

Executive Management Report to the Board

Q2 Activity (Apr-May-Jun 2026)

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T0 Live

PRESIDENT & CEO'S EXECUTIVE SUMMARY

Q2 delivered strong results across the organization. The partnership with Luminato Festival brought a remarkable run of sold-out performances to TO Live stages, and the world premiere of *Rangreza* with A.R. Rahman stood as a defining highlight of the season - a testament to the calibre of work this organization is positioned to present.

Equally significant were the results beyond the featured programming. Doors Open welcomed over 3,200 community members to the Meridian Arts Centre, an increase of 1,200 from the previous year. The inaugural installment of the Indigenous Song Project united Haudenosaunee, Anishinaabe, Cree, Mi'kmaw, and Métis performers on our stages, and a new partnership with the National Arts Centre's Indigenous Theatre has since been confirmed. Together with the *explorations* program and the *Making Space* initiative, these efforts reflect the community-facing identity TO Live is actively building.

In operations, ticket activity rose approximately 10–14% over the prior year, and the new Box Office Phone Queue has already improved service outcomes for both patrons and staff. A new three-year agreement was concluded with IATSE Local B-173, accessibility renovations at Meridian Hall advanced, and cybersecurity was strengthened across building systems. Finance closed out the 2025 audited statements and completed the 2027 budget.

The quarter concluded with the launch of the 2026–27 season campaign, *The Stage is Yours* - a message intended as much for staff and community partners as for audiences.



Clyde Wagner
President & CEO



PROGRAMMING

TO Live Presents

- [Penn & Teller-June 2026](#): Three sold-out performances at Meridian Hall from the iconic masters of magic and illusion. Co production with Luminato Festival
- [Ballet Jazz de Montréal: Dance Me-April 2026](#): A powerful celebration of Leonard Cohen's music through the language of dance.
- [Hofesh Shechter Company-June 2026](#): Theatre of Dreams: Avant-garde choreography and live music came together across three performances in the Bluma Appel Theatre. Co production with Luminato Festival
- [People Watching Collective: Play Dead-June 2026](#): Montreal's People Watching Collective brought five performances of stunningly beautiful and virtuosic contemporary dance to the Lyric Theatre. Co production with Luminato Festival
- [AR Rahman-May 2026](#): The legendary Indian composer performed the North American premiere of *Rangreza*, a TO Live co-commission.
- [West Side Story in Concert-April 2026](#): The immensely challenging and celebrated score performed live to film by the TO Live Orchestra.
- [BEATrio-April 2026](#): Bela Fleck on banjo, Antonio Sánchez on drums and Edmar Castañeda on harp delivered extraordinary technical virtuosity that left audiences breathless.
- [Soundbreak-Feb-Apr 2026](#) & [Studio Sessions-Apr-May 2026](#): Free weekly Sound break concerts continued uptown and downtown, showcasing artists across genres. Two Studio Sessions featuring KUNE and Joe Bowden sold out, in partnership with the City of Toronto Music Office and Canada Music Incubator.

Communities & Outreach

Making Space

- Provided free space to 9 companies (Dance Ontario'26, Brave City Productions, Split Ink Productions, Red Sky Performance, Willowdale Arts Collective, Work in Culture, North York Arts, At Any Age and Dance Immersion, Our Lady of the Snow School), one independent performing artist (Ilana Khanin), reaching 408 individual artists. In-kind support totaled \$10,900.

explorations

- From 272 applications, a jury selected seven artists, awarding each \$7,000.



Community Classes & Programs

- [Xenia Concerts](#)
 - Delivered 2 inclusive concert experiences with blind music producer and recording artist **Mattmac** at Meridian Hall and **Trash Panda Brass** at the Meridian Arts Centre, reaching 174 attendees.
 - Trash Panda Brass performed as part of Doors Open Toronto at the Meridian Arts Centre. Both the Xenia Concerts audience and Doors Open patrons attended, exposing each group to new programming.
- **Earl Haig's Claude Watson Graduate Visual Art Exhibit**
 - Graduates from **Earl Haig's Claude Watson Visual Arts Program** were featured in a second annual end-of-school-year exhibition, which drew strongly positive reviews. Students **volunteered as docents during Doors Open weekend**, gaining practice engaging the public with their work.
- **Doors Open Toronto**
 - Doors Open at the Meridian Arts Centre engaged **over 3,200 community members** across the weekend, 1,200 more than the previous year. Twenty programs featured **4 explorations** artists and 2 TO Live staff, **supporting 63 creators and artists**. North York puppetry company Humpty Dumpty Puppet Theatre drew a packed audience for Dr. Dolittle in the Studio Theatre.

Stage Rentals

Welcomed 70 events presented by 58 clients in Q2.

- Continued strong relationships with major promoters presenting high profile events including Live Nation (Sam Harris, Nimesh Patel), and the Centre for Civic Engagement (Munk Debates).
- The Departure Festival made the St. Lawrence Centre a key festival hub, including Mayor Olivia Chow's presentation of the Key to the City of Toronto to KPop Demon Hunters creator Maggie Kang.
- Secured significant bookings for later in the year, including:
 - Just For Laughs – Pete Davidson (Meridian Hall, September 2026)
 - Modest Mouse (Meridian Hall, October 2026)
 - Hallmarkish (Meridian Arts Centre, November/December 2026)

Corporate and Private Events

- Delivered 27 corporate and private events in Q2, including 7 new clients and 20 recurring bookings.
- Secured new business with BTA Studio, Cestar College, Consulate General of Italy, Michener Institute, Canadian Forces College, Kalameh Corporation, and Mwendo Dance Company.
- Continued strong retention among long-standing clients, including Bell Media, George Brown College, RBC, Seneca College, and Greenwood College.



- Hosted Mayor Olivia Chow's full-day Arts and Culture Summit at Meridian Hall, bringing municipal cultural leadership programming into the venue.

Production Services

- Strengthened Production Management team with the hiring of a new contract Production Manager.
- Successfully advanced and managed over 110 shows and events across all three venues.
- Entered into negotiations with IATSE Local 58 (stagehands) at Meridian Hall.

Indigenous Affairs and Engagement

- Developed partnership with the Ontario Native Women's Association and ensured their inclusion in the Upfront Festival.
- Delivered *Land Acknowledgements and How to More Deeply Consider Them* training to staff from multiple departments.
- Improved planning and relationship-building for Indigenous arts co-presentation with Tkaronto Open IV and Union Station in partnership with Fall for Dance North ;
- Indigenous Song Project
 - Delivered the first installment in June at the Meridian Arts Centre
 - First performance engaged Haudenosaunee, Anishinaabe, Cree, Mi'kmaw, and Métis singers and community members, with Kanien'keha (Mohawk), Anishinaabemowin, Mi'kmaw, Cree, and Michif spoken during the performance.
 - Indigenous youth attended the performance, education workshop, and networking session alongside community performers and members.
 - Performers shared contemporary takes on traditional music using guitars, a loop pedal, spoken word, and operatic influence, alongside traditional instruments such as hand drums, a water drum, and shakers.
 - Confirmed partnership with the National Arts Centre's Indigenous Theatre – providing in-kind donation of approximately \$5,000 for upcoming Indigenous Song Project performance on October 15, 2026.

MARKETING & COMMUNICATIONS

Marketing and Communications

- Launched our Season 2026-2027 Campaign, featuring bold new branding, a TO Live [sizzle reel](#), [trailer](#), and tagline “The stage is yours.”
 - Recognized holidays of national and social/cultural importance on social media and digital signage, including Passover, Easter, and National Indigenous Peoples Day
 - Created and shared content to highlight TO Live Presents shows, including:
 - Dance Me: Videos featuring Ballets Jazz Montreal's Maddy Salhany: [Dancing to Leonard Cohen](#); [Dance Me in 3 words](#); [Dance Me in 3 emojis](#)
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- West Side Story in Concert:
 - [TikTok/Reel](#)
 - [Influencer video](#)
- The Bad Plus: [Dave King interview/editorial article](#)
- BEATrio: [Backstage with...Bela Fleck interview article](#)
- Top Gun in Concert: [TikTok/Reel](#)
- Rangreza AR Rahman x Rushil Ranjan:
 - Video featuring [Rushil and Abi Talking AR Rahman](#)
 - [TikTok/Reel](#)
 - Influencer videos: [ourmehfil](#), [dineintoronto](#), [chandbhangal](#)
- Play Dead:
 - People Watching [co-founder what to expect video](#)
 - [Micro social media trailer/video](#)

Earned media highlights included:

- 2026/27 TO Live Season Announcement: Toronto Star - [TO Live levels up with new season filled with stars: 'Who wants to live in a city that has no art and culture?'](#)
- West Side Story - Film with Orchestra feature: Toronto Star - [It's like 'Guitar Hero' for conductors: Inside the world of Toronto's live movie concerts](#)
- BEATrio: Jazz FM - [Café Latino with Laura Fernandez](#)
- Rangreza A.R. Rahman & Rushil Ranjan: Ludwig Van TORONTO - [SCRUTINY | AR Rahman Comes To Town With A Spectacular Concert](#)
- Theatre of Dreams: Streets of Toronto - [10 best things to do in Toronto this weekend](#)
- Penn and Teller: Globe and Mail - [Penn & Teller bring 50 years of illusion to the Luminato Festival](#)

Ticket Services

- As in recent years, Q2 remained the second-highest period for total ticket activity, with the split between Q1 and Q2 tilting further towards Q2. Q2 2026 saw approximately 155K ticketed attendees and 125K new tickets booked, increases of roughly 10% and 14% respectively over 2025 and more than 30% over Q1 2026.
- TO Live moved to its new Box Office Phone Queue at the start of Q2, with the following weeks spent settling the team into the new setup. It has improved on every metric: easier for patrons and staff, faster updates to greetings and routing, simpler transfers and shared coverage, and better reporting to manage volume and cut wait times.
- External client support stayed strong: much of the June Luminato 2026 lineup, and the Departure Festival at the STLC and offsite at Koerner Hall. TO Live also set up the ticketing launch for Fall For Dance North's 2026 programmes at both the STLC and the Betty Oliphant Theatre, and continued box office services at the Elgin & Winter Garden Theatre Centre.
- Following updates to the Ontario Ticket Sales Act pertaining to resale limitation and price component transparency, TO Live worked with Ticketmaster to ensure smooth adoption of new functionalities to ensure adherence with the regulations.



FINANCE & ADMINISTRATION

Finance

- 2025 audited financial statements approved by the Board.
- Completed Annual Charity Information Return T3010.
- Completed 2027 Budget.
- Submitted City's quarterly variance reports.
- Continued testing Automation of EFT's (Electronic Fund Transfers) set-up directly from financial system (EBMS).

Payroll

- Regular business operations.

Information Technology

- Completed Phone Migration Project from Mitel to Microsoft Teams Phones.
- Completed roll out of Microsoft Windows 25H2.
- Completed enhancements to EBMS reports (Cross-functional Finance & IT activity).
- Completed onboarding for TO Live new Point of Sale System (POS) for concessions.
- Started on-premises file shares to Microsoft Teams project.

HUMAN RESOURCES & ORGANIZATIONAL CULTURE

- 127.5 non-recoverable FTEs at the end of Q2 which was below budgeted non-recoverable FTE of 139.9. The recoverable FTEs was at 110 at the end of Q2 which was 4.0(3.4%) more than 2026 budgeted recoverable FTE of 106.2.
- Employee turnover was 0.97% in Q2 compared to 5.8% the same time last year. The majority of this turnover was due to system cleanup of employees who had not been terminated in the past. There was 1 retirement during this time.
- 10 positions were filled in Q2, with 1 position open at the end of Q2.

Training

- Compliance training (online)
 - 349 employees - Addressing Racism in the Workplace Training for Employees
 - 354 employees - AODA Customer Service Standards Training (Comprehensive Content, Immersive)
 - 344 employees - Demonstrating Respect at Work Training
 - 207 employees - Unconscious Bias Training for All Audiences
 - 334 employees - Workplace Violence and Harassment Refresher Training for Employees & Supervisors (Ontario, Immersive)
 - 66 employees – WHIMS Training Comprehensive and New WHIMS Training
- TO Live Orientation and Onboarding training for new hires.
- Joint Health and Safety Certification Training.



New HRIS – HR & Payroll System (ADP Workforce Now) new features in 2026:

- Activated time-off module for hourly employees.
- Completed employee training for time-off requests, self-service functions for hourly employees.

OPERATIONS

Facility Services

- Concluded 3-year collective bargaining agreement negotiations with IATSE Local B-173.
- Transitioned the Computerized Maintenance Management System from Hippo to Eptura, retraining facilities staff across all three venues.
- Strengthened cybersecurity standards for building operational technology systems.
- Advanced the multi-year conversion of pneumatic HVAC controls to Direct Digital Controls, improving system reliability and efficiency.
- Completed the annual asbestos reassessment survey across all three venues to maintain regulatory compliance.

Capital Projects

- Advanced Phase 2 corridor renovations at Meridian Arts Centre (MAC), following turnover of the Phase 1 dressing rooms and First Aid Room.
- Initiated procurement for the MAC hydro vault project, with construction scheduled to begin in Q3 2026.
- Advanced accessibility renovations to lower-level offices, dressing rooms, and green rooms at Meridian Hall (MH).
- Initiated scope development for the MH emergency generator fuel-system replacement.

Patron and Event Services

- Welcomed approximately 160,000 patrons across all venues.
- Delivered support for more than 50 events during Q2, the busiest event period of the year, including numerous multi-day programs.
- Hosted the Canadian Forces College for a new client event, welcoming Chief of the Defence Staff General Jennie Carignan.
- Reintroduced liquor service at Meridian Hall and STLC bars and advanced negotiations for a new food and beverage supplier partnership, expanding revenue opportunities across venues.
- Concluded three-year collective bargaining agreement negotiations with IATSE Local B-173.
- Conducted Theatre Attendant refresher training at all three venues, strengthening accessibility support for patrons.



Kitchen

- Served more than 90,000 patrons at Meridian Hall in Q2, the venue's busiest quarter.
- Maintained recurring catering relationships with clients including George Brown College, RBC, and Seneca College.

DEVELOPMENT – Philanthropy & Corporate Sponsorship

Grants

- Secured funding from the Department of Canadian Heritage and the Government of Ontario in support of the UpFRONT Festival of Indigenous Arts, Music and Culture.
- Submitted an application to the Canada Council for the Arts in support of FORBIDDEN by Aditi Mangaldas.

Sponsorship

- Secured OLG sponsorship funding for the *UpFRONT Festival*.
- Advanced sponsorship proposals for JLF Toronto 2026, building on prospects cultivated through the reception for *Rangreza* (AR Rahman & Rushil Ranjan).
- Coordinated cross-promotional and on-site sponsor activations with venue partners Moosehead Breweries and Mark Anthony Group.

Philanthropy & Corporate Giving

- Continued cultivation of individual donors, foundations, and corporate hosting partners, resulting in new proposal submissions and funding confirmations.
- Grew the Corporate Champions program, securing new in-kind and cash support.

Stewardship & Engagement

- Launched a refreshed Champions Campaign, including a new visual identity and coordinated digital, print, and in-venue assets.
- Hosted donor receptions for *Ballets Jazz Montréal: Dance Me* and *Rangreza*; Toronto Mayor Olivia Chow attended the Rangreza reception and presented a City scroll to the artists.
- Supported donor engagement through membership tables at select summer performances (Doors Open, Top Gun Maverick, Béla Fleck) and a behind-the-scenes supporters' tour and season launch event.
- Continued donor engagement through e-newsletters and targeted stewardship communications.

TO Live Foundation and TO Live fundraising are separate entities.

