Travel	$9	$27	$30	$32	
Administration	$219	$256	$629	$661	
Total Costs Overhead	**$482**	**$1,510**	**$785**	**$825**	**$3,000**

*Entire budget is offset by funding from SOGR. The 2025 budget reflects administration costs only, does not include the next phase of redevelopment budget (design, stage gate construction).

STLC Redevelopment Overview

In anticipation of a Council endorsement in Q4 2024 of the updated Schematic Design and Fundraising plan, TO Live and CREM are planning to advance the STLC Redevelopment project to the next Stage Gate of Design Development.

There is currently $15 million in the allocated 2024 TO Live SOGR Capital Projects budget, with an additional $32 million in 2025, totaling $47 million in the ten-year SOGR plan approved by the TO Live Board.

The Show continues.......

7. Supplementary Information

2025 Detailed Budget

(in 000's)	2019 Actual	2020 Actual (COVID Period)	2021 Actual (COVID Period)	2022 Actual (COVID Period)	2023 Actual	2024 Budget	2025 Budget	3rd year Strategic Plan
Summary								
Total Gross Revenue	**$37,041**	**$15,284**	**$14,899**	**$27,713**	**$37,295**	**$42,531**	**$45,942**	**$34,112**
Total Gross Costs	**$37,577**	**$15,284**	**$14,401**	**$27,546**	**$36,818**	**$42,531**	**$45,942**	**$34,112**
Total Operating Surplus/(Deficit)	**($537)**	**$0**	**$498**	**$166**	**$477**	**$0**	**$0**	**$0**
Stage Rentals Division								
Gross revenue	$7,703	$1,527	$394	$5,348	$7,063	$6,022	$6,233	$5,150
Direct expenses	$4,924	$1,051	$253	$3,074	$4,486	$3,195	$3,318	$2,862
Total Net revenues/(costs) Stage Rentals	$2,779	$476	$141	$2,275	$2,577	$2,827	$2,915	$2,287
TO Live Presents Division								
Gross revenue	$6,435	$628	$776	$2,489	$3,864	$7,601	$7,619	$4,894
Direct expenses	$8,073	$1,018	$1,935	$3,488	$4,571	$7,601	$8,093	$6,123
Total Net revenues/(costs) Presentations	($1,638)	($390)	($1,159)	($999)	($707)	$0	($473)	($1,229)
Corporate & Private Rental Division								
Gross revenue	$4,874	$738	$304	$3,438	$6,516	$5,165	$6,002	$4,217
Direct expenses	$2,939	$544	$209	$2,043	$3,349	$2,710	$3,060	$2,365
Total Net revenues/(costs) Corporate & Private Rentals	$1,935	$194	$95	$1,395	$3,167	$2,455	$2,941	$1,852
Development Division								
Gross revenue	$1,604	$1,849	$1,238	$1,591	$2,063	$3,254	$3,377	$3,969
Direct expenses	$213	$160	$159	$180	$166	$294	$265	$353
Total Net revenues/(costs) Development	$1,391	$1,689	$1,079	$1,411	$1,897	$2,960	$3,112	$3,616
Ancillary Division								
Gross revenue	$4,228	$677	$164	$3,398	$4,046	$5,185	$5,149	$4,783
Direct expenses	$998	$281	$48	$658	$920	$1,030	$1,143	$1,072
Total Net revenues/(costs) Ancillary	$3,230	$396	$116	$2,741	$3,126	$4,155	$4,006	$3,711
Other Division (including OH Recoverable)								
Gross revenue	$1,732	$469	$1,034	$1,408	$3,891	$3,348	$3,546	$754
Direct expenses	$436	$182	$218	$779	$1,456	$1,225	$1,288	$350
Total Net revenues/(costs) Other	$1,296	$287	$816	$629	$2,434	$2,123	$2,259	$404

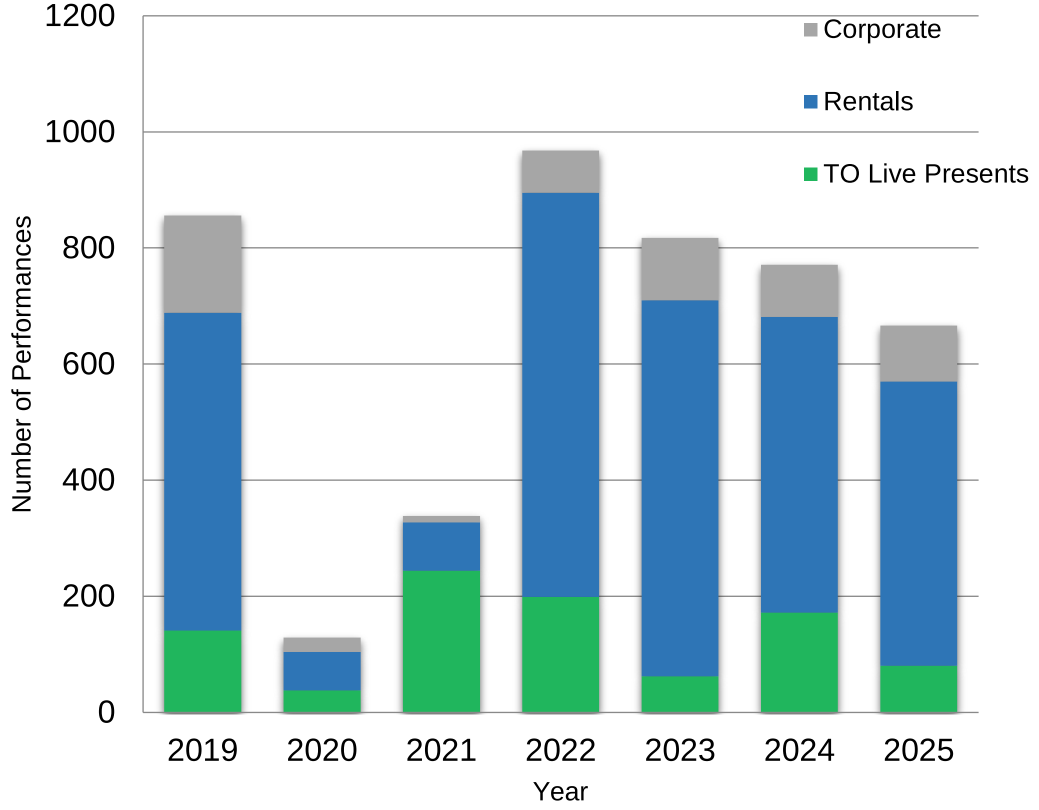
2025 Detailed Budget, continued

(in 000's)	2019 Actual	2020 Actual (COVID Period)	2021 Actual (COVID Period)	2022 Actual (COVID Period)	2023 Actual	2024 Budget	2025 Budget	2025 Strategic Plan
Overhead								
Programming Admin Services	$631	$496	$528	$395	$865	$1,320	$1,373	$1,321
Production Services	$1,387	$1,295	$1,377	$1,580	$1,606	$1,614	$1,785	$762
Development Services	$228	$367	$433	$328	$431	$468	$635	$350
Marketing Services	$1,134	$555	$720	$845	$1,005	$1,063	$1,226	$1,360
Communities & Outreach	$283	$108	$127	$228	$259	$280	$400	$460
Ticket Services	$736	$486	$539	$667	$1,090	$1,040	$1,044	$420
Food & Beverage Services	$763	$128	$254	$439	$517	$596	$846	$590
Patron Services	$636	$246	$223	$609	$835	$874	$906	$493
Programming Services	$0	$289	$183	$162	$233	$0	$0	$0
Executive Office	$664	$621	$740	$2,046	$2,085	$2,163	$2,261	$1,813
Finance & Administration	$1,541	$1,418	$969	$965	$875	$1,003	$1,184	$886
Payroll	$351	$236	$263	$516	$575	$679	$442	$481
Human Resources	$669	$231	$227	$396	$392	$1,203	$1,166	$1,002
Technology Services	$595	$471	$490	$845	$911	$1,300	$1,173	$933
Facility Services	$4,826	$2,804	$2,856	$4,222	$4,715	$4,890	$5,425	$4,680
Total Costs Overhead	$14,443	$9,751	$9,928	$14,243	$16,395	$18,494	$19,865	$15,551

2025 Detailed Budget, continued

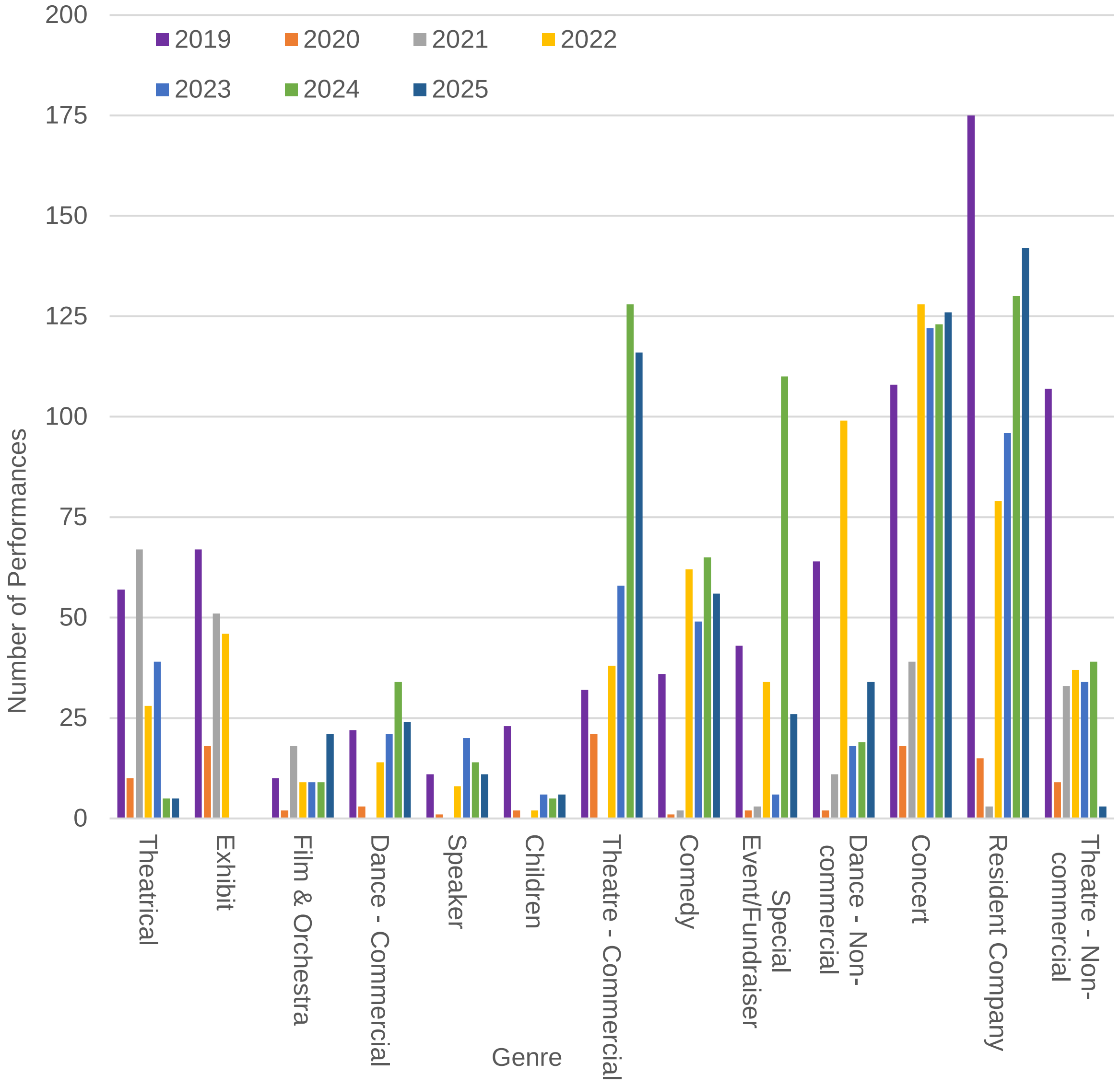
(in 000's)	2019 Actual	2020 Actual	2021 Actual (COVID Period)	2022 Actual (COVID Period)	2023 Actual	2024 Budget	2025 Budget	2025 Strategic Plan
SOGR Project								
Gross revenue	$446	$379	$588	$518	$582	$806	$821	$1,036
Direct expenses	$446	$379	$588	$518	$582	$806	$821	$1,036
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0	$0	$0
STLC Redevelopment								
Gross revenue	$0	$0	$306	$482	$1,510	$785	$825	
Direct expenses	$0	$0	$306	$482	$1,510	$785	$825	
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0	$0	$0
Reserve Fund Transfers (FFRF)								
Gross revenue	$1,747	$300	$58	$950	$1,588	$4,240	$4,469	$3,000
Direct expenses	$2,782	$1,565	$592	$1,951	$3,082	$6,165	$6,414	$4,000
Total Net revenues/(costs) Other	($1,035)	($1,265)	($534)	($1,001)	($1,494)	($1,925)	($1,945)	($1,000)
Reserve Transfers (Programming RF)								
Gross revenue	$350	$0	$0	$0	$0	$225	$850	$200
Direct expenses	$0	$353	$0	$0	$300	$225	$850	$400
Total Net revenues/(costs) Other	$350	($353)	$0	$0	($300)	$0	$0	($200)
Reserve Transfers (SOGR)								
Gross revenue	$0	$0	$0	$0	$0	$0	$0	$0
Direct expenses	$0	$0	$165	$100	$0	$0	$0	$0
Total Net revenues/(costs) Other	$0	$0	($165)	($100)	$0	$0	$0	$0
Transfer from Foundation								
Gross revenue	$2,323	$0	$0	$0	$0	$300	$300	$155
Direct expenses	$2,323	$0	$0	$0	$0	$0	$0	$0
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$300	$300	$155
Other								
Gross revenue	$0	$0	$0	$30	$0	$0	$0	$0
Direct expenses	$0	$0	$0	$30	$0	$0	$0	$0
Total Net revenues/(costs) Settlement	$0	$0	$0	$0	$0	$0	$0	$0
Surplus (Deficit) before Investment	($6,136)	($8,717)	($9,539)	($7,893)	($5,695)	($5,599)	($6,750)	($5,954)
City operating investment	$5,599	$8,717	$10,038	$8,059	$6,172	$5,599	$6,750	$5,955
Net Operating Surplus/(Deficit)	($537)	$0	$498	$166	$477	$0	$0	$0

Number of Performances and Events



	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
To Live Presents	141	38	244	199	62	172	80
Rentals	547	66	83	696	648	509	490
Corporate	168	25	11	73	107	90	96
Total	**856**	**129**	**338**	**968**	**817**	**771**	**666**
Number of events represented in %							
To Live Presents	16%	29%	72%	21%	8%	22%	12%
Rentals	64%	51%	25%	72%	79%	66%	74%
Corporate	20%	19%	3%	8%	13%	12%	14%

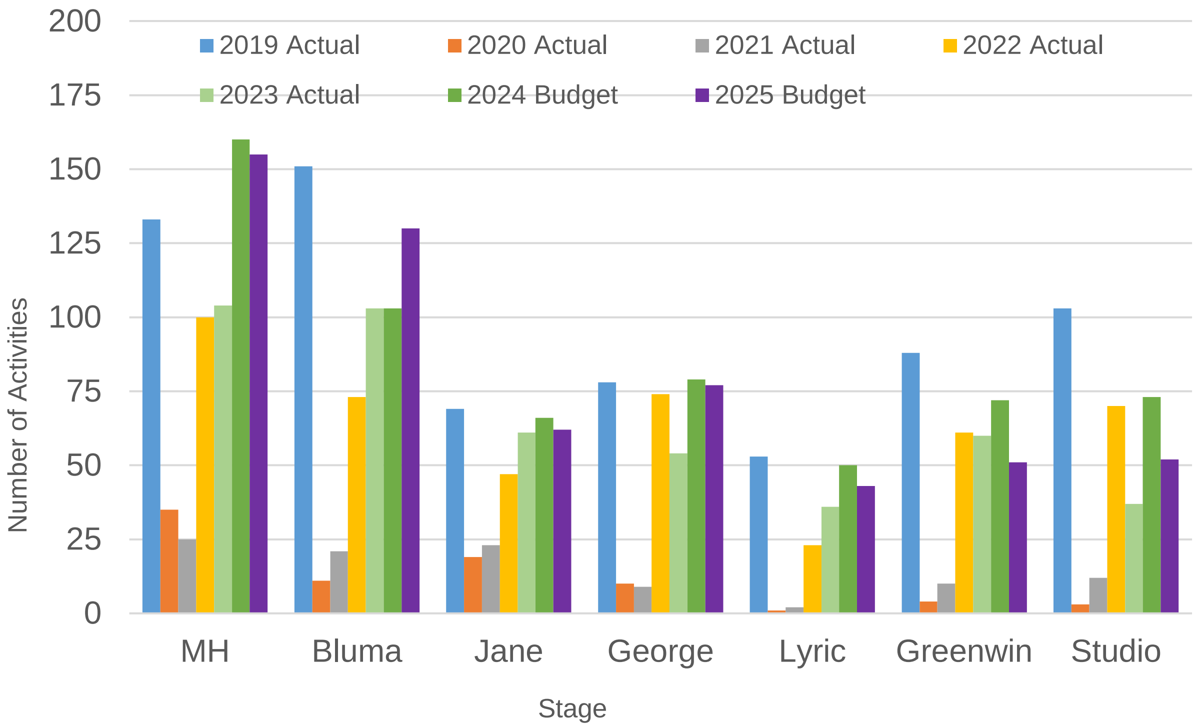
Performances by Genre



	Theatrical	Exhibit	Film & Orchestra	Dance - Commercial	Speaker	Children	Theatre - Commercial	Comedy	Special Event/Fundraiser	Dance - Non-commercial	Concert	Resident Company	Theatre - Non-commercial	Total
2019	57	67	10	22	11	23	32	36	43	64	108	175	107	**755**
2020	10	18	2	3	1	2	21	1	2	2	18	15	9	**104**
2021	67	51	18	0	0	0	0	2	3	11	39	3	33	**327**
2022	28	46	9	14	8	2	38	62	34	99	128	79	37	**895**
2023	39	0	9	21	20	6	58	49	6	18	122	96	34	**710**
2024	5	0	9	34	14	5	128	65	110	19	123	130	39	**681**
2025	5	0	21	24	11	6	116	56	26	34	126	142	3	**570**

Digital and other programming not reflected on graph

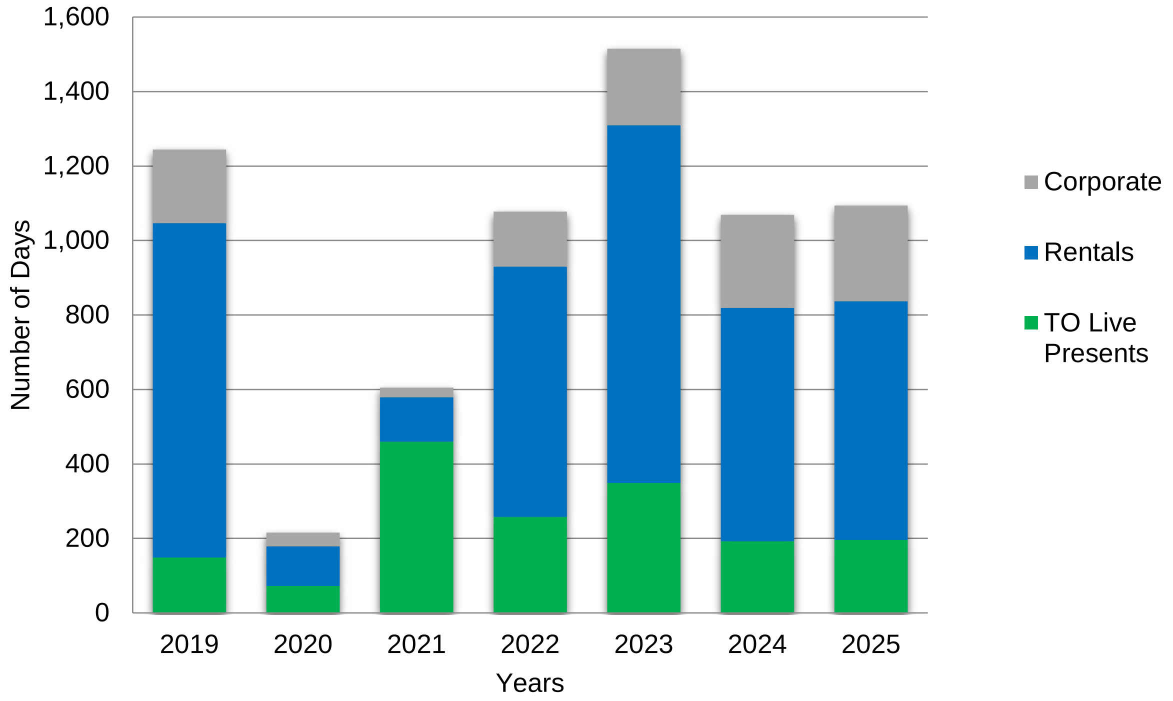
Programming Activity by Stage



	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
MH	133	35	25	100	104	160	155
Bluma	151	11	21	73	103	103	130
Jane	69	19	23	47	61	66	62
George	78	10	9	74	54	79	77
Lyric	53	1	2	23	36	50	43
Greenwin	88	4	10	61	60	72	51
Studio	103	3	12	70	37	73	52
Subtotal	**675**	**83**	**102**	**448**	**455**	**603**	**570**
Gallery	80	0	0	0	0	78	0
Other		21	225	447	255	0	0
Total	**755**	**104**	**327**	**895**	**710**	**681**	**570**

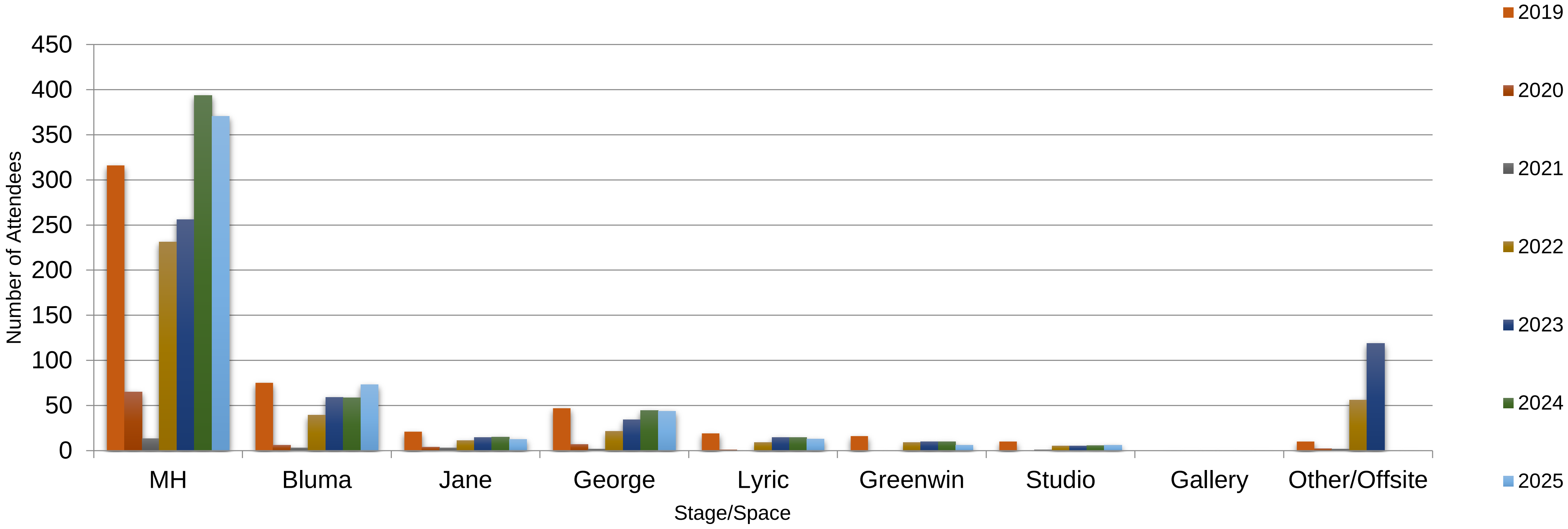
* Gallery and Other spaces not reflected on graph

Activity by Days Used



	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
TO Live Presents	149	72	460	258	349	193	196
Rentals	898	107	119	672	961	626	641
Corporate	197	37	26	148	205	250	257
Total	**1,244**	**216**	**605**	**1,078**	**1,515**	**1,069**	**1,094**
Number of days represented in %							
TO Live Presents	12%	33%	76%	24%	23%	18%	18%
Rentals	72%	50%	20%	62%	63%	59%	59%
Corporate	16%	17%	4%	14%	14%	23%	23%

Attendance by Stage



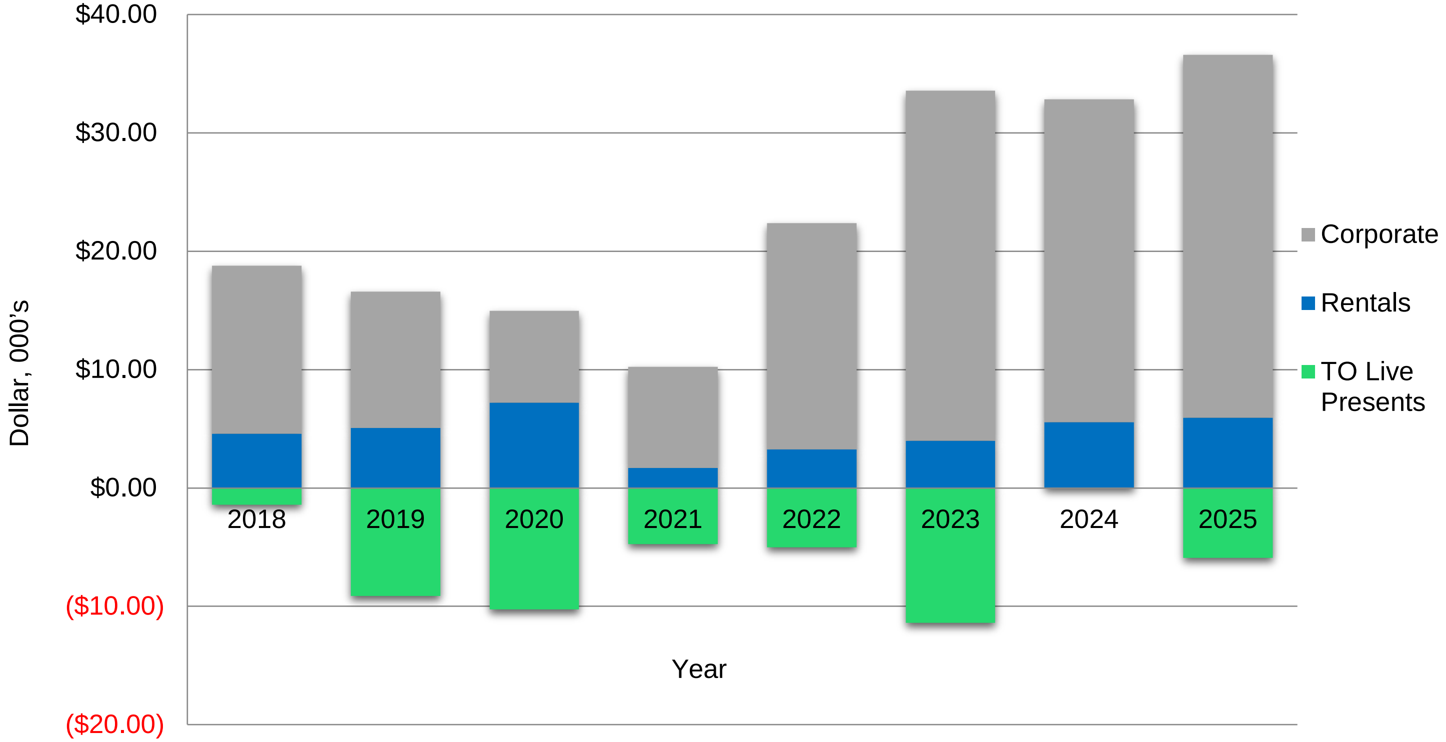
(in 000's)	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
MH	316	65	13	231	256	394	370
Bluma	75	6	3	39	59	59	73
Jane	21	4	3	11	14	15	13
George	47	7	2	21	34	44	44
Lyric	19	1	0	9	15	14	13
Greenwin	16	0	0	9	10	10	6
Studio	10	0	1	5	5	6	6
Gallery	0	0	0	0	0	0	0
Other/Offsite	10	2	2	56	119	0	0
Total	**514**	**85**	**24**	**382**	**512**	**542**	**524**

Resident Companies

	2019 Actual			2020 Actual			2021 Actual			2022 Actual			2023 Actual			2024 Budget			2025 Budget		
	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks
CanStage*	91	56	13							40	20	6	87	54	12	70	53	10	91	68	13
Music Toronto	19	13		4	4		6	4		14	10		10	7		9	9		12	12	
Toronto Operetta	25	11	4	14	6					38	14	4	30	9	4	16	7	2	42	19	6
Opera In Concert	10	5		2	1					9	5		6	3		4	2		6	3	
Hannaford Street Band	4	4		3	1		3	3		3	3		3	1		2	2		4	4	
Harold Green Jewish Theatre	129	65	19							56	47	8	71	41	10	64	47	9	58	39	8
North York Arts	107	13								6	0					4	0		24	0	
Sinfonia Toronto	3	3		1	1		3	3		7	7		5	5		5	5		6	6	
Orchestra Toronto	5	5		2	2		7	1		40	25		13	5		5	5		6	6	
Total	**393**	**175**	**36**	**26**	**15**	**0**	**19**	**11**	**0**	**213**	**131**	**18**	**225**	**125**	**27**	**179**	**130**	**21**	**249**	**157**	**27**

* Includes co-productions.

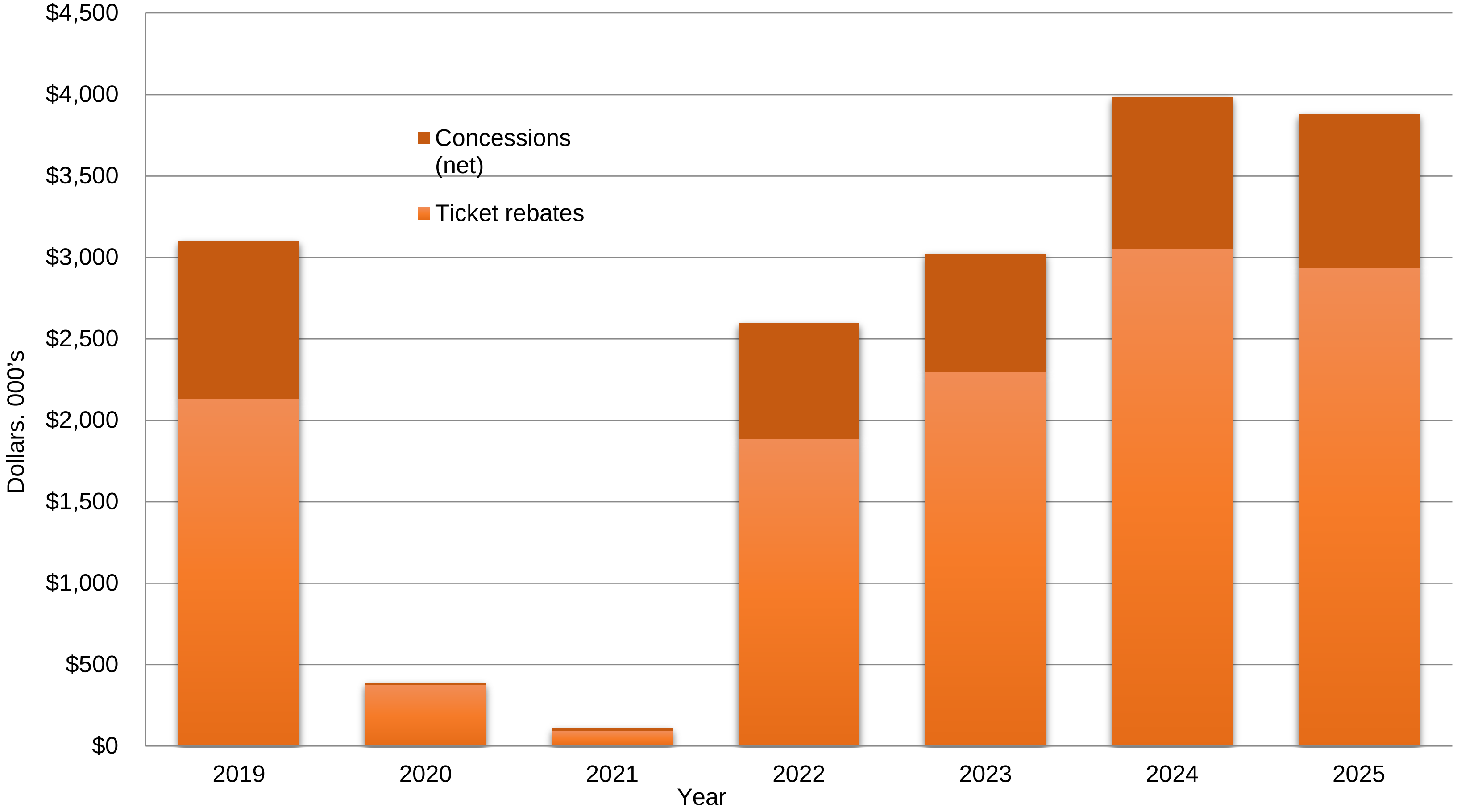
Average Contribution Margin per event/performance



(in 000's)	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
Risk	($9.13)	($10.26)	($4.75)	($5.02)	($11.39)	$0.00	($5.91)
Rentals	$5.07	$7.21	$1.70	$3.27	$3.98	$5.55	$5.95
Corporate	$11.52	$7.76	$8.55	$19.11	$29.59	$27.28	$30.64

CM	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
Risk	($1,288)	($390)	($1,159)	($999)	($706)	$0	($473)
Rentals	$2,776	$476	$141	$2,275	$2,577	$2,827	$2,915
Corporate	$1,935	$194	$94	$1,395	$3,166	$2,455	$2,941
Total	**$3,423**	**$280**	**($924)**	**$2,671**	**$5,037**	**$5,282**	**$5,383**

Ancillary Contribution Margin



(in 000's)	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Budget 2025
Ticket rebates	$2,132	$374	$92	$1,884	$2,298	$3,055	$2,937
Concessions (net)	$969	$15	$19	$712	$725	$930	$941

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