TO Live
2026 Budget and Plan

Date	**Committee**
June 16, 2025	Environment, Social & Governance *Meeting Cancelled*
June 16, 2025	Finance & Audit *Meeting Cancelled*
June 16, 2025	Human Resources & Stakeholder Relations
June 19, 2025	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

Progression of TO Live

Big Picture (in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 2021 2022 COVID	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Total Gross Revenue	$28,852	$32,907	$38,407		$37,295	$42,609	$45,511	$44,589
Total Gross Expenses	$29,230	$32,568	$38,947		$36,818	$42,600	$45,511	$44,589
Net	($378)	$339	($540)		$477	$9	$0	$0
Change from previous year		*14.1%*	*16.7%*		*0.0%*	*14.2%*	*6.8%*	*(2.0%)*
Revenue change from 2017		*14.1%*	*33.1%*		*29.3%*	*47.7%*	*57.7%*	*54.5%*

City Investment (in 000s)	2017 Actual	2018 Actual	2019 Actual	2020 2021 2022 COVID	2023 Actual	2024 Actual	2025 Budget	2026 Budget
City Investment	$5,907	$5,274	$5,599		$6,172	$5,599	$6,148	$6,448
Change from previous year		*(10.7%)*	*6.2%*			*(9.3%)*	*9.8%*	*4.9%*
Change from 2017		*(10.7%)*	*(5.2%)*		*4.5%*	*(5.2%)*	*4.1%*	*9.2%*

Operating Expenses (in 000s)	2017 Actual	2018 Actual	2019 Actual	2020 2021 2022 COVID	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Total Operating expenses	$19,208	$17,806	$21,486		$16,589	$21,084	$22,516	$22,265
Change from previous year		*(7.3%)*	*20.7%*			*27.1%*	*6.8%*	*(1.1%)*
Change from 2017		*(7.3%)*	*11.9%*		*(13.6%)*	*9.8%*	*17.2%*	*15.9%*

Salaries, wages & benefits (in 000s)	2017 Actual	2018 Actual	2019 Actual	2020 2021 2022 COVID	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Salaries, wages & benefits	$10,022	$14,762	$17,461		$20,229	$21,516	$22,995	$22,324
Change from previous year		*47.3%*	*18.3%*			*6.4%*	*6.9%*	*(2.9%)*
Change from 2017		*47.3%*	*74.2%*		*101.8%*	*114.7%*	*129.4%*	*122.7%*

Budget Process

1

PLANNING & INITIAL PREPARATION

- Programming Calendar Created

2

BUDGET DEVELOPMENT

- Departmental Budgets Created
- Compensation Budgets Created

3

REVIEW & CONSOLIDATION

- Departmental Budgets Reviewed
- Departmental Budgets Consolidated
- Consolidated Budgets Reviewed by CEO/CFO
- Consolidated Budget – Team Review
- Edits/Updates by Departments
- Revised Budgets Consolidated
- Revised Budgets Reviewed by CEO/CFO

4

APPROVALS & SUBMISSIONS

- Board Approval (Q2)
- Budget Input into City System
- City Admin Review (Q3)
- Budget Committee Review (Q1, Next Year)
- City Council Approval (Feb, Next Year)

Assumptions, Themes & Pressures

Assumptions

- City investment increased from 2025 by 5% to $6.448M
- Subject to City Council approval
- 4th year of 2023-2027 Strategic Plan
- COLA allowance included
- Updated data used
- Includes transfer from TO Live Foundation
- MAC closed summer of 2026 for SOGR work

Pressures

- Union agreements renegotiated and related costs
- Revenue challenges
- Economic fluctuations
- Growth of expenses vs revenue growth
- Increasing costs – labour and supplies
- Ability of market to absorb increasing fees vs maintaining client base

Themes

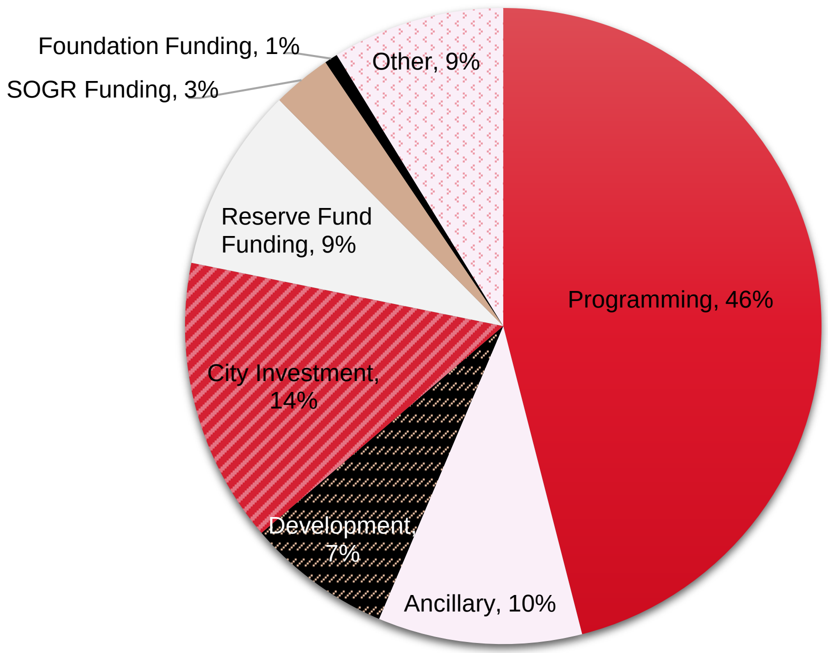
- Making Space
- Supporting artists and arts organizations
- Increasing public awareness (storytelling)
- Empowering staff (training, professional development)
- Improving calendar scheduling
- Optimizing technology, data driven decisions
- Continuing cybersecurity initiatives
- Upholding high standard of customer service and experience
- Reducing carbon footprint

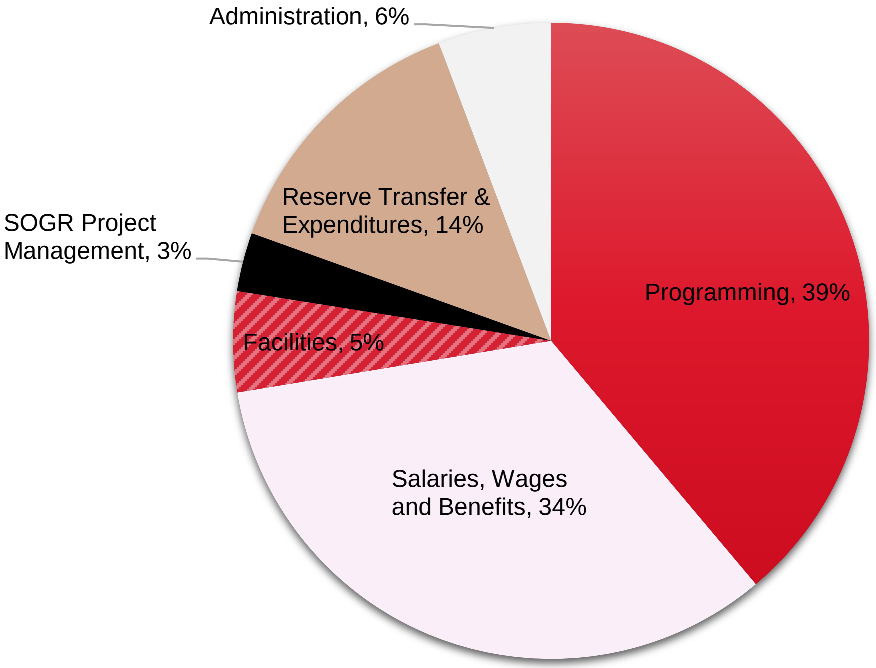
Budget Summary: Big Picture

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Total Gross Revenue (before City investment)	**$19,654**	**$31,123**	**$37,010**	**$39,363**	**$38,141**	**$28,994**
% change in gross revenue	304.25%	58.35%	18.92%	6.36%	(3.10%)	
Total Gross Costs	**$27,546**	**$36,818**	**$42,600**	**$45,511**	**$44,589**	**$34,731**
% change in gross costs	91.28%	33.66%	15.71%	6.83%	(2.03%)	
Shortfall before City Investment	**($7,893)**	**($5,695)**	**($5,590)**	**($6,148)**	**($6,448)**	**($5,737)**
City Investment	**$8,059**	**$6,172**	**$5,599**	**$6,148**	**$6,448**	**$5,737**
Net revenue over expenses	**$166**	**$477**	**$9**	**$0**	**$0**	**$0**

Total gross revenue	$27,713	$37,295	$42,609	$45,511	$44,589	$34,731
City investment	$8,059	$6,172	$5,599	$6,148	$6,448	$5,737
as a %	29.08%	16.55%	13.14%	13.51%	14.46%	16.52%

Gross Revenues & Expenses

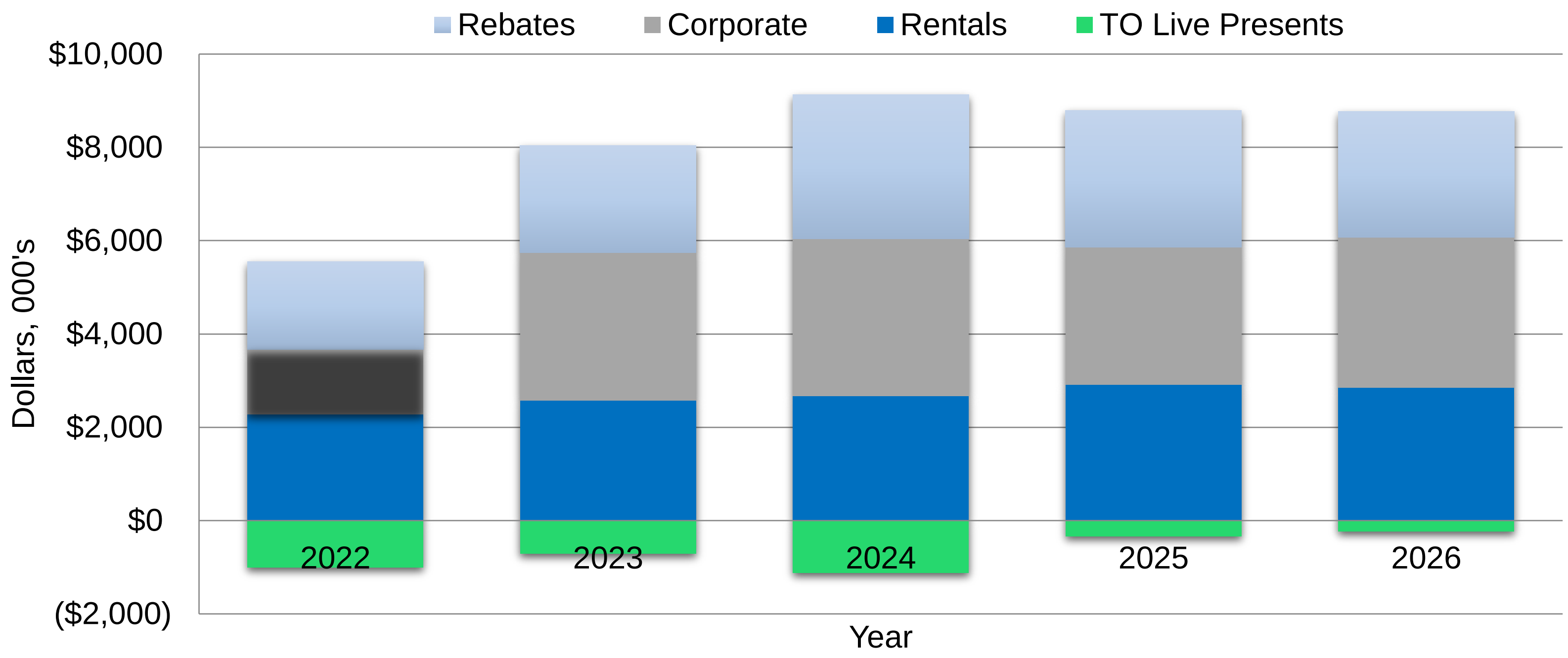




Revenue (in $000s)	
Programming	$20,516
Ancillary	$4,623
Development	$3,277
City Investment	$6,448
Reserve Fund Funding	$4,185
SOGR Funding	$1,332
Foundation Funding	$300
Other	$3,907
Total	**$44,589**

Expenses (in $000s)	
Programming	$17,331
Salaries, Wages and Benefits	$14,952
Facilities	$2,277
SOGR Project Management	$1,332
Reserve Transfer & Expenditures	$6,138
Administration	$2,560
Total	**$44,589**

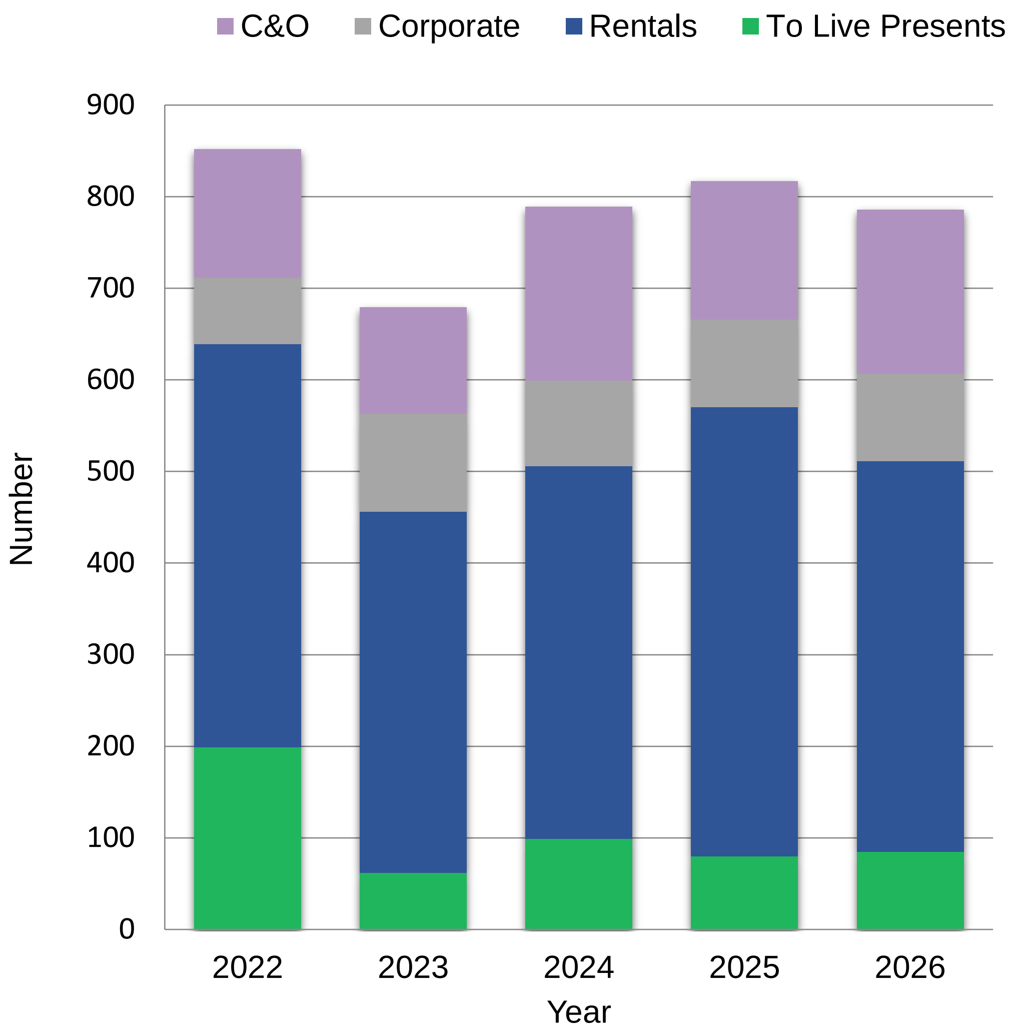
Net Contribution Margins



(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget
TO Live Presents	($999)	($706)	($1,121)	($333)	($235)
Rentals	$2,275	$2,577	$2,671	$2,915	$2,850
Corporate	$1,395	$3,166	$3,365	$2,941	$3,219
Rebates	$1,884	$2,298	$3,093	$2,937	$2,704
Total	$4,555	$7,335	$8,007	$8,460	$8,538

CM as a %	**2022**	**2023**	**2024**	**2025**	**2026**
Net TO Live Presents	(22%)	(10%)	(14%)	(4%)	(3%)
Net rentals	50%	35%	33%	34%	33%
Net corporate	31%	43%	42%	35%	38%
Net rebates	41%	31%	39%	35%	32%

Number of Performances & Events

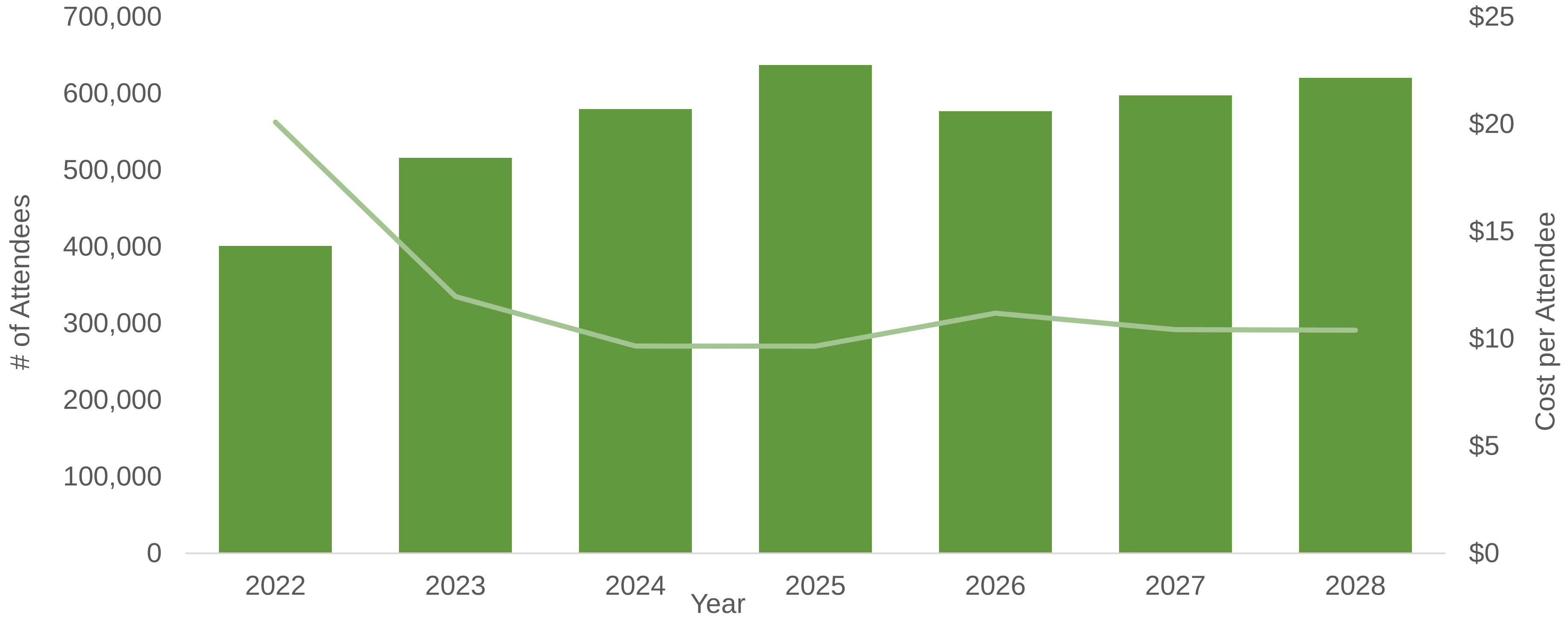


	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget
To Live Presents	199	62	99	80	85
Rentals	440	394	407	490	426
Corporate	73	107	93	96	96
C&O	140	116	190	151	179
Total	**852**	**679**	**789**	**817**	**786**
Number of events represented in %					
To Live Presents	23%	9%	13%	10%	11%
Rentals	52%	58%	52%	60%	54%
Corporate	9%	16%	12%	12%	12%
C&O	16%	17%	24%	18%	23%

2026 Efficiencies

Item	Description	Dept	$, in 000s
VOIP System transition	Transition to Microsoft Teams, elimination landlines	IT	$15.00
Training	Transition to online digital based training for EBMS. No longer using consultant	IT	$7.50
Tradeable bits	Audience list creation automated and easier to update thereby saving time and making ad spend more efficient and effective	M&C	$5.00
Concession menus	Able to update menus digitally and in real time, saving labour hours thus providing a better customer experience.	M&C	$5.00
HVAC maintenance	Consolidated the maintenance services and negotiated for cost savings	Operations	$5.00
Security System	Change to new a vendor and use of internal resources	Operations	$5.00
Energy costs	3% reduction in total consumption (subject to rate increase and additional consumption)	Operations	$40.00
Electrical service	Thermographic scan training	Operations	$10.00
Merchandise sales	Outsourcing of labour	Operations	$10.50
Concessions	A 6% decrease in compensation expenses is expected within concessions. Extra hours can be minimized by analyzing historical data to better understand scheduling requirements	Operations	$21.00
Total efficiencies			**$124.00**

City Investment per Attendee



		Attendance					City
	Year	Stage	Corporate	C&O	Total	Per Attendee	Investment
Actual	2022	326,263	68,966	5,883	401,112	$20.09	$8,059,065
Actual	2023	393,081	114,339	8,330	515,750	$11.97	$6,172,000
Actual	2024	461,710	111,542	6,533	579,785	$9.66	$5,599,000
Budget	2025	523,984	100,000	12,999	636,983	$9.65	$6,148,250
Budget	2026	467,244	100,000	9,108	576,352	$11.19	$6,448,250
Forecast	2027	488,106	100,000	9,563	597,670	$10.42	$6,448,250
Forecast	2028	510,012	100,000	10,042	620,053	$10.40	$6,448,250

2. Environmental, Social and Governance

2.1 Strategic Plan

2023-2027 Strategic Plan – 4th 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

in 000's	Year 1	Year 2	Year 3*	Year 4	Year 5
Strategic Plan	**2023**	**2024**	**2025**	**2026**	**2027**
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
City operating investment	**$7,072**	**$6,365**	**$5,955**	**$5,737**	**$5,416**
	Year 1	Year 2	Year 3*	Year 4	Year 5
Reality	**2023**	**2024**	**2025**	**2026**	**2027**
	actual	actual	budget	budget	estimate
Total Gross Revenue	$37,295	$42,609	$45,511	$44,589	$44,589
Total Gross Costs	$36,818	$42,600	$45,511	$44,589	$44,589
Total Operating Surplus/(deficit)	$477	$9	$0	$0	$0
City operating investment	**$6,172**	**$5,599**	**$6,148**	**$6,448**	**$6,448**
Increase/(decrease) in City Investment	($900)	($766)	$193	$711	$1,032
% change	(13%)	(12%)	3%	12%	19%
cumulative % change	(13%)	(25%)	(22%)	(9%)	10%

STLC closure

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

2026 Budget vs Strategic Plan (2023-2027)

- The *TO Live Presents* programming budget is net $235K for 2026, in contrast to the Strategic Plan investment target of $1.388M for year 4 as a result of a decrease in the City investment in prior years due to inflationary pressures.
- The Corporate & Private Rentals net revenue target exceeds the Strategic Plan goal by $1.3M or 69%; this is partially due to growth in business around academic events.
- The Communities & Outreach budget is 32% ($149k) higher than the Strategic Plan target due to the inclusion of two programs, Making Space and *explorations* now under this portfolio.
- Pre-orders and in-seat ordering initiatives have not implemented. 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 Development revenue is down 13% ($477k) as post pandemic giving continues to be slow in rebounding.

2023-2027 Strategic Plan – 4th 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.

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.
- Reduced investment level in *TO Live Presents* programming impacts scope and scale of local, national and international program.
- Communities & Outreach budget (outside of the realigned programs) has resulted in fewer events, thus the ability to reach out and engage local communities is not at the 4th year strategic plan level.
- 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.
- Implement measures that increase the accessibility of TO Live performance and events.

2.3 Key Performance Indicators (KPIs)

KPIs

GOAL	Objective #	OBJECTIVE	Strategy #	STRATEGY	KPI	INCLUDED IN BUDGET Yes/No/Limited	COMMENTS	DEPARTMENT RESPONSIBLE
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	MAC closure for the summer will have a negative impact.	Programming Marketing
			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	Yes	Programming that responds to community including C&O. Further engagement and relationship development with local community and businesses.	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	YES		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	Includes focus on amplifying artists through content spotlights	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	DEPARTMENT RESPONSIBLE
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
			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	Yes	Programming that responds to community including C&O. Further engagement and relationship development with local community and businesses.	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	Yes	Programming that responds to community including C&O. Further engagement and relationship development with local community and businesses.	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	DEPARTMENT RESPONSIBLE
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		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				

2.4 Sustainability

Sustainability Overview

Net-Zero Strategy

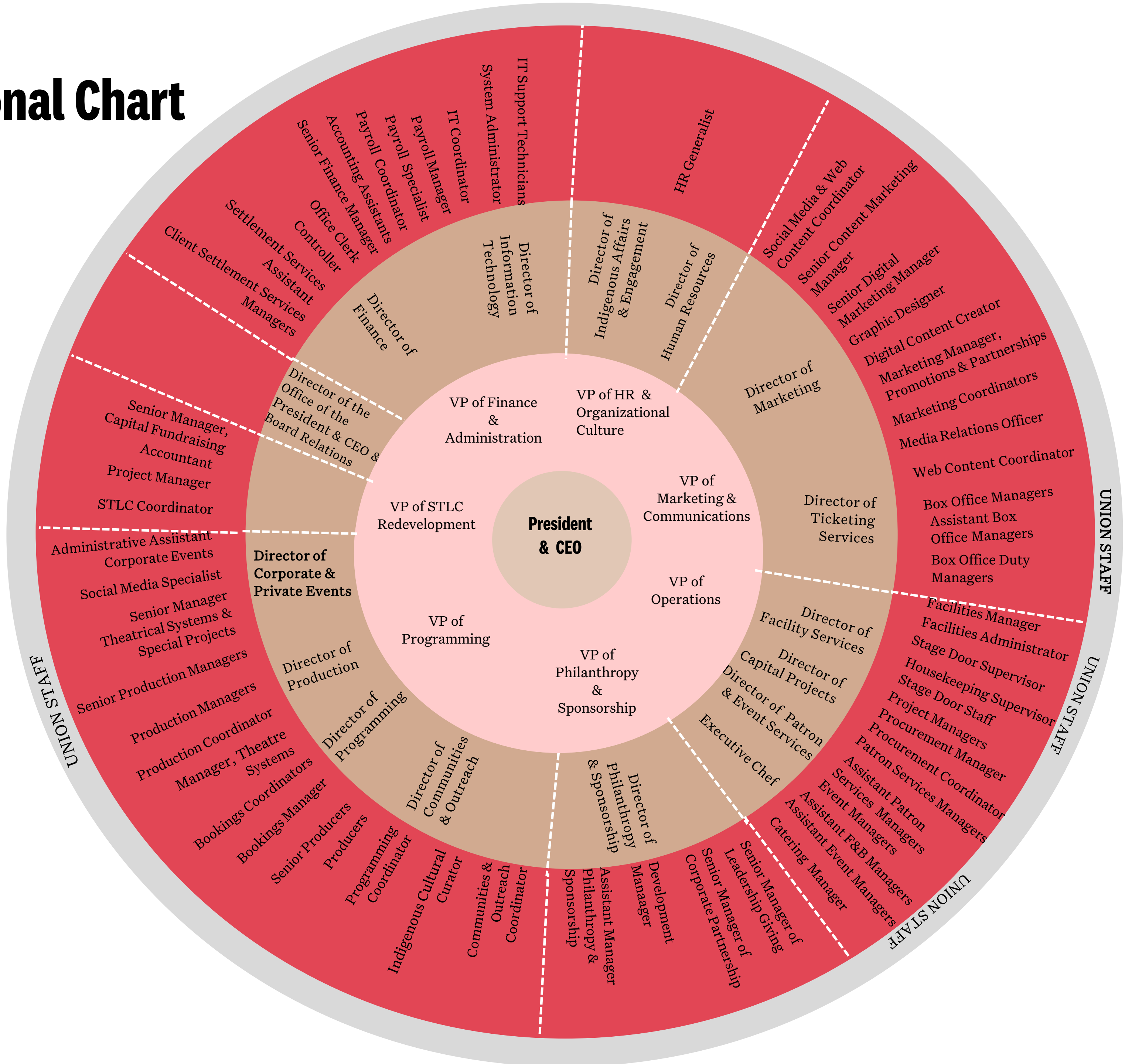
- TO Live’s Net-Zero Transition Plan sets a target of achieving net-zero greenhouse gas (GHG) emissions from venue operations by 2040.

- Key operational components include:
  - Fuel switching initiatives planned between 2025 and 2030 to reduce direct emissions from building systems.
  - Energy efficiency and demand reduction measures to be implemented from 2030 to 2040.
  - Food and beverage operations will reduce GHG emissions from procurement activities by 25% by 2030, with changes to sourcing, supply chain practices, and menu planning.

- The plan aligns with and supports City of Toronto's environmental policies and processes, including:
  - TransformTO strategy targets for energy and emissions.
  - Compliance with the Climate Change Goals and Governance bylaw.

3. Staffing and Compensation

2026 Organizational Chart



UNION STAFF

Ticketing Services
- Box Office Staff

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

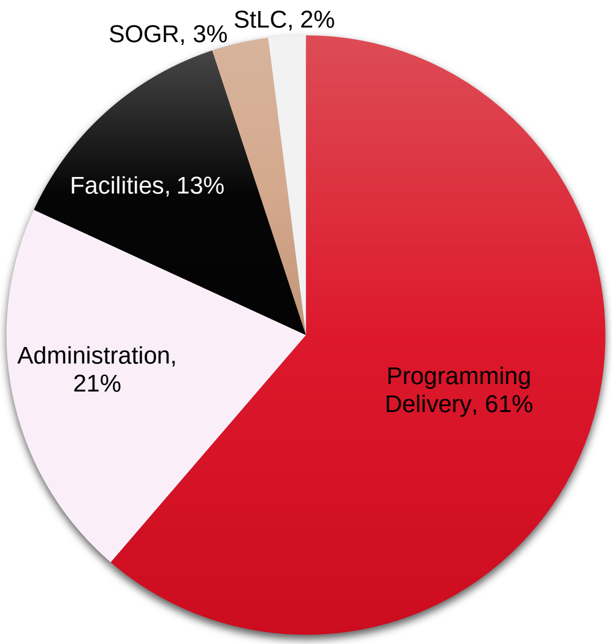
Patron & Event Services
- Theatre Attendants
- Concession Attendants
- Event Staff
- Chef de partie
- Cooks
- Dishwashers

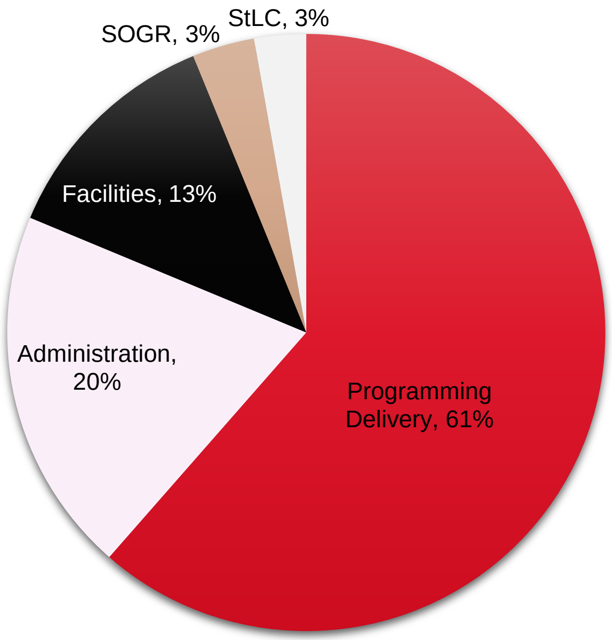
Production
- Stagehands

Compensation Summary

(in 000's)	Base 2025 Budget	Base 2026 Budget	Base Change	Benefits 2025 Budget	Benefits 2026 Budget	Benefits Change	Total 2025 Budget	Total 2026 Budget	Total Change
Total FTE - Admin	$8,351	$8,697	$346	$2,355	$2,399	$44	$10,706	$11,095	$390
Total PT - Admin	$803	$714	($89)	$187	$178	($9)	$991	$893	($98)
Other Contingency / COLA	$390	$376	($14)	$0	$0	$0	$390	$376	($14)
SEIU/B173	$888	$845	($43)	$222	$254	$32	$1,111	$1,099	($12)
UNIFOR	$730	$787	$57	$179	$197	$18	$908	$983	$75
Total non-recoverable staffing costs	$11,162	$11,419	$257	$2,943	$3,027	$84	$14,105	$14,446	$341
gross revenue							**$45,511**	**$44,589**	
staffing costs as a % of gross revenue							**31%**	**32%**	
SOGR/STLC	$1,154	$928	($226)	$258	$202	($56)	$1,412	$1,129	($283)
IATSE 58	$3,559	$3,234	($326)	$1,453	$1,337	($116)	$5,012	$4,571	($442)
IATSE B173	$1,885	$1,834	($52)	$471	$315	($156)	$2,356	$2,148	($208)
Total recoverable staffing costs	$6,598	$5,995	($603)	$2,182	$1,854	($328)	$8,780	$7,848	($932)
Grand total - staffing costs	**$17,760**	**$17,413**	**($347)**	**$5,125**	**$4,881**	**($244)**	**$22,885**	**$22,294**	**($591)**
gross revenue							**$45,511**	**$44,589**	
staffing costs as a % of gross revenue							**50%**	**50%**	

Compensation Chart





2026 Compensation Budget (in $000s)	
Programming Delivery	$13,668
Administration	$4,583
Facilities	$2,915
SOGR	$680
StLC	$450
Total	**$22,294**

2025 Compensation Budget (in $000s)	
Programming Delivery	$14,062
Administration	$4,538
Facilities	$2,873
SOGR	$771
StLC	$641
Total	**$22,885**

See Confidential Attachment Tab 3.1.A for more detailed information related to staffing and compensation

Staffing FTE Changes

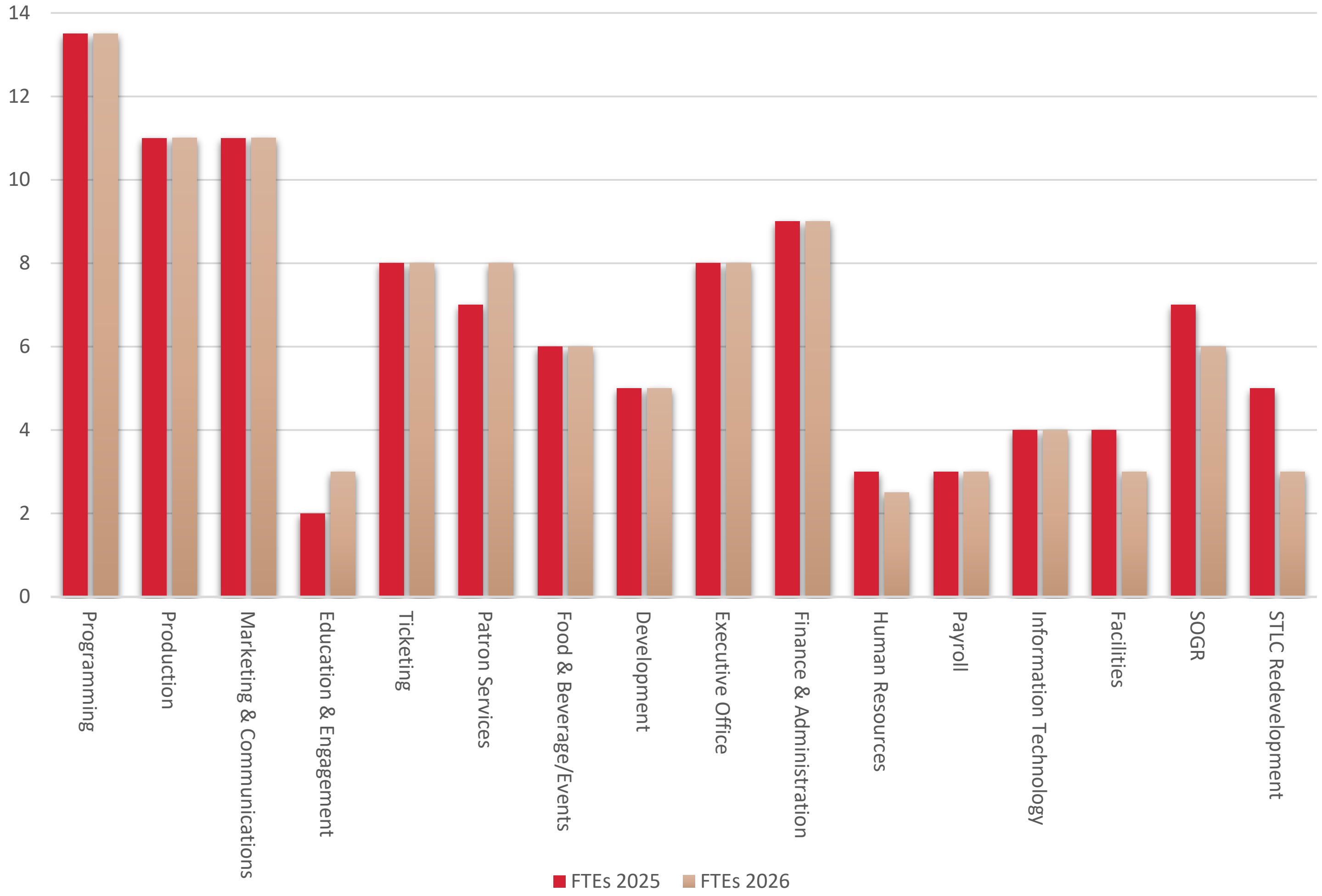
Staff Complement	2025 Budget	2026 Budget	Change
Total FTE - Admin	94.5	95.0	0.5
Total PT - Admin	20.3	18.5	(1.8)
SEIU/B173	16.9	16.2	(0.7)
UNIFOR	9.5	10.2	0.7
Total non-recoverable complement	**141.2**	**139.9**	**(1.3)**
SOGR/STLC	12.0	9.0	(3.0)
IATSE 58	45.5	41.3	(4.2)
IATSE B173	57.6	55.9	(1.7)
Total recoverable complement	**115.1**	**106.2**	**(8.9)**
Grand total - staff complement	**256.3**	**246.1**	**(10.2)**

Staffing FTE Changes compared to 2025 Approved Budget

	2026 Budget	Staff Highlights 2026 Budget
Operating Positions FTE's		
C&O	1	New programming coordinator
Patron Services	1	New Assistant Patron Services manager, adjustment from part-time level
Human Resources	(0.5)	Admin Position changed to part-time level
Facilities	(1)	Admin Position reduced
Total Change in number of positions	**0.50**	

	2026 Budget	Staff Highlights 2026 Budget
Capital Positions FTE's		
SOGR	(3)	Project management positions adjusted to current service level of projects
Total Change in number of positions	(3)	
Grand Total Change in number of FTE positions	(2.5)	

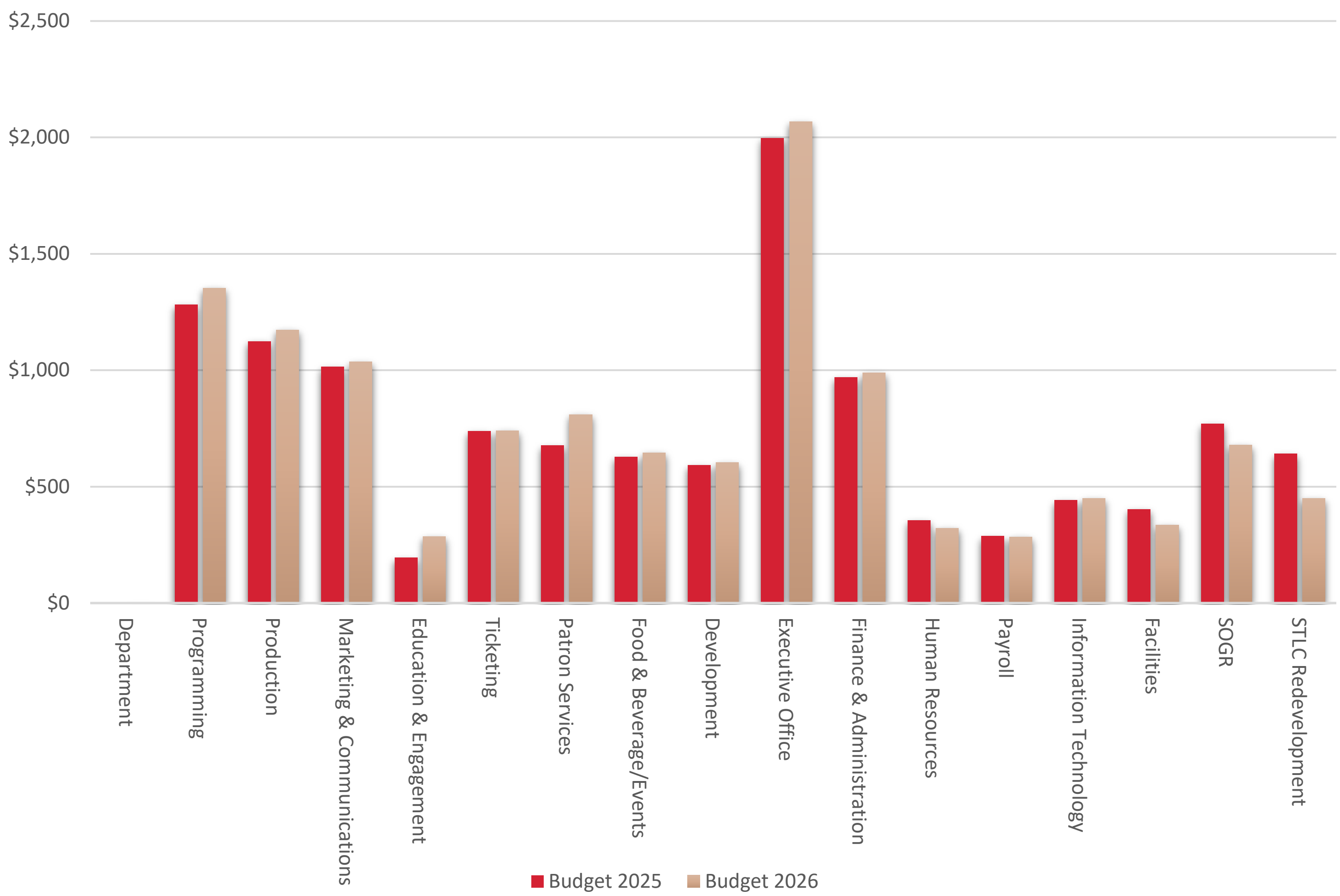
Full Time Staffing Changes



Department	FTEs 2022	FTEs 2023	FTEs 2024	FTEs 2025	FTEs 2026
Programming	11	11	11	13.5	13.5
Production	10	8	11	11	11
Marketing & Communications	9	10	9	11	11
Education & Engagement	2.0	2.5	2	2	3
Ticketing	7	7	8	8	8
Patron Services	5	6	6	7	8
Food & Beverage/Events	2	3	4	6	6
Development	2	4	4	5	5
Executive Office	7	8	8	8	8
Finance & Administration	7	7	8	9	9
Human Resources	2	3	3	3	3
Payroll	4	4	4	3	3
Information Technology	3	5	5	4	4
Facilities	3	3	3	4	3
Total FTE - Admin	**74.0**	**81.5**	**86**	**94.5**	**95.0**
SOGR	10	9	8	7	6
STLC Redevelopment	3	5	5	5	3
Total FTE - SOGR/STLC*	**13**	**14**	**13**	**12**	**9**
Total Staffing FTE's	**87.0**	**95.5**	**99.0**	**106.5**	**104.0**

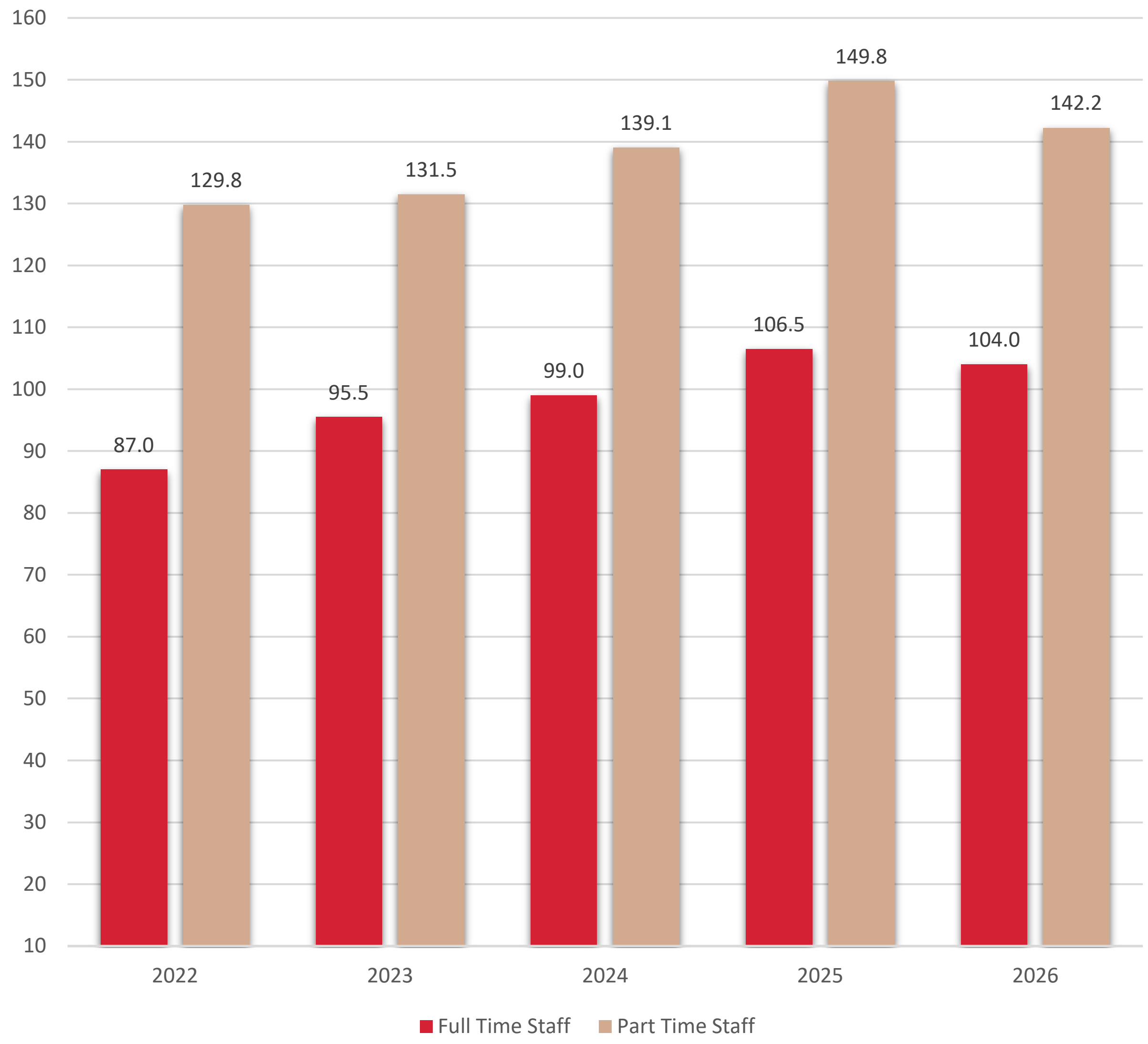
*Recoverable complement FTEs from Capital Budgets

Full Time Staffing - $



Department, (in 000's)	2025 Budget $	2026 Budget $
Programming	$1,281	$1,353
Production	$1,124	$1,173
Marketing & Communications	$1,014	$1,036
Education & Engagement	$195	$286
Ticketing	$739	$741
Patron Services	$677	$810
Food & Beverage/Events	$629	$645
Development	$592	$603
Executive Office	$1,997	$2,068
Finance & Administration	$970	$988
Human Resources	$355	$321
Payroll	$287	$284
Information Technology	$442	$449
Facilities	$404	$336
SOGR	$771	$680
STLC Redevelopment	$641	$450
Total Staffing Costs	$12,117	$12,224

Staff Complement 2019-2025 (FT and PT View)



Complement Budget	2022	2023	2024	2025	2026
Full Time Staff	87.0	95.5	99.0	106.5	104.0
Part Time Staff	129.8	131.5	139.1	149.8	142.2
	2022	2023	2024	2025	2026
Program Delivery FT	51.0	54.5	55.0	63.5	65.5
Facility Operations FT	4.0	4.0	3.0	4.0	3.0
Administration FT	19.0	23.0	28.0	27.0	26.5
Full Time Staff	**74.0**	**81.5**	**86.0**	**94.5**	**95.0**
Full Time Staff SOGR/STLC	**13.0**	**14.0**	**13.0**	**12.0**	**9.0**
Part Time Staff					
Program Delivery PT	8.6	8.6	9.6	8.6	6.9
Facility Operations PT	10.0	10.0	9.6	10.7	10.7
Administration PT	1.0	1.0	1.0	1.0	1.0
Unions PT	110.2	111.8	118.8	129.5	123.7
Part Time Staff	**129.8**	**131.5**	**139.1**	**149.8**	**142.2**
Total FTE'S	**216.8**	**227.0**	**238.1**	**256.3**	**246.2**

Summary of Salary and Wage increases

Pay Group	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
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%	3.00%	3.00%	3.00%	29.61%
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%	2.80%	2.80%	2.80%	25.40%
IATSE-822 MH [4]	2.40%	3.33%	3.28%	1.00%	3.00%	3.00%	4.28%	2.56%	2.50%		25.35%
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%	3.00%			15.00%

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, 2027.

3) UNIFOR - Contract Expires December 31, 2027, ~ yearly increases reflected as average per year. Increases are based on union position: Senior Operator increase 2%, Building Operators increase 2.5%, Junior Operator increase 2.9%, Handyman 3.5% (this position also had a one-time adjustment of $1.93 to their hourly rate in 2025 (8.7%) ~ this is not reflected into account for the cumulative total of 25.40%).

4) IATSE-822 STLC contract ratified in June 2023 for the period of 2021 to 2024 expired Dec 31, 2024 / IATSE 822-MH last increase June 2023 - Expired May 31, 2024. New agreement ratified April 2025 ~ (Jun 1, 2024, to May 31, 2027).

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. Contract expired Dec 31, 2023.

6) IATSE B-173 Patron Services: contract was amended for 2022 rates to reflect a market rates, the increase applied earlier July 18, 2022, instead of Nov 1, 2022, last increase Nov 1, 2023. Contract Expired Oct 31, 2024.

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 15%.

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

Current Collective Bargaining Agreements

Collective Bargaining Agreements	Union	Location	Effective date	Expiry Date
TO Live - Meridian Hall	IATSE Local 58	MH	01-Apr-22	31-Mar-26
TO Live - St Lawrence Centre for the Arts	IATSE Local 58	STLC	01-Jan-21	31-Dec-24
TO Live - Meridian Arts Centre	IATSE Local 58	MAC	01-Jan-21	31-Dec-23
TO Live - St Lawrence Centre for the Arts	IATSE Local 822	STLC	01-Jan-21	31-Dec-24
TO Live - Meridian Hall	IATSE Local 822	MH	01-Jun-24	31-May-27
TO Live - Meridian Arts Centre	IATSE Local B-173*	MAC	01-Apr-23	31-Mar-26
TO Live	IATSE Local B-173**	MAC-MH-STLC	01-Nov-19	31-Oct-24
TO Live	SEIU Local -2	MH-STLC	01-Jan-25	31-Dec-27
TO Live	UNIFOR Local 2003E	MAC-MH-STLC	01-Jan-25	31-Dec-27

*CBA for Custodial Services
**CBA for Patron and Event Services

4. Departmental Operating Budgets

4.1 TO Live Presents

TO Live Presents Budget

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Presentations Division						
Gross revenue	$2,489	$3,864	$8,728	$7,619	$8,803	$4,969
Direct expenses	$3,488	$4,571	$9,848	$7,953	$9,038	$6,357
Total Net revenues/(costs)	**($999)**	**($707)**	**($1,121)**	**($333)**	**($235)**	**($1,388)**

TO Live Presents Overview

The *TO Live Presents* program in 2026 will focus on its established dance and music series, augmented by commercial presentations to offset the inherent investments required to present important contemporary, Canadian, and emerging artists.

Challenges/risks:

- Fluctuating Canadian dollar creating financial challenges when paying foreign artist fees.
- Increased competition in a market increasingly controlled by industry giants.
- Broader economic downturn or potential recession further impacting discretionary spending on arts and culture.

Outline of initiatives to achieve budget targets:

- Continued focus for *TO Live Presents* program on profitable commercial programming, with an aim to achieve net zero budget while presenting the highest calibre performing artists from Toronto, across Canada and around the world.
- *TO Live Presents* adapting more conservative ticket revenue targets for 2026.

See Confidential Attachment Tab 4.1.A for more detailed information related to TO Live Presents

4.2 Earned Revenue

Earned Revenue Budgets

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Stage Rentals Division						
Gross revenue	$5,348	$7,063	$6,878	$6,233	$5,475	$5,268
Direct expenses	$3,074	$4,486	$4,208	$3,318	$2,626	$2,948
Total Net revenues	**$2,275**	**$2,577**	**$2,671**	**$2,915**	**$2,850**	**$2,320**
Corporate and Private Rental Division						
Gross revenue	$3,438	$6,516	$6,753	$6,002	$6,238	$4,312
Direct expenses	$2,043	$3,349	$3,389	$3,060	$3,019	$2,412
Total Net revenues	**$1,395**	**$3,167**	**$3,365**	**$2,941**	**$3,219**	**$1,900**

Corporate and Private Rentals Overview

Corporate Events is focused on maximizing revenue by securing corporate and private events across TO Live's three venues. The goal for 2026 is to enhance venue utilization, attract new corporate clients, and increase repeat business while maintaining high service standards and operational effectiveness.

Challenges & Risks:

- Economic fluctuations may impact corporate event spending.
- High demand for event space results in many corporate clients being turned away annually due to date competition with TO Live's other business streams.
- Rising costs in labour, vendor services, and food.

Initiatives to Achieve Budget Targets:

- Streamline event operations to minimizing overhead costs to offset inflation and economic increases.
- Improve calendar scheduling to maximize venue usage and increase availability for corporate clients.
- Expand social media presence across multiple channels, with new content creation to drive brand awareness and client engagement.
- Enhance service offerings, including AV and catering packages, to increase per-event revenue.

Other Key Highlights:

- Continue investment in technology and infrastructure to enhance the client experience.
- Strengthen partnerships with corporate clients to encourage repeat business.
- Leverage data analytics to optimize pricing and booking strategies.
- TO Live is reducing its catering carbon footprint by significantly decreasing single-use products and offering menus featuring foods with lower greenhouse gas emission intensity.
- Budget reflects a strategic approach to revenue growth while addressing key challenges and optimizing operational efficiency.

Stage Rentals Overview

The Stage Rentals department facilitates the rental of flexible, professional performance spaces for clients of all sizes and genres—from local community groups to international touring productions. The Stage Rentals department delivers industry-standard services from initial inquiry through to show settlement, ensuring a seamless client experience. The goal is to maximize venue usage and revenue while supporting a diverse range of artistic and cultural programming.

Challenges/risks:

- Strong competition among venues in Toronto.
- Unpredictable economic conditions increasing event promoters' aversion to risk.

Outline of initiatives to achieve budget targets:

- Increased utilization of incentive deals to grow engagement with our most frequent and lucrative rental clients.
- Streamlined coordination between Stage Rentals, Risk, Corporate & Private Events and Communities & Outreach departments to maximize usage.
- Publicize venue upgrades such as video suite, broadcast capabilities and LED Wall at Meridian Hall.
- Work in partnership with the marketing department to improve digital sales tools to showcase venues.

4.3 Ancillary Revenue and Other Revenue

Ancillary Budgets

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Concession Revenue						
Gross revenue	$1,646	$1,637	$1,688	$2,053	$1,779	$2,248
Direct expenses	$768	$912	$1,005	$1,113	$964	$1,038
Total Net revenues	**$877**	**$725**	**$683**	**$941**	**$814**	**$1,210**
Merchandise Revenue						
Gross revenue	$145	$111	$132	$158	$141	$233
Direct expenses	$62	$8	$12	$30	$19	$67
Total Net revenues	**$83**	**$103**	**$120**	**$129**	**$122**	**$166**
Ticket Rebate						
Gross revenue	$1,965	$2,298	$3,093	$2,937	$2,704	$2,466
Direct expenses	$0	$0	$0	$0	$0	$0
Total Net revenues	**$1,965**	**$2,298**	**$3,093**	**$2,937**	**$2,704**	**$2,466**
Total Ancillary						
Gross revenue	$3,755	$4,046	$4,913	$5,149	$4,623	$4,947
Direct expenses	$831	$920	$1,017	$1,143	$984	$1,105
Total Ancillary Net revenue	**$2,925**	**$3,126**	**$3,896**	**$4,006**	**$3,639**	**$3,842**

Concession Revenue Overview

- Budgeted increase in the per capita average through the planned expansion of food and beverage options tailored to events and cultural themes.
- Investment in new and replacement equipment to update outdated assets.
- Continued work on the Digital Transformation project to boost revenue through improved digital interactions.
- Working with the Development department to find new cost-offsetting opportunities.
- Increased labour costs, fluctuating cost of goods, and fewer concerts at Meridian Hall pose higher risks for revenue generation.

Merchandise Revenue Overview

- Fewer shows with merchandise and lower per capita average increase the revenue risk for the department.
- Expected reduction in overhead expenses.

Ticket Rebates Overview

For 2026, the Ticket Rebates budget attempts to build upon the 2024-2025 models with data-driven revisions and updated forecasting based on continuing and emerging market trends. TO Live’s goal regarding ticketing fees continues to be 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.

Highlights & Challenges:

- The 2026 Ticket Rebates budget uses rates and figures from TO Live’s current ticket services contract with Ticketmaster. With that contract expiring in 2025, we are moving forward with an RFP to establish our ticket services provider. 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.

- Many sales trends identified over past years continue, including migration away from phone/box office channels and towards online/mobile channels, as well as increased single ticket transactions and decreased subscription/package/group sales, and decreased average tickets per order, and gradually rising average ticket prices. That said, some of these trends seem to be levelling off somewhat, and some even slightly reversing (for instance, slightly increase group sale activity). Expectations and projections for 2026 have been set according to best estimates of where these trends are developing.

- Service and order fee rates for 2026 continue at current levels, last increased in 2023 across all spaces. Current rates remain towards the higher side of industry averages.

Other Division Revenue

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Other Division						
Gross revenue	$1,408	$3,891	$3,901	$3,717	$3,907	$772
Direct expenses	$779	$1,456	$1,460	$1,288	$1,553	$357
Total Net revenues	**$629**	**$2,434**	**$2,441**	**$2,430**	**$2,354**	**$415**

Other Division Overview

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

4.4 Development

Development Budget

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Corporate Partnerships	$1,238	$1,782	$2,250	$2,902	$2,851	
Government	$270	$198	$185	$335	$356	
Foundations	$0	$1	$0	$0	$0	
Donations	$22	$21	$10	$40	$60	
In-Kind	$61	$61	$0	$100	$11	
Total Fundraising Revenue	**$1,591**	**$2,063**	**$2,445**	**$3,377**	**$3,277**	**$3,754**

Gross Expenses	$507	$598	$686	$900	$905	$914
Ratio of fundraising expenses/fundraising revenue*	31.86%	28.97%	28.05%	26.65%	27.63%	24.35%

* Blumbergs' article: *How much should a Canadian Charity Spend on Overhead such as Fundraising and Administration* indicates a generally accepted ratio between 20% to 35%

Development Overview

The Development department supports TO Live by raising funds through various revenue streams. This includes securing sponsorships, donations and government grants tied to its venues and programming.

- The non-profit and charitable sectors will feel the impact of U.S. tariffs in 2026. TO Live is preparing for the potential effects on corporate and venue sponsorships.   As a result, Development has lowered its sponsorship revenue expectations by 40% for 2025, a level it believes is achievable.
- There is confidence that TO Live's smaller donations will increase in 2026. TO Live has launched a giving campaign including through concessions, "tap to donate" and a donation add-on to ticket purchases which is expected to have a positive impact. The budget has been increased by 50% over 2025.
- TO Live is confident that provincial funding will remain stable, but federal funding has decreased by 31% from 2025. Several factors were considered, including changes in government and shifts in federal priorities due to U.S. tariffs and policy.
- Efforts continue to build on ongoing relationships with various foundations and funding agencies, such as Miziwe Biik.
- General expenses remain flat compared to previous years.

Development Summary – Big Picture

Revenue by Category (000's)	New Operating	Renewed	Stewarded	Grand Total
Sponsorship - Naming			$2,204	$2,204
Sponsorship - Venue	$282	$59	$20	$361
Sponsorship - In Kind	$2	$8		$10
Sponsorship - Programming	$275			$275
Government Grants	$266			$266
Other Grants	$90			$90
Donations	$35	$6		$41
Donor Events	$30			$30
Subtotal	$980	$73	$2,224	$3,277
Transfer from Toronto Live Foundation	$300			$300
Grand total	$1,280	$73	$2,224	$3,577

4.5 Communities & Outreach (C&O)

C & O Budget

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Overhead						
Communities & Outreach	$228	$259	$283	$540	$609	$460
Total Costs Overhead	**$228**	**$259**	**$283**	**$540**	**$609**	**$460**

C & O Overview

TO Live is providing opportunities for citizens of Toronto to engage with the arts by providing support and rehearsal spaces, curating a program of creative learning projects and participatory events to inspire children, families, young people, and adults from all backgrounds and needs.

Highlights:

- 2026 will reflect strategic changes to the Communities & Outreach department, to ensure better utilization of resources: two important programs, Making Space and *explorations* which used to be managed by T*O Live Presents*, is now part of the C&O portfolio. This aligns with the larger community focused offerings that C&O oversees. This shift internally allows the organization to have a more wholistic approach to engagement with our internal and external stakeholders.

- TO Live's Making Space program provides subsidized access to space for artists and is now more publicly accessible and systemized for artists through an online booking process.

C & O Overview, continued

Other Core Programs include:

- Xenia Concerts – relaxed performances for families and older adults. C&O is planning a two-day Arts & accessibility conference as part of this collaboration for 2026.
- Paprika Theatre Festival – Indigenous Arts Program
- Doors Open Toronto
- Summer Camp
- VibeArts NExT and BAND exhibitions

Focus:

Deepen our networks and address community-centered needs through relevant programming.

- Work more closely with like-minded partners who complement our programming and values such as North York Arts, Vibe Arts NExT Mentorship Exhibition, Paprika Theatre, Neighbourlink networks, Xenia Concerts, and the Arts and Accessibility conference.
- 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 through the Making Space program.
- Engagement with the underserved and youth communities continue to be a core focus of the Department through our school program.
- Prioritize accessibility.

C & O Activity Summary

Type	Status	2022 Actual Events	2022 Actual Reach	2023 Actual Events	2023 Actual Reach	2024 Actual Events	2024 Actual Reach	2025 Budget Events	2025 Budget Reach	2026 Budget Events	2026 Budget Reach	Notes
Total Budget		**266**	**10,925**	**211**	**10,151**	**209**	**14,815**	**151**	**12,999**	**179**	**9,108**	
Total Actual		**140**	**5,883**	**116**	**8,330**	**190**	**6,533**	**-**	**-**	**-**	**-**	

C & O Activity Detail

Type	Status	2022 Actual Events	2022 Actual Reach	2023 Actual Events	2023 Actual Reach	2024 Actual Events	2024 Actual Reach	2025 Budget Events	2025 Budget Reach	2026 Budget Events	2026 Budget Reach	Notes
Arts & Wellness												
Yoga	Budget	-	-	-	-	-	-	6	120	6	100	
	Actual	-	-	-	-	-	-					
Xenia Events	Budget	8	775	9	530	6	550	7	625	7	625	
	Actual	7	376	16	326	13	813					
Dancing with Parkinson's Events	Budget	-	-	-	-	-	-	6	1,000	3	700	
	Actual	-	-	-	-	2	460					

C & O Activity Detail, continued

Type	Status	2022 Actual Events	2022 Actual Reach	2023 Actual Events	2023 Actual Reach	2024 Actual Events	2024 Actual Reach	2025 Budget Events	2025 Budget Reach	2026 Budget Events	2026 Budget Reach	Notes
Community Engagement												
Doors Open/Culture Days	Budget	4	2,750	4	2,000	2	3,000	2	2,000	2	2,000	*Both MAC and STLC*
	Actual	1	863	8	2,819	31	2,863					
Community Classes	Budget	40	-	34	200	34	200	50	1,000	40	800	*Includes partnership with North York Arts, Muse Arts*
	Actual	-	-	43	95	34	265					
Professional & Artist Development	Budget	19	355	9	86	32	250	-	-	50	75	*Making Space & explorations*
	Actual	3	9	-	-	-	-					
Paprika Theatre Festival - Space Use/Artist Development	Budget	-	-	20	10		10	10	10	12	14	
	Actual	16	8	25	139	33	139					
North York Community Engagement	Budget	-	-	-	-	-	-	2	2,000	2	2,000	*Includes partnership with NeighbourLink*
	Actual	-	-	-	-	2	539					
Exhibit Workshops & Talks	Budget	11	320	16	300	30	1,000	30	1,000	30	1,000	*Includes VIBE NExT*
	Actual	2	500	1	163	44	564					
Film Screenings	Budget	-	-	-	-	-	-	3	900	3	900	*Includes TIFF, Hot Docs, and independent filmmakers*
	Actual	-	-	-	-	-	-					

C & O Activity Detail, continued

Type	Status	2022 Actual Events	2022 Actual Reach	2023 Actual Events	2023 Actual Reach	2024 Actual Events	2024 Actual Reach	2025 Budget Events	2025 Budget Reach	2026 Budget Events	2026 Budget Reach	Notes
Youth Engagement												
Specialist High Skills Major Certification Workshops	Budget	-	-	-	-	-	-	-	-	-	-	
	Actual	-	-	-	-	-	-					
Summer Day Camp	Budget	-	-	-	-	10		20	144	20	144	
	Actual	-	-	-	-	24	155					
March Break	Budget	6	160	7	190	1		2	50	2	50	*Includes STOMP Classes*
	Actual	1	40	-	-	1	31					
School-Exclusive Performances	Budget	-	-	-	-	-	-	2	1,000	2	700	
	Actual	-	-	-	-	2	338					
TO Live Ancillary												
Behind The Curtain Talks	Budget	18	3,600	15	2,000	15	5,000	6	3,000			
	Actual	11	1,790	13	262	2	340					
Masterclasses	Budget	11	120	11	120	11	330	5	150			
	Actual	6	100	3	26	2	26					
Additional Projects												
Additional Projects	Budget	149	2,845	86	4,715	68	4,475					
	Actual	93	2,197	7	4,500	-	-					

4.6 Programming Administration Services

Programming Administration Services Budgets

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget		4th year Strat Plan
Overhead							
Programming Admin Services	$395	$865	$1,308	$1,368	$1,431		$1,321
Production Services	$1,580	$1,606	$1,648	$1,699	$1,665		$778
Programming Services	$162	$233	$0	$0	$0		$0
Total Costs Overhead	**$2,137**	**$2,703**	**$2,956**	**$3,067**	**$3,096**		**$2,099**

Programming Administration Services Overview

The Programming Administration Services, comprising of programmers, producers (formerly under Programing Services) and booking staff, strategically develops and secures a diverse range of artistic initiatives across our three venues, with a commitment to fostering a more vibrant and inclusive city through the arts. The department’s overhead budget supports essential functions such as program research and development, professional travel, institutional memberships, business entertainment, and contracted services.

Production Services Overview

Productions Services strives to provide first in class technical support, through the sharing of knowledge, skilled labour, and equipment to the users of TO Live's seven stages and ancillary spaces. The Production Services department also aims to provide support to our neighbourhood arts organizations through collaboration, consultation, and the sharing of technical resources.

Risks:

- Equipment repair and supply timelines continue to be elongated post-COVID and can now be seen as a permanent shift in the industry.
- An increase in equipment automation maintenance will see an overall rise in annual maintenance costs. This is the trade-off for increasing per event efficiency and continuing to provide the latest techniques and technologies for staging events.

Highlights:

- 2024 saw an increase in our clients taking advantage of our expertise and industry connections to rent equipment and materials on their behalf, reversing a long trend. We anticipate that this new trend will continue through 2025 and into 2026 and provide a strong source of revenue to the Production Services budget.
- The mentorship program supporting IBPOC individuals starting their careers in production enters its fourth year with students just at the beginning of their career joining us for three to four months in duration.
- Production Services will continue to seek value and efficiency in essential software and industry specific programs by collaborating with our colleagues in Information Technology to find the most cost-efficient applications that meet industry standards. With a new generation of products entering the marketplace in 2025 this has the potential to provide significant savings.
- Production Services works closely with our union partners to provide our facilities for training on the latest equipment and methods used in the industry. This brings a benefit to venues and arts facilities through-out Toronto as this knowledge is shared and disseminated across many organizations.

4.7 Marketing & Communications Services

Marketing & Communications Services Budget

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Overhead						
Marketing & Communications	$845	$1,005	$1,089	$1,200	$1,268	$1,385
Ticket Services	$667	$1,090	$1,011	$1,044	$1,028	$420
Total Costs Overhead	**$1,513**	**$2,096**	**$2,100**	**$2,244**	**$2,296**	**$1,805**

Marketing & Communications Services Overview

Purpose:

The Marketing department drives revenue, engagement, and audience growth for TO Live through a comprehensive media mix, which includes paid media, digital content, strategic partnerships, and community engagement. It supports artists, rental clients, and corporate initiatives while promoting Meridian Hall, Meridian Arts Centre, and the St. Lawrence Centre for the Arts as cultural destinations.

Challenges & Risks:

Post-pandemic recovery and ongoing economic uncertainty continue to impact consumer behaviour. Conservative revenue projections, rising program delivery costs, and evolving digital trends present key challenges that require continual adjustment.

Initiatives to Achieve Budget Targets:

- Proactive cost control and revised forecasting strategy. Strong focus on identifying budget efficiencies through tracking campaign behaviour to optimize delivery.
- Leverage existing content infrastructure and increase in-house production of story-driven campaign assets to support the promotion of TO Live presents shows and key organizational initiatives.
- Introduction of new paid media channels including Tiktok, BlueSky and paid partnerships with established content creators.
- Development of new strategic partnerships with cultural institutions, festivals, community organizations and local businesses.

Other key highlights:

- Position Meridian Arts Centre as a community hub, and the George Weston Recital Hall as a music destination.
- Promote key programs designed to support the artistic community in the city, such as explorations and Making Space.
- Reinforce TO Live’s commitment to promote and present contemporary dance in Toronto.
- Enhance first-party data collection via email acquisition, improved website user experience, and contextual search.
- Continue IDEA-aligned initiatives (e.g., Instagram takeovers, artist collaborations, events for Pride, National Indigenous Peoples Day, etc.)

Ticket Services Overview

The principal objective for Ticket Services in 2026 is to continue delivering excellent ticketing/box office support to clients and customers, while balancing workload across the team. Enough time has passed since the pandemic to get a clearer sense of the “new norm” for arts ticketing, with long-term clients increasingly embracing more technically complex and flexible approaches to season ticketing, while larger commercial clients expand their portfolio of content, partnerships, and venue usage. Consumer expectations regarding immediacy and adaptability of service are higher than ever.

This creates an atmosphere that is both exciting and daunting, with a wider range of client and customer expectations needing to be met with increasingly time-sensitivity. Ticket Services will make 2026 a year to focus on more efficient and effective deployment of resources, with increased training and support within the department.

Highlights & Challenges:

- Advancement of ticketing technology continues to significantly outpace improvement of speed and efficiency in event configuration, meaning the time needed to manage events is ever increasing. We aim to continue servicing our full event lineup in 2026 with current staffing resources, but it is a challenge.
- Box office is increasingly about customer support more than sales, and 2026 aims to better educate and empower staff through training and support materials.
- A slow but steady trend sees the proportion of box office support requirements moving from showtime needs to advanced needs, so 2026 staffing will aim to better balance deployment of staff between daytime and showtime support.
- TO Live’s contract as Ticket Service provider for the Elgin and Winter Garden Theatre Centre is set to end in March 2026. We hope to secure a continuation of this valuable relationship but have budgeted based on the current term.
- The 2026 budget is conservative regarding expectations of ticketing support for external client activity (e.g. Luminato Festival, Fall For Dance North), but efforts continue to expand and improve our offerings in this area.
- Since departmental revenues are solely dependent on running events, whereas a significant portion of departmental expenses are not, Ticket Services and Ticket Rebates is very strongly affected by variations in projected activity. This can equally mean positive or negative impact on the departmental bottom line as annual activity fluctuates, making firm predictions difficult.

4.8 Patron & Event Services

Patron & Event Services Budgets

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Overhead						
Food & Beverage Services	$439	$517	$733	$846	$811	$590
Patron Services	$609	$835	$785	$906	$1,031	$493
Total Costs Overhead	**$1,048**	**$1,352**	**$1,518**	**$1,752**	**$1,841**	**$1,083**

Patron & Event Services Overview

The mission of the Patron Service & Events Services department is to provide outstanding seamless experiences for every patron by anticipating their needs and delivering exceptional service. We are dedicated to fostering an inclusive, welcoming environment where our staff, empowered with knowledge and motivation, reflect the values of respect, equity, and accessibility in every interaction.

Risks:

- Fewer coat checks, resulting in reduced revenue.
- Higher expenses for cleaning and maintaining staff uniforms.

Highlights:

- Investment in training and professional development across all department areas.
- Increased labour resources providing departmental support.
- Introduction of new mechanisms to recover operational costs.

4.9 Administration Services

Administration Services Budgets

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Overhead						
Executive Office*	$2,046	$2,085	$1,927	$2,194	$2,229	$1,818
Finance & Administration	$965	$875	$795	$1,179	$1,190	$886
Payroll	$516	$575	$689	$437	$442	$481
Human Resources	$396	$392	$451	$1,126	$920	$1,022
Technology Services	$845	$911	$1,060	$1,150	$1,191	$933
Total Costs Overhead	**$4,768**	**$4,838**	**$4,923**	**$6,085**	**$5,971**	**$5,140**

* All VP Compensation expense included here

Executive Office Overview

The Executive office serves as the central hub for the executive leadership of TO Live. It is responsible for overseeing the implementation of company strategy, decision-making at the highest level, and ensuring alignment with long-term goals. The Executive office coordinates the execution of the company's vision and works to manage day-to-day operations, resource allocation, and high-priority initiatives.
A key aspect of the Executive office's function is managing relationships with the Board of Directors.

Included are budgets for: research and development travel, legal fees, memberships, business entertainment, contracted services, conducting Board affairs and a budget for City Clerk's services.

Administration Services, continued

Finance Services Overview

Financial Services team provides financial management assistance to all departments with emphasis on financial reporting to the Senior Management team and the Board. Regular financial reporting is also supplied to the City.

Budget mainly driven by:

- internally: office supplies, photocopying charges, staff relations (coffee/tea) and postage
- externally: audit fees, and photocopying lease.
- administrative costs: membership and professional development fees for five CPAs on staff.

Challenges:

- Cost of office supplies is unknown due to changing economy
- Audit fee is up for renewal in 2026, fee is unknown as this time

Payroll Services Overview

Payroll Services team is responsible for processing a weekly payroll for hourly employees: union and non-union and a bi-weekly payroll for full time permanent, as well as all related union and government payroll monthly and year-end remittances.

Budget mainly driven by; payroll fees and courier/delivery costs and administrative costs for membership and professional fees for a team of 3 (all members of the Canadian Payroll Association).

Challenges:

- New Payroll system put in place in 2025, so actual cost unknown at this time.

Administration Services, continued

Human Resources Services Overview

The Human Resource department's mission is to enhance employee well-being, performance, and engagement while aligning HR practices with organizational priorities

Challenges/risks:

- The department will be constrained in its ability to invest in HR training initiatives.
- Access to training programs may be reduced.
- Reduced benefits or engagement programs may affect employee satisfaction and retention.

Outline of initiatives to achieve budget targets:

- ADP software will allow us to automate, streamline and reduce administrative workload.
- Focus on essential HR functions to maximize impact.
- Develop in-house training programs to foster employee growth.
- Align HR goals with organizational priorities.

Other key highlights:

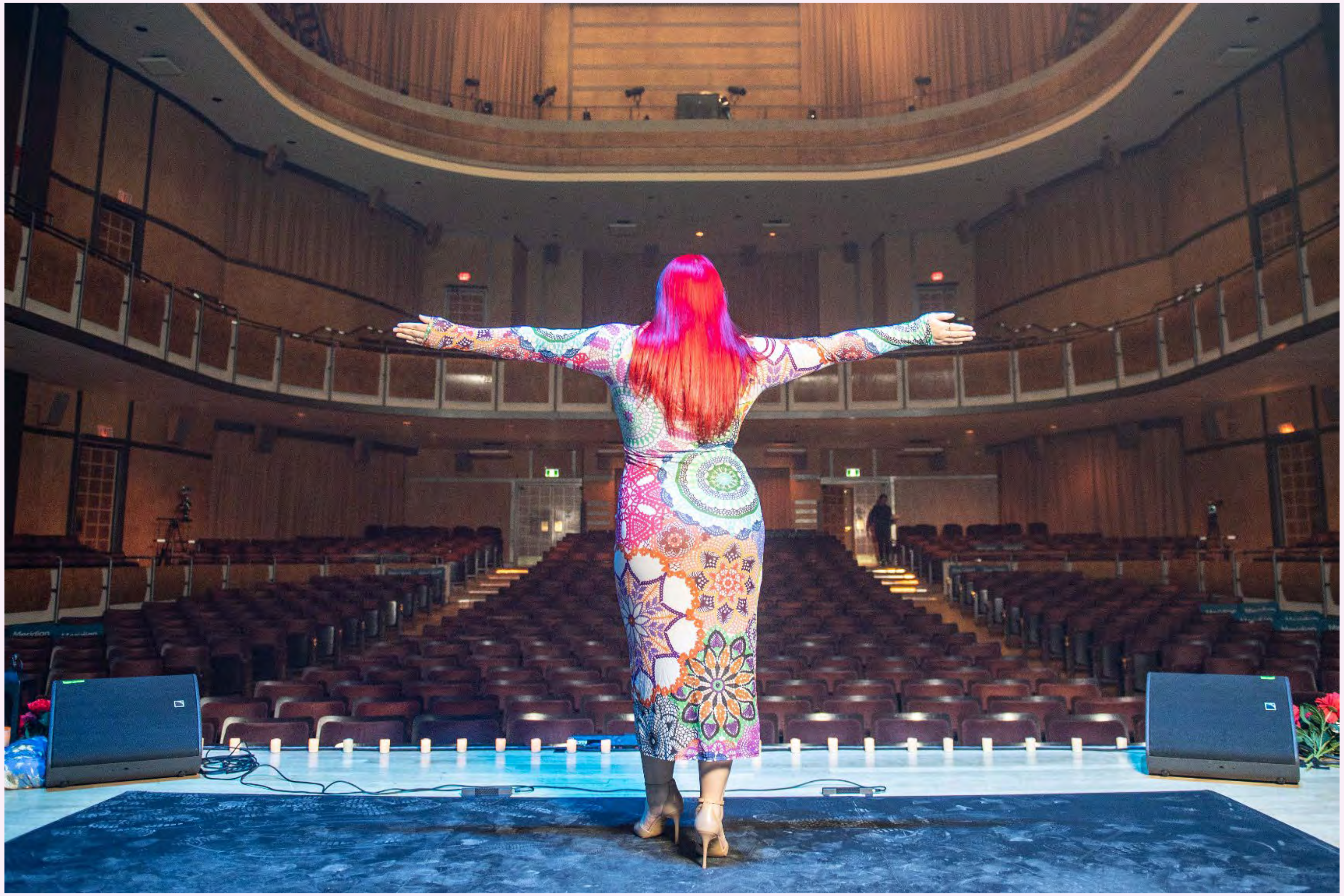
- Utilize HR metrics and analytics to assess performance, improve processes, and justify budget allocations.
- Maintain critical wellness programs.
- Foster transparent communication with employees to maintain morale.

Information Technology Services Overview

The Information Technology (IT) department is focused on ensuring TO Live's IT infrastructure is continuously updated and cyber secure while maintaining uptime resilience across all equipment to ensure optimal performance for events as well as staff computer usage.

- The Information Technology 2026 budget continues to amalgamate all department costs for software licensing, communications, services, and computer equipment relating to technology for TO Live.
- Compliancy will be found for new requirements for cybersecurity proposed by the City as the City continues to evaluate Agencies, Boards, Corporations, and Divisions with their Cybersecurity Confirmation Program and make recommendations.
- 2026 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 Facility Fee Reserve Fund (FFRF) based spending for hardware and licenses to operating 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.

4.10 Facility Services



Facility Services Budget

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Overhead						
Facilities	$4,222	$4,715	$4,969	$5,251	$5,191	$4,774
Total Costs Overhead	**$4,222**	**$4,715**	**$4,969**	**$5,251**	**$5,191**	**$4,774**

Facility Services Overview

Purpose:
- Operate facilities with optimal energy efficiency.
- Maintain reliable facility systems to support essential activities.
- Provide a safe, welcoming environment for patrons and staff.
- Enhance waste diversion efforts and reduce environmental emissions.

Challenges and Risks:
- Cost of living wage increases related to collective bargaining agreements.
- Inflation is driving price instability for spare parts and external labour.
- Aging equipment across all locations reduces reliability.
- Difficulty sourcing obsolete equipment parts leads to increased downtime.

Initiatives to Achieve Budget Targets:
- Negotiate improved terms in new service contracts to enhance service levels.
- Implement waste diversion strategies to meet sustainability goals.
- Conduct targeted staff training: Safety training, Skill enhancement to boost productivity.

Key Highlights:
- Enhanced service quality through updated contract management.
- Improved staff productivity and safety via focused training programs.
- Commitment to sustainability through enhanced waste management initiatives.

4.11 Programming Reserve Fund

Programming Reserve Fund Budget

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget		4th year Strat Plan
Reserve Transfers (Programming RF)							
Gross revenue	$0	$0	$0	$850	$300		$300
Direct expenses	$0	$300	$225	$850	$300		$425
Total Net revenues	**$0**	**($300)**	**($225)**	**$0**	**$0**		**($125)**

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 2026 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 2022	Actual 2023	Actual 2024	Budget 2025	Budget 2026
Balance, beginning of year	**$391**	**$391**	**$691**	**$916**	**$916**
Revenue:					
Funds transferred in	$0	$300	$225	$850	$300
Total revenue in	$0	$300	$225	$850	$300
Total funding available	**$391**	**$691**	**$916**	**$1,766**	**$1,216**
Withdrawals:					
Draws to support Programming initiatives	$0	$0	$0	($850)	($300)
Total withdrawals	$0	$0	$0	($850)	($300)
Balance, end of year	**$391**	**$691**	**$916**	**$916**	**$916**

4.12 Toronto Live Foundation

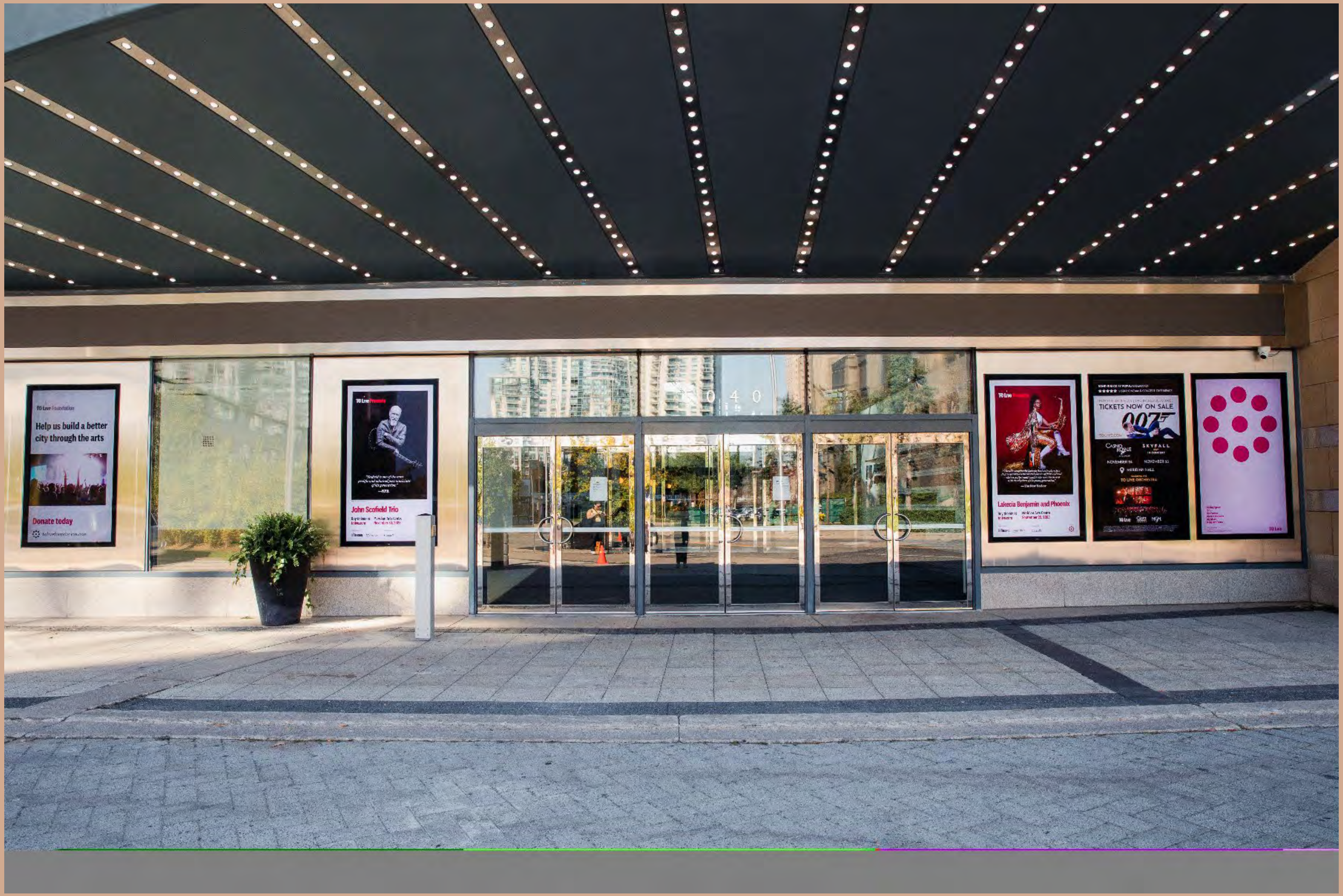
Toronto Live Foundation Budget

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Transfer to/from Foundation						
Gross revenue	$0	$0	$300	$300	$300	$255
Direct expenses	$0	$0	$0	$0	$0	$0
Total Net revenues	**$0**	**$0**	**$300**	**$300**	**$300**	**$255**

Toronto Live Foundation Overview

- In 2018, the Toronto Live Foundation (the "Foundation") was established to raise funds to support TO Live commission new works, offer free community classes and provide local creatives with rehearsal space and research grants.
- 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.

5. Capital Budgets



5.1 Facility Fee Reserve Fund (FFRF)

FFRF Detailed Budgets

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget		4th year Strat Plan
Reserve Fund Transfers (FFRF)							
Gross revenue	$950	$1,588	$1,628	$4,469	$3,885		$3,000
Direct expenses	$1,951	$3,082	$3,553	$6,414	$5,828		$4,000
Grand Total	**($1,001)**	**($1,494)**	**($1,925)**	**($1,945)**	**($1,942)**		**($1,000)**

Details:

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget		4th year Strat Plan
FFRF - Naming Rights Transfer							
Gross revenue	$0	$0	$0	$0	$0		$0
Direct expenses	$1,001	$1,494	$1,925	$1,945	$1,942		$1,000
Total	**($1,001)**	**($1,494)**	**($1,925)**	**($1,945)**	**($1,942)**		**($1,000)**

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget		4th year Strat Plan
FFRF - Projects*							
Gross revenue	$73	$400	$371	$3,282	$3,282		$1,800
Direct expenses	$73	$400	$371	$3,282	$3,282		$1,800
Total	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget		4th year Strat Plan
FFRF - CIF							
Gross revenue	$878	$1,188	$1,257	$1,187	$1,187		$1,200
Direct expenses	$878	$1,188	$1,257	$1,187	$1,187		$1,200
Total	**$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 5.1.A for more detailed information related to the FFRF plan and budget.

FFRF Continuity Schedule

(in 000s)	Actual 2022	Actual 2023	Actual 2024	Budget 2025	Budget 2026
Balance, beginning of year	**$3,040**	**$4,287**	**$4,142**	**$5,663**	**$5,439**
Revenue:					
Revenue from ticket capital surcharge	$878	$1,188	$1,257	$1,187	$1,187
Investment income	$11	$53	$36	$25	$10
Proceeds from Name-In-Title sponsorship	$1,001	$1,494	$1,925	$1,945	$1,942
Total revenue in	$1,889	$2,735	$3,217	$3,157	$3,139
Total funding available	**$4,929**	**$7,022**	**$7,360**	**$8,821**	**$8,578**
Withdrawals (capitalized assets):					
Building Improvements	($160)	($490)	($892)	($1,245)	($675)
Chattel asset purchases	($409)	($2,390)	($474)	($2,037)	($2,138)
SOGR draws for Meridian signage					
	($569)	($2,880)	($1,366)	($3,282)	($2,813)
Withdrawals (non-capitalized assets):					
Building Improvements	($33)		($132)		
Chattel asset purchases	($40)		($199)		
IT Equipment				($100)	($190)
	($73)	$0	($330)	($100)	($190)
Total withdrawals	($642)	($2,880)	($1,696)	($3,382)	($3,003)
Balance, end of year	**$4,287**	**$4,142**	**$5,663**	**$5,439**	**$5,576**

Actuals reflect purchases of non-capitalized assets funded by FFRF

5.2 State of Good Repair (SOGR)

SOGR Overview

At its December 17 and 18, 2024 meeting, City Council rescinded the delegation to the Board of Directors of TO Live for the capital budget planning, approval and implementation for TO Live and amended City of Toronto Municipal Code, Chapter 23, Civic Theatres accordingly, and directed the Executive Director, Corporate Real Estate Management (CREM) to oversee the implementation of the 2024-2033 Capital Budget and Plan as well as future capital plans in alignment with the Capital Prioritization Framework on behalf of TO Live, which included the planning, design, procurement, and execution of state of good repair projects, capital improvements, net zero, accessibility and other facility-related projects for the St. Lawrence Centre for the Arts, Meridian Hall, and Meridian Arts Centre, in consultation with the President and Chief Executive Officer, TO Live, the General Manager, Economic Development and Culture, and the Chief Financial Officer and Treasurer.
https://secure.toronto.ca/council/agenda-item.do?item=2024.EX19.20

In the interim, CREM is working with TO Live to continue using its existing capital delivery processes, under CREM's supervision, to prevent any delays or potential contract breakage and damages. An interim oversight mechanism is being established to monitor project activity and ensure alignment with the evolving governance model. Several 2024 in-flight projects are progressing through standard lifecycle stages, including the issuance of purchase orders, change orders, and other routine project management activities. These actions are critical to maintaining project momentum; any interruption could lead to significant delays, increased costs, or the deferral of work affecting health, safety or disruption of venue operations. This also includes any projects under St. Lawrence Centre planning and development and pending renovation.

SOGR Budget*

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Capital Projects Overhead	$518	$581	$724	$821	$712
STLC Planning & Dev Overhead	$482	$1,510	$740	$825	$621
Total SOGR Overhead	**$1,000**	**$2,092**	**$1,464**	**$1,646**	**$1,332**

* Entire budget is offset by funding from SOGR

The Show continues.......

6. Supplementary Information

2026 Detailed Budget

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Summary*						
Total Gross Revenue	**$27,713**	**$37,295**	**$42,609**	**$45,511**	**$44,589**	**$34,731**
Total Gross Costs	**$27,546**	**$36,818**	**$42,600**	**$45,511**	**$44,589**	**$34,731**
Total Operating Surplus	**$166**	**$477**	**$9**	**$0**	**$0**	**$0**
Stage Rentals Division						
Gross revenue	$5,348	$7,063	$6,878	$6,233	$5,475	$5,268
Direct expenses	$3,074	$4,486	$4,208	$3,318	$2,626	$2,948
Total Net revenues/(costs) Stage Rentals	$2,275	$2,577	$2,671	$2,915	$2,850	$2,320
Presentations Division						
Gross revenue	$2,489	$3,864	$8,728	$7,619	$8,803	$4,969
Direct expenses	$3,488	$4,571	$9,848	$7,953	$9,038	$6,357
Total Net revenues/(costs) Presentations	($999)	($707)	($1,121)	($333)	($235)	($1,388)
Corporate & Private Rental Division						
Gross revenue	$3,438	$6,516	$6,753	$6,002	$6,238	$4,312
Direct expenses	$2,043	$3,349	$3,389	$3,060	$3,019	$2,412
Total Net revenues/(costs) Corporate & Private Rentals	$1,395	$3,167	$3,365	$2,941	$3,219	$1,900
Development Division						
Gross revenue	$1,591	$2,063	$2,445	$3,377	$3,277	$4,114
Direct expenses	$180	$166	$250	$265	$260	$360
Total Net revenues/(costs) Development	$1,411	$1,897	$2,194	$3,112	$3,017	$3,754
Ancillary Division						
Gross revenue	$3,398	$4,046	$4,913	$5,149	$4,623	$4,947
Direct expenses	$658	$920	$1,017	$1,143	$984	$1,105
Total Net revenues/(costs) Ancillary	$2,741	$3,126	$3,896	$4,006	$3,639	$3,842
Other Division (including OH Recoverable)						
Gross revenue	$1,408	$3,891	$3,901	$3,717	$3,907	$772
Direct expenses	$779	$1,456	$1,460	$1,288	$1,553	$357
Total Net revenues/(costs) Other	$629	$2,434	$2,441	$2,430	$2,354	$415

* before amortization of capital assets and DCC

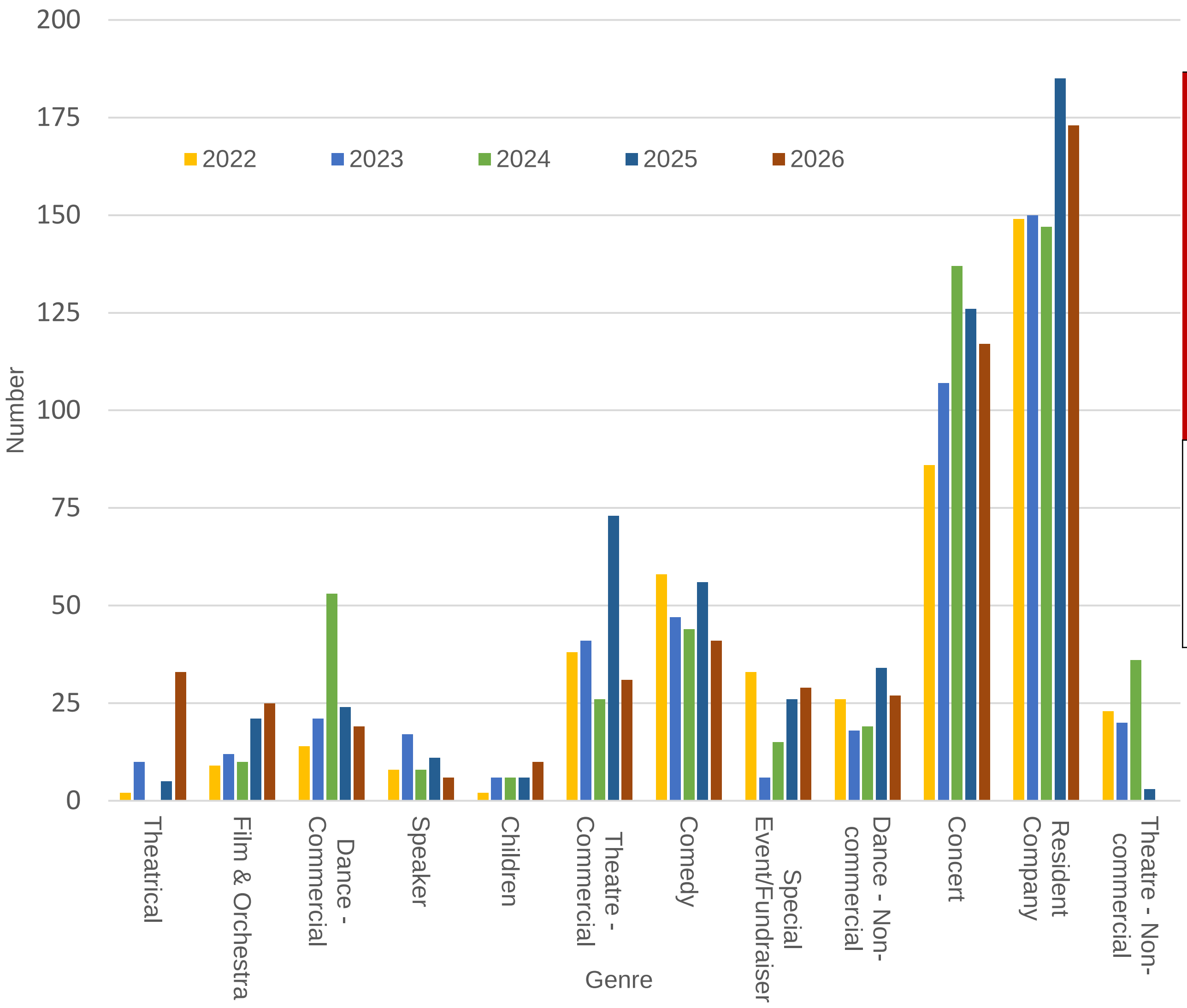
2026 Detailed Budget, continued

(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
Overhead						
Programming Admin Services	$395	$865	$1,308	$1,368	$1,431	$1,321
Production Services	$1,580	$1,606	$1,648	$1,699	$1,665	$778
Development Services	$328	$431	$435	$635	$645	$350
Marketing Services	$845	$1,005	$1,089	$1,200	$1,268	$1,385
Communities & Outreach	$228	$259	$283	$540	$609	$460
Ticket Services	$667	$1,090	$1,011	$1,044	$1,028	$420
Food & Beverage Services	$439	$517	$733	$846	$811	$590
Patron Services	$609	$835	$785	$906	$1,031	$493
Programming Services	$162	$233	$0	$0	$0	$0
Executive Office	$2,046	$2,085	$1,927	$2,194	$2,229	$1,818
Finance & Administration	$965	$875	$795	$1,179	$1,190	$886
Payroll	$516	$575	$689	$437	$442	$481
Human Resources	$396	$392	$451	$1,126	$920	$1,022
Technology Services	$845	$911	$1,060	$1,150	$1,191	$933
Facility Services	$4,222	$4,715	$4,969	$5,251	$5,191	$4,774
Total Costs Overhead	$14,243	$16,395	$17,186	$19,574	$19,650	$15,711

2026 Detailed Budget, continued

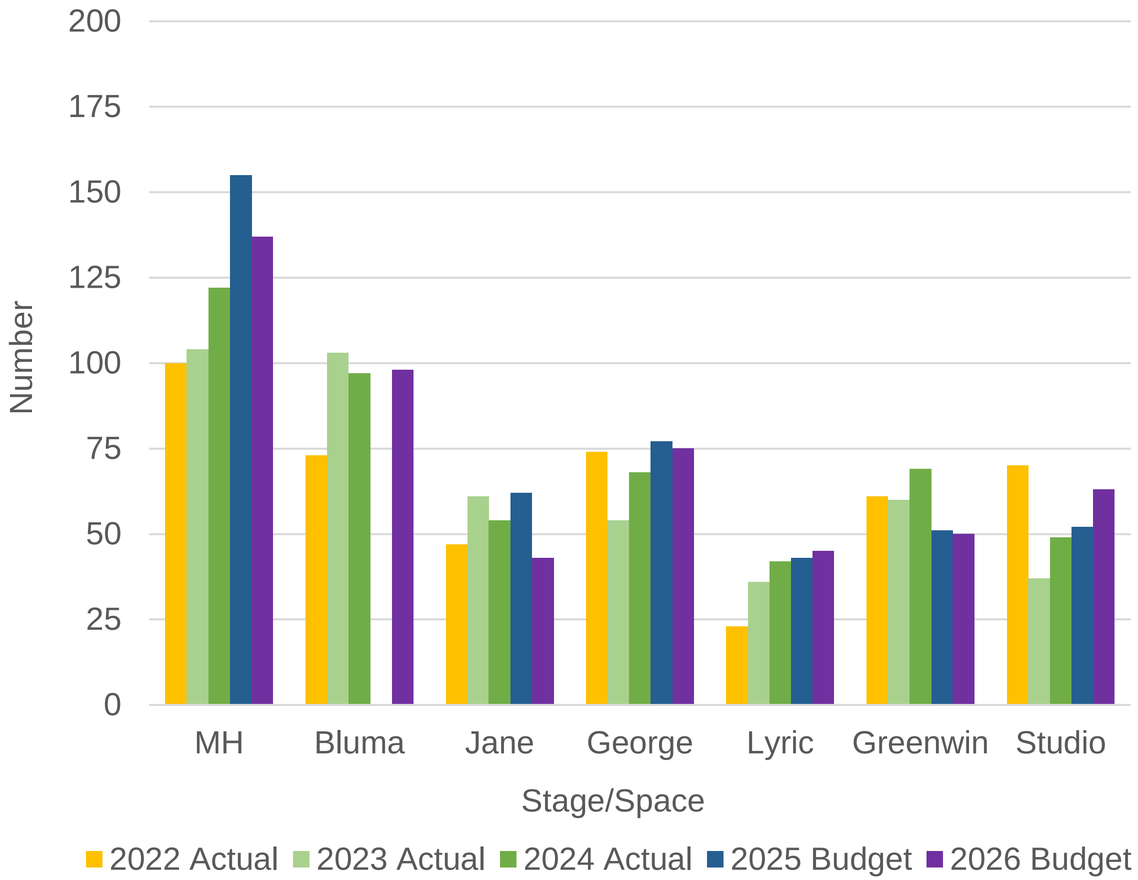
(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	4th year Strat Plan
SOGR Project Mgmt						
Gross revenue	$518	$582	$725	$821	$712	$1,056
Direct expenses	$518	$582	$725	$821	$712	$1,056
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0
STLC Redevelopment						
Gross revenue	$482	$1,510	$740	$825	$621	
Direct expenses	$482	$1,510	$740	$825	$621	
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0
Reserve Fund Transfers (FFRF)						
Gross revenue	$950	$1,588	$1,628	$4,469	$3,885	$3,000
Direct expenses	$1,951	$3,082	$3,553	$6,414	$5,828	$4,000
Total Net revenues/(costs) Other	($1,001)	($1,494)	($1,925)	($1,945)	($1,942)	($1,000)
Reserve Transfers (Programming RF)						
Gross revenue	$0	$0	$0	$850	$300	$300
Direct expenses	$0	$300	$225	$850	$300	$425
Total Net revenues/(costs) Other	$0	($300)	($225)	$0	$0	($125)
Reserve Transfers (SOGR)						
Gross revenue	$0	$0	$0	$0	$0	$0
Direct expenses	$100	$0	$0	$0	$0	$0
Total Net revenues/(costs) Other	($100)	$0	$0	$0	$0	$0
Transfer from Foundation						
Gross revenue	$0	$0	$300	$300	$300	$255
Direct expenses	$0	$0	$0	$0	$0	$0
Total Net revenues/(costs) Other	$0	$0	$300	$300	$300	$255
Other						
Gross revenue	$30	$0	$0	$0	$0	$0
Direct expenses	$30	$0	$0	$0	$0	$0
Total Net revenues/(costs) Settlement	$0	$0	$0	$0	$0	$0
Surplus (Deficit) before Investment	($7,893)	($5,695)	($5,590)	($6,148)	($6,448)	($5,737)
City operating investment	$8,059	$6,172	$5,599	$6,148	$6,448	$5,737
Net Operating Surplus/(Deficit)	$166	$477	$9	$0	$0	$0

Performances by Genre



	Theatrical	Film & Orchestra	Dance Commercial	Speaker	Children	Theatre Commercial	Comedy	Special Event/Fundraiser	Dance Non commercial	Concert	Resident Company	Theatre Non commercial	Total
2022	2	9	14	8	2	38	58	33	26	86	149	23	**448**
2023	10	12	21	17	6	41	47	6	18	107	150	20	**455**
2024	0	10	53	8	6	26	44	15	19	137	147	36	**501**
2025	5	21	24	11	6	73	56	26	34	126	185	3	**570**
2026	33	25	19	6	10	31	41	29	27	117	173	0	**511**

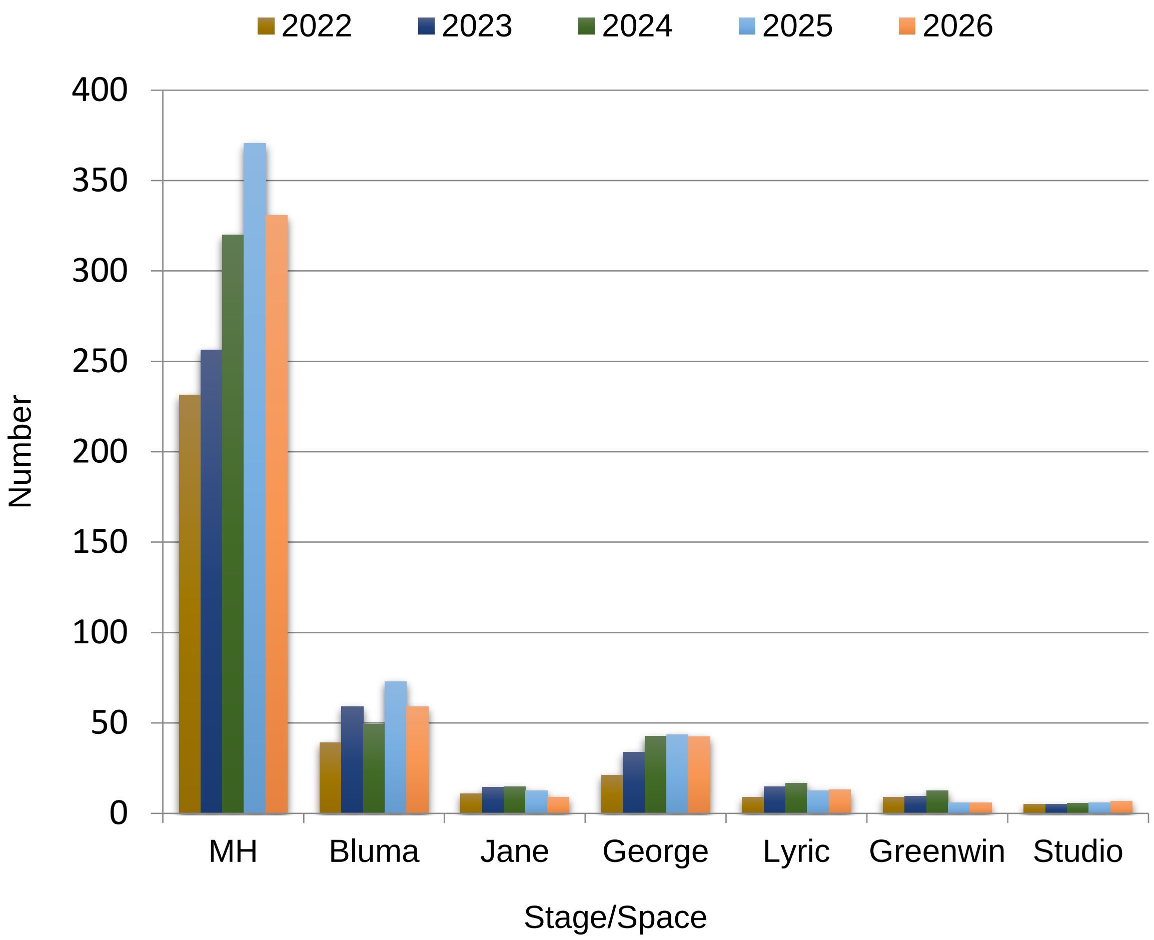
Programming Activity by Stage



	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget
MH	100	104	122	155	137
Bluma	73	103	97`		98
Jane	47	61	54	62	43
George	74	54	68	77	75
Lyric	23	36	42	43	45
Greenwin	61	60	69	51	50
Studio	70	37	49	52	63
Subtotal	**448**	**455**	**501**	**440**	**511**
Gallery*	0	0	0	0	0
Other*	447	255	100	0	0
Total	**895**	**710**	**601**	**440**	**511**

* Gallery and Other spaces not reflected on graph

Attendance by Stage



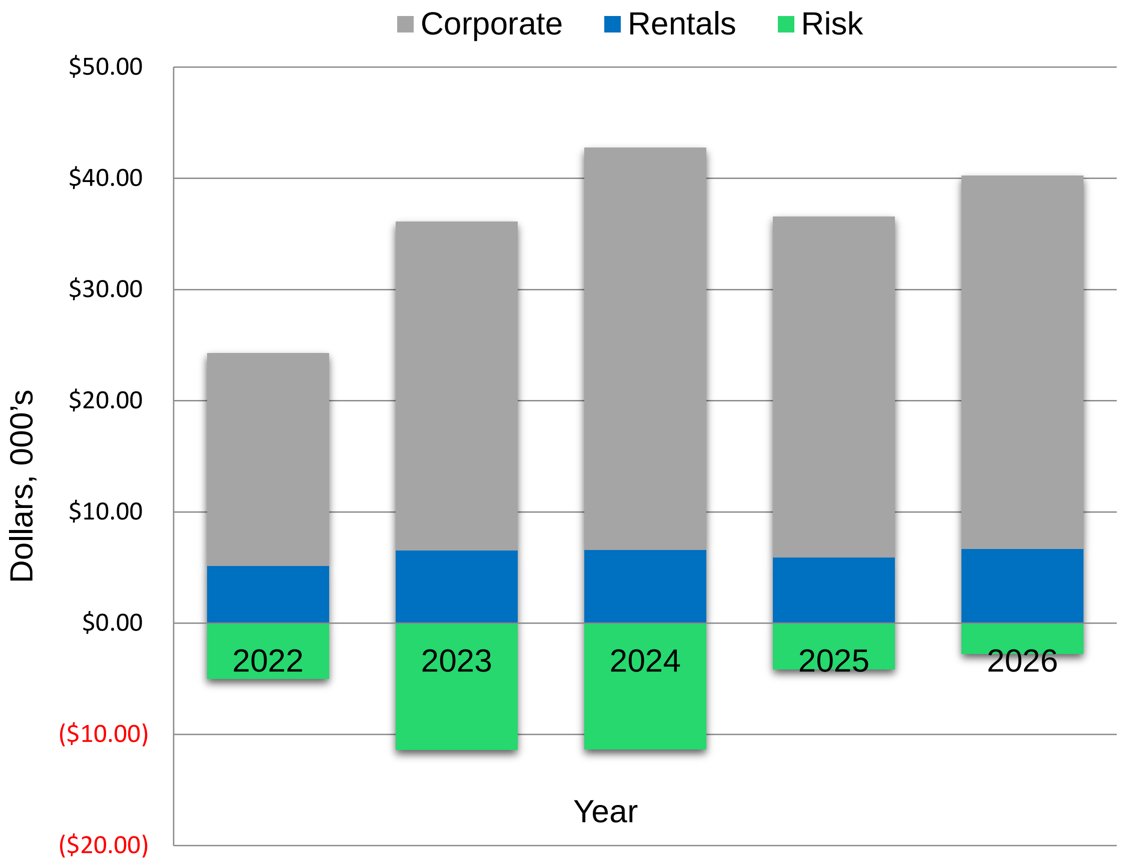
(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget
MH	231	256	320	370	331
Bluma	39	59	49	73	59
Jane	11	14	15	13	9
George	21	34	43	44	43
Lyric	9	15	17	13	13
Greenwin	9	10	13	6	6
Studio	5	5	6	6	7
Total	**326**	**393**	**462**	**524**	**467**
Offsite	56	119	73	0	0
Total	**382**	**512**	**535**	**524**	**467**

Resident Companies

	2022 Actual			2023 Actual			2024 Actual			2025 Budget			2026 Budget		
	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks
Canadian Stage*	28	14	6	87	54	12	80	43	11	91	68	13	83	62	12
Music Toronto	14	10		10	6		10	9		12	10		10	10	
Toronto Operetta Theatre	37	13	4	33	9	5	28	11	4	42	20	6	29	12	4
Opera In Concert	8	4		6	3		5	3		6	3				
Hannaford Street Band	3	3		3	1		3	2		3	3		3	3	
Harold Green Jewish Theatre	56	47	8	72	42	10	82	42	12	58	39	8	68	43	10
North York Arts	6	0								24	0				
Sinfonia Toronto	7	7		5	5		4	4		3	3		4	4	
Orchestra Toronto	40	25		14	5		43	5		6	6		7	7	
Bravo Academy	56	26	8	64	25	9	66	28	9	64	33	9	65	32	9
Total	**255**	**149**	**26**	**294**	**150**	**37**	**321**	**147**	**37**	**309**	**185**	**36**	**269**	**173**	**35**

* includes co-productions

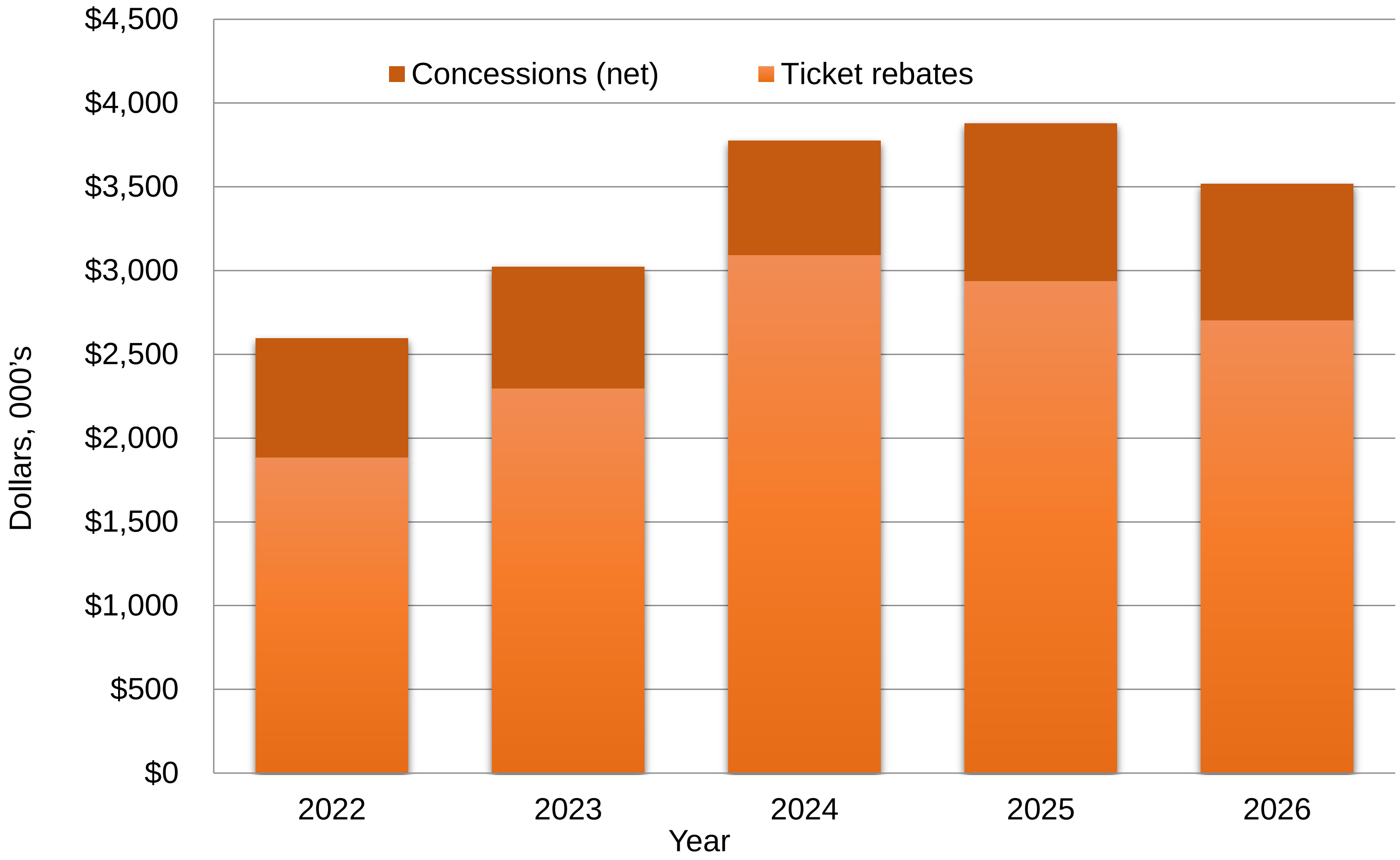
Average Contribution Margin per event/performance



(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Risk	($5.02)	($11.39)	($11.32)	($4.16)	($2.76)
Rentals	$5.17	$6.54	$6.56	$5.95	$6.69
Corporate	$19.11	$29.59	$36.18	$30.64	$33.54

CM	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Risk	($999)	($706)	($1,121)	($333)	($235)
Rentals	$2,275	$2,577	$2,671	$2,915	$2,850
Corporate	$1,395	$3,166	$3,365	$2,941	$3,219
Total	**$2,671**	**$5,037**	**$4,915**	**$5,523**	**$5,834**

Ancillary Contribution Margin



(in 000's)	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Ticket rebates	$1,884	$2,298	$3,093	$2,937	$2,704
Concessions (net)	$712	$725	$683	$941	$814

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