TO Live
2027 Budget and Plan

Date	Committee
June 11, 2026	Finance & Audit
June 11, 2026	Human Resources & Stakeholder Relations
June 15, 2026	Environment, Social & Governance (Meeting cancelled due to lack of quorum)
June 15, 2026	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.

Index

1. Overview

TO Live
Gaurav Bhatti
THE STAGE IS YOURS
2026-2027 SEASON
Lead partners
TORONTO
Meridian
Buy tickets: tolive.com

Progression of TO Live

Big Picture (in 000's)	2017 Actual	2018 Actual	2019 Actual	2020 2021 2022 COVID	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget
Total Gross Revenue	$28,852	$32,907	$38,407		$37,295	$42,609	$39,540	$43,654	$46,085
Total Gross Expenses	$29,230	$32,568	$38,947		$36,818	$42,600	$39,523	$43,654	$46,085
Net	($378)	$339	($540)		$477	$9	$17	$0	$0
Change from previous year		*14.1%*	*16.7%*		*0.0%*	*14.2%*	*(7.2%)*	*10.4%*	*5.6%*
Revenue change from 2017		*14.1%*	*33.1%*		*29.3%*	*47.7%*	*37.0%*	*51.3%*	*59.7%*

City Investment (in 000s)	2017 Actual	2018 Actual	2019 Actual	2020 2021 2022 COVID	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget
City Investment	$5,907	$5,274	$5,599		$6,172	$5,599	$6,148	$6,398	$6,398
Change from previous year		*(10.7%)*	*6.2%*			*(9.3%)*	*9.8%*	*4.1%*	*0.0%*
change from 2017		*(10.7%)*	*(5.2%)*		*4.5%*	*(5.2%)*	*4.1%*	*8.3%*	*8.3%*

Operating Expenses (in 000s)	2017 Actual	2018 Actual	2019 Actual	2020 2021 2022 COVID	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget
Total Operating expenses	$19,208	$17,806	$21,486		$16,589	$21,084	$17,041	$22,059	$22,404
Change from previous year		*(7.3%)*	*20.7%*			*27.1%*	*(19.2%)*	*29.4%*	*1.6%*
change from 2017		*(7.3%)*	*11.9%*		*(13.6%)*	*9.8%*	*(11.3%)*	*14.8%*	*16.6%*

Salaries, wages & benefits (in 000s)	2017 Actual	2018 Actual	2019 Actual	2020 2021 2022 COVID	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget
Salaries, wages & benefits	$10,022	$14,762	$17,461		$20,229	$21,516	$22,482	$21,595	$23,681
Change from previous year		*47.3%*	*18.3%*			*6.4%*	*4.5%*	*(3.9%)*	*9.7%*
change from 2017		*47.3%*	*74.2%*		*101.8%*	*114.7%*	*124.3%*	*115.5%*	*136.3%*

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 remains at the same level as the 2026 budget.
- Subject to City Council approval
- 5th year of 2023-2027 Strategic Plan
- COLA allowance included
- Updated historical data used
- Includes increased amount transfer from TO Live Foundation
- Meridian Hall & Meridian Arts Centre closed summer of 2027 for SOGR work

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

Pressures

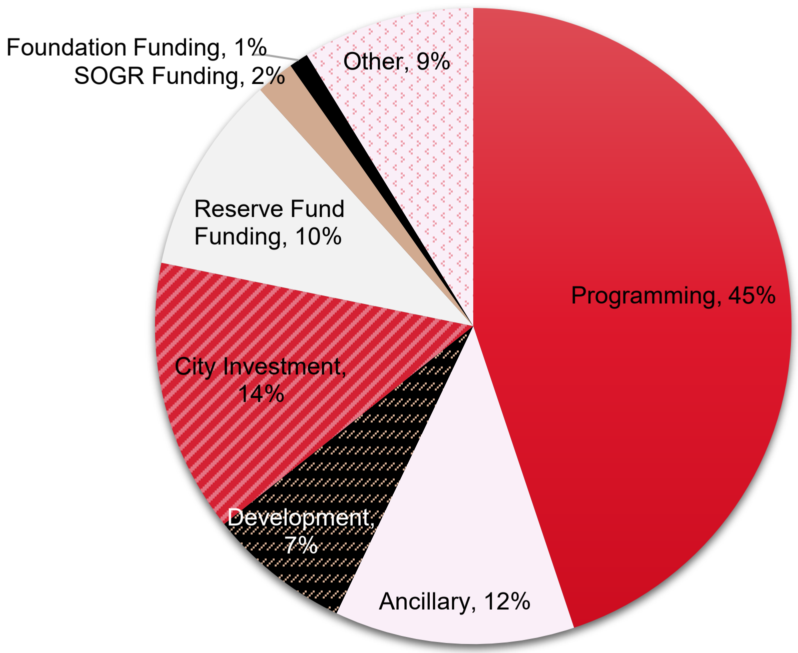
- Revenue challenges
- Economic fluctuations
- Growth of expenses vs revenue growth
- Union agreements renegotiated and related costs
- Increasing Operational, Digital and IT costs
- Ability of market to absorb increasing fees vs maintaining client base
- Shift in attendance demographics

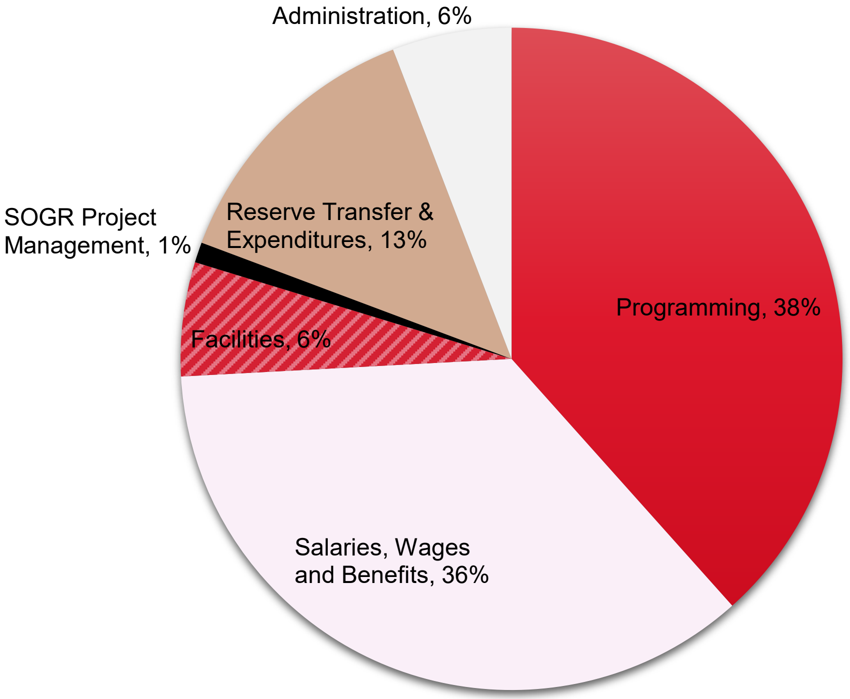
Budget Summary: Big Picture

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Total Gross Revenue	**$31,123**	**$37,010**	**$33,392**	**$37,255**	**$39,687**	**$29,874**
% change in gross revenue	58.35%	18.92%	(9.78%)	11.57%	6.53%	
Total Gross Costs	**$36,818**	**$42,600**	**$39,523**	**$43,654**	**$46,085**	**$35,290**
% change in gross costs	33.66%	15.71%	(7.22%)	10.45%	5.57%	
Total Operating Surplus/(deficit) before City Investment	**($5,695)**	**($5,590)**	**($6,132)**	**($6,398)**	**($6,398)**	**($5,416)**
City Investment	**$6,172**	**$5,599**	**$6,148**	**$6,398**	**$6,398**	**$5,416**
	$477	**$9**	**$17**	**$0**	**$0**	**$0**

Total gross revenue	$37,295	$42,609	$39,540	$43,654	$46,085	$35,290
City investment	$6,172	$5,599	$6,148	$6,398	$6,398	$5,416
as a %	16.5%	13.1%	15.5%	14.7%	13.9%	15.3%

Gross Revenues & Expenses

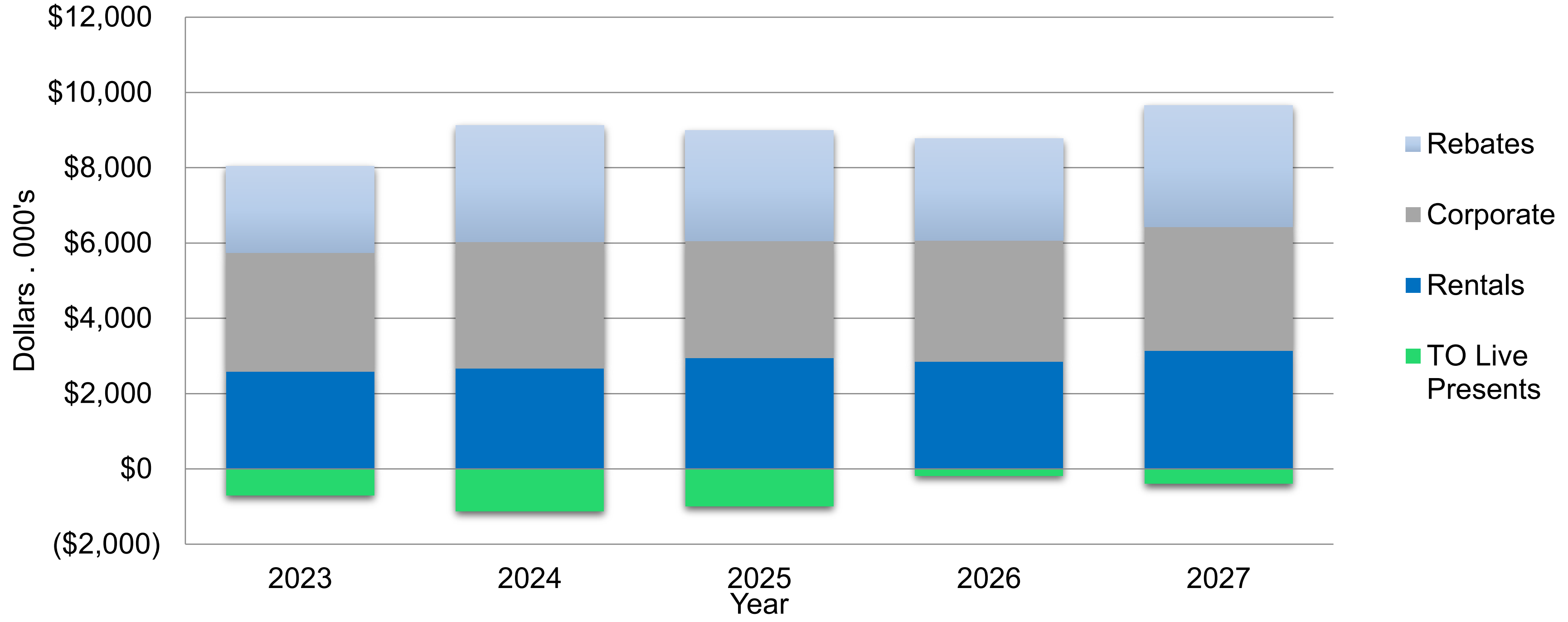




Revenue (in $000s)	
Programming	$20,678
Ancillary	$5,621
Development	$3,337
City Investment	$6,398
Reserve Fund Funding	$4,670
SOGR Funding	$894
Foundation Funding	$450
Other	$4,036
Total	**$46,085**

Expenses (in $000s)	
Programming	$17,689
Salaries, Wages and Benefits	$16,483
Facilities	$2,565
SOGR Project Management	$456
Reserve Transfer & Expenditures	$6,207
Administration	$2,684
Total	**$46,085**

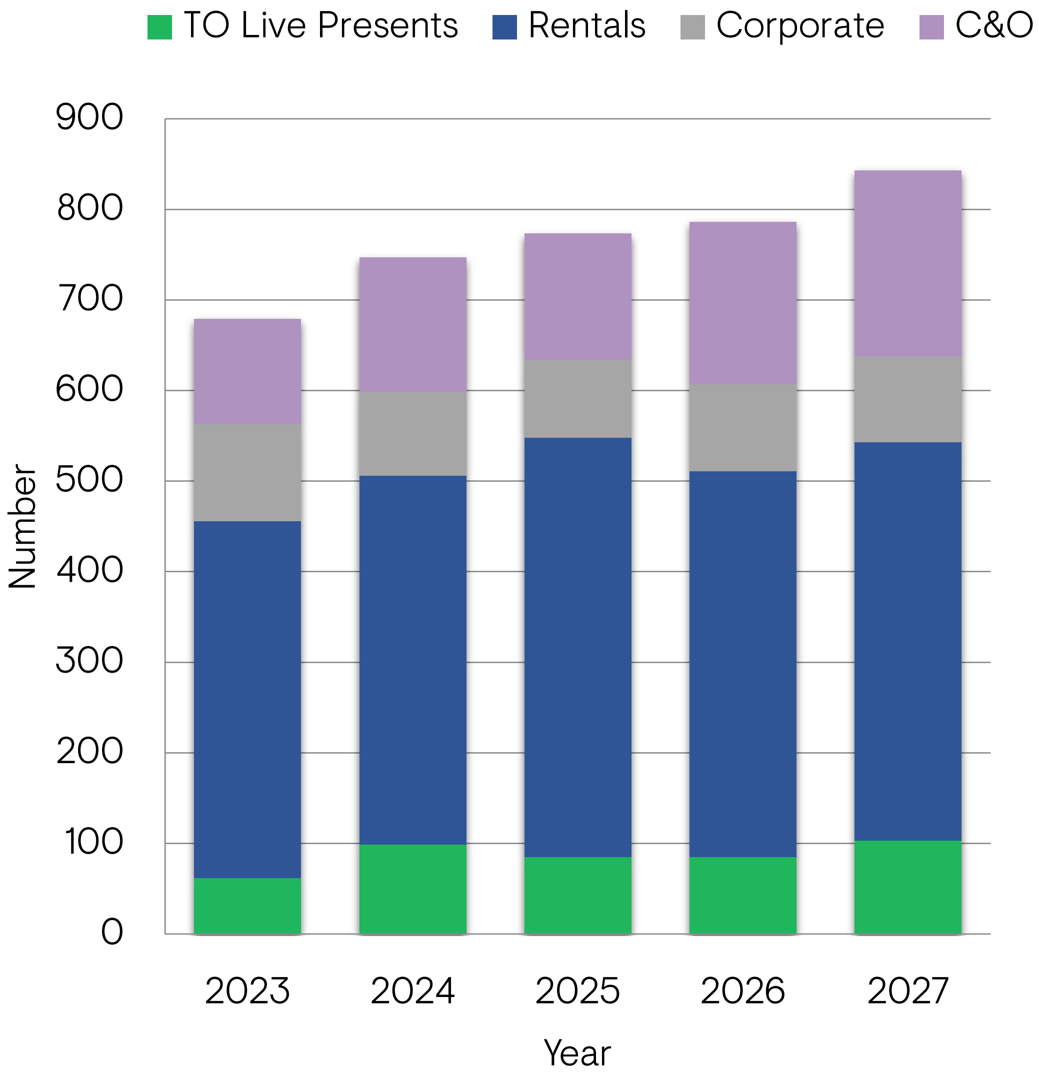
Net Contribution Margins



(in 000's)	Actual 2023	Actual 2024	Actual 2025	Budget 2026	Budget 2027
TO Live Presents	($706)	($1,121)	($997)	($185)	($397)
Rentals	$2,577	$2,671	$2,941	$2,850	$3,139
Corporate	$3,166	$3,365	$3,111	$3,219	$3,286
Rebates	$2,298	$3,093	$2,937	$2,704	$3,236
Total	$7,335	$8,007	$7,992	$8,588	$9,265

CM as a %	2023	2024	2025	2026	2027
Net TO Live Presents	(10%)	(14%)	(12%)	(2%)	(4%)
Net rentals	35%	33%	37%	33%	34%
Net corporate	43%	42%	39%	37%	35%
Net rebates	31%	39%	37%	31%	35%

Number of Performances & Events

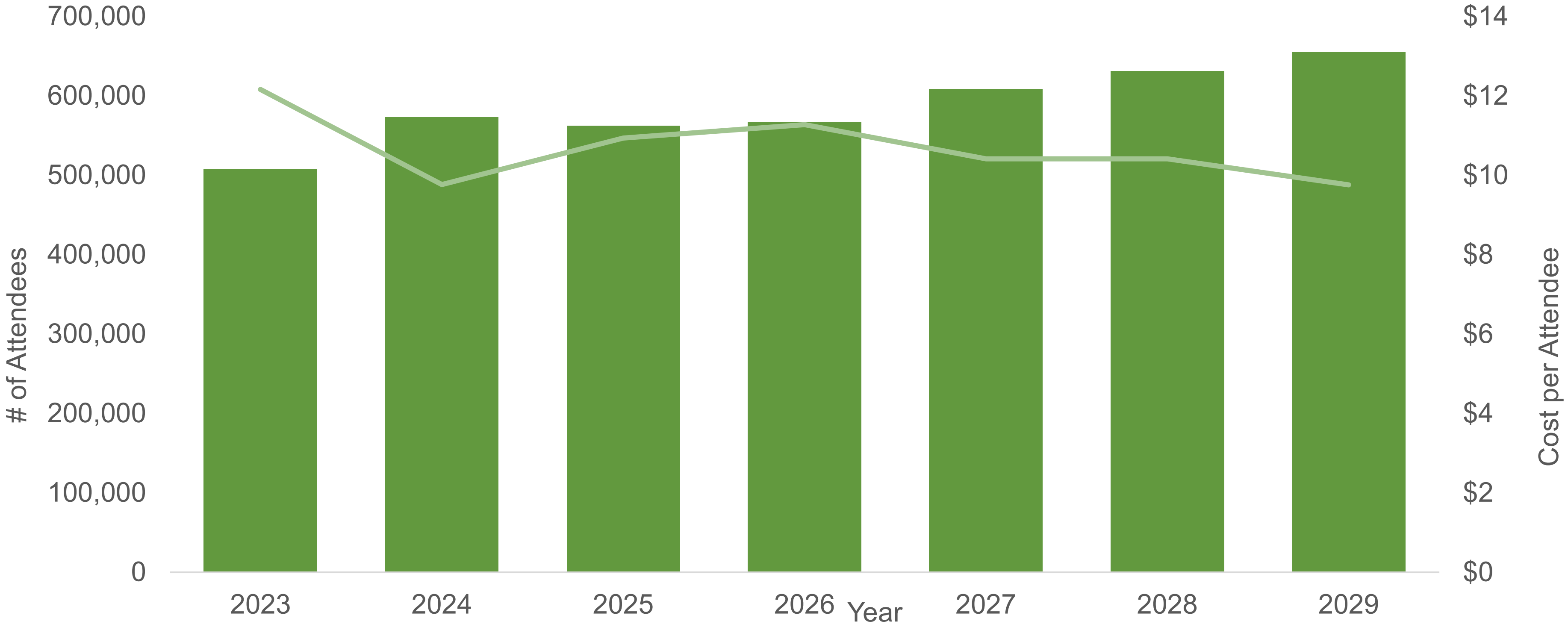


	Actual 2023	Actual 2024	Actual 2025	Budget 2026	Budget 2027
TO Live Presents	62	99	85	85	103
Rentals	394	407	463	426	440
Corporate	107	93	86	96	95
C&O	116	148	139	179	205
Total	**679**	**747**	**773**	**786**	**843**
Number of events represented in %					
TO Live Presents	9%	13%	11%	11%	12%
Rentals	58%	54%	60%	54%	52%
Corporate	16%	12%	11%	12%	11%
C&O	17%	20%	18%	23%	24%

2027 Strategic Initiatives and Operational Improvements

Item	Description	Dept	$, 000s
Facilities Fee Surcharge	Facility Fee Surcharge increase to operations	Ticket Services	$413.00
New Foundations support	Increased Foundations support	Development	$230.00
Telephone system	Transition to Microsoft Teams replacing landlines	IT	$18.00
Production Revenue	Growth in in-house equipment rentals for clients	Production	$63.00
Food & Beverage Revenue	Expansion of lounge & pop-up bar concepts	Patron & Event Services	$50.00
Events Services	Expansion of event services billables	Patron & Event Services	$90.00
Facilities	Optimization of cleaning cost-recovery fees	Operations	$41.00
Payroll processing fees	Optimization of new payroll software fees	Payroll	$10.00
Marketing Revenue	Increased Marketing and Advertising fees for clients	M&C	$5.00
Total			**$920.00**

City Investment per Attendee



	Year	Attendance Stage	Attendance Corporate	Attendance Total	Per Cap	City Investment
Actual	2023	393,081	114,339	507,420	$12.16	$6,172,000
Actual	2024	461,710	111,542	573,252	$9.77	$5,599,000
Actual	2025	437,055	125,044	562,099	$10.94	$6,148,250
Budget	2026	467,244	100,000	567,244	$11.28	$6,398,250
Budget	2027	508,575	100,000	608,575	$10.42	$6,398,250
Forecast*	2028	531,504	100,000	631,504	$10.42	$6,398,250
Forecast*	2029	555,579	100,000	655,579	$9.76	$6,398,250

2. Environmental, Social and Governance

2023-2027 Strategic Plan – 5th 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

Year 5 Success Indicators

1. Stronger financial stability
2. Higher venue utilization
3. Broader cultural partnerships
4. Expanded reputation as a cultural anchor institution
5. Increased accessibility and community participation

2023-2027 Strategic Plan – 5th 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.
- Year 5 focuses on sustaining revenue growth through rentals, food and beverage operations, sponsorships, and development initiatives.
- Priority of optimizing use of all available spaces continues while recognizing shifts in proportion of Corporate and Private events, Stage Rentals, *TO Live Presents* and Community & Outreach usage.
- Expand equitable access to Arts & Culture through inclusive programming, accessibility initiatives and stronger community partnerships.

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.
- Increase in Communities & Outreach budget to further strengthen community partnerships and resources for local artists.
- Rising operational costs, labour rates, both union and non-union, have put pressure on the budget, reducing organizational flexibility, constraining strategic investment in programming areas, labour market and staffing pressures.

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**
Summary						
Total Gross Revenue	$39,074	$40,147		$34,112	$34,731	$35,290
Total Gross Costs	$39,073	$40,147		$34,112	$34,730	$35,290
Total Operating Surplus/(Deficit)	$0	$0		$0	$0	$0
			STLC closure			
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		Actual	Budget	Budget
Total Gross Revenue	$37,295	$42,609		$39,540	$43,654	$46,085
Total Gross Costs	$36,818	$42,600		$39,523	$43,654	$46,085
Total Operating Surplus/(deficit)	$477	$9		$17	$0	$0
City operating investment	**$6,172**	**$5,599**		**$6,148**	**$6,398**	**$6,398**
Increase/(decrease) in City Investment	($900)	($766)		$193	$661	$982
% change	-13%	-12%		3%	12%	18%
cumulative % change	-13%	-25%		-22%	-10%	8%

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

2.1 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.

2.2 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	MH & MAC closure summer closure 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	TO Live creates vibrant community spaces that promote safety, accessibility, and wellbeing.	Reduction in security and health & safety incidents year-over-year.	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
			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
	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	Increase Overall score of Engagement Survey by 5%.	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
	2.3	Embody the principles of equity and inclusion in TO Live culture	1	To Live strengthens workplace inclusion and equitable employee experiences across all levels of the organization.	5% increase in inclusion index score on engagement 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 case for support	Increase number of corporate sponsorships by 20% in 2023	Yes		Development
	3.2	Be a leader in environmental sustainability	1	Reduce TO Live's waste	Decrease TO Live's environmental impact as per future environmental audit	Yes		Operations
			2	Reduce TO Live carbon footprint	Decrease TO Live's environmental impact as per future environmental audit	Yes		Operations
	3.3	Ensure financial stability	1	Expand TO Live's financial model to include increased revenue from "at risk" programming and investment in programming for diverse populations	Agreed upon 5-year plan	LIMITED	REDUCTION OF FUNDING	Finance All Depts
			2	Grow utilization of TO Live spaces by third-party renters				
			3	Invest leadership and personnel resources in activating the TO Live Foundation to build philanthropic interest and engagement				

2.3 Sustainability

Sustainability Overview

2026-2030 Sustainability Roadmap

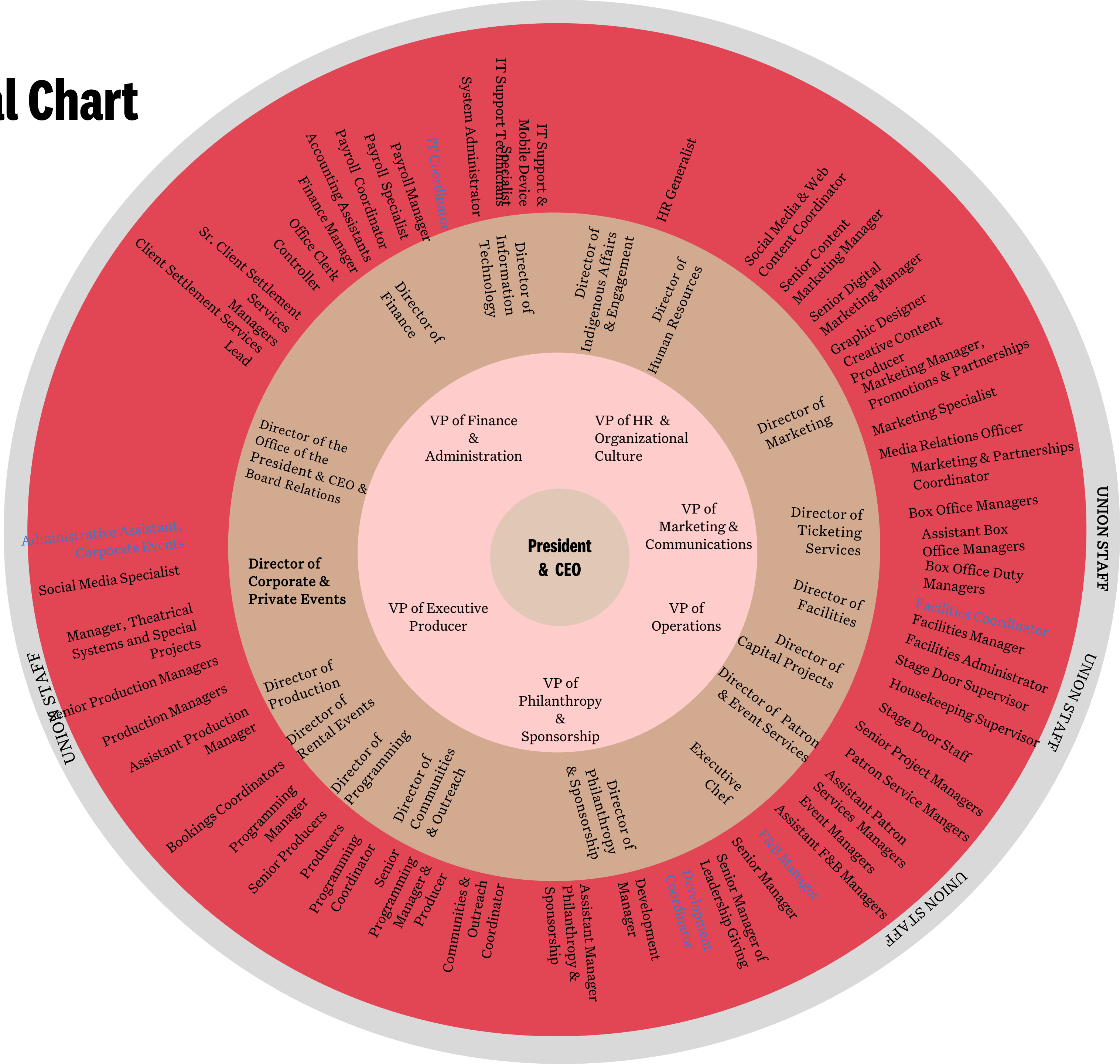
TO Live has already begun sustainability-related work through operations, procurement choices, and the City-aligned capital program. The 2026–2030 roadmap consolidates this work across Meridian Hall, Meridian Arts Centre, and St. Lawrence Centre for the Arts.

- Key roadmap priorities include:
  - Align capital/SOGR work with Net Zero by 2040.
  - Track progress through annual KPIs: building emissions, total energy use, fossil-heating reliance, waste diversion, and major project delivery.
  - Use “touch it once” capital coordination to embed sustainability when systems or spaces are already being renewed.
  - Advance practical operational improvements: HVAC scheduling, lighting controls, low-flow fixtures, waste sorting, procurement defaults, and FOH consumable reductions.

Carbon Budget participation is not a separate funding envelope; it ensures eligible GHG-reducing actions are visible through the City’s capital prioritization process.

3. Staffing and Compensation

2027 Organizational Chart



UNION STAFF

Ticketing Services
- Box Office Staff

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

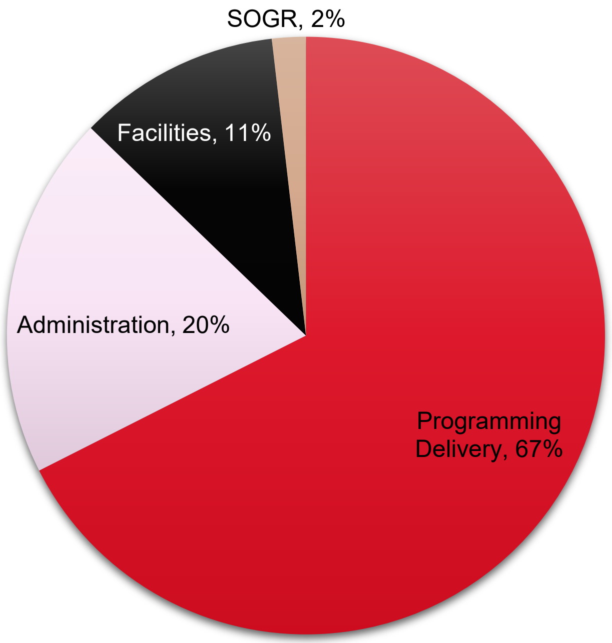
Patron & Event Services
- Theatre Attendants
- Concession Attendants
- Event Staff
- Chef de partie
- Cooks
- Dishwashers

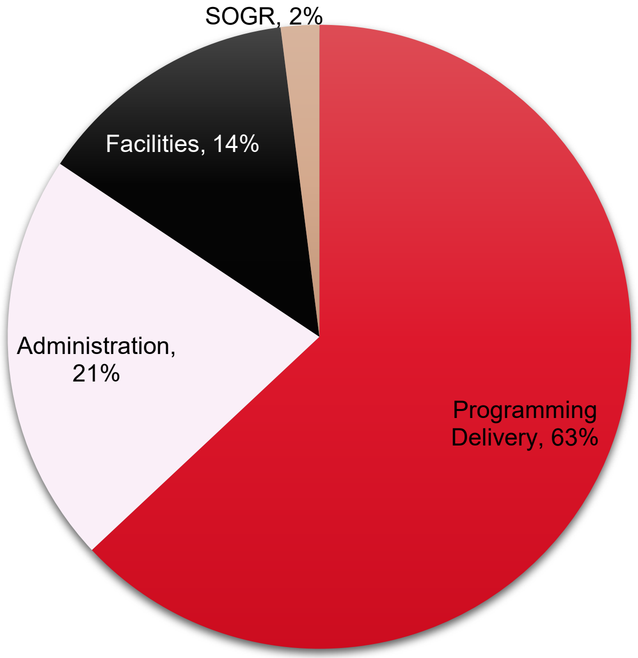
Production
- Stagehands

Compensation Summary

(in 000's)	Base 2026 Budget	Base 2027 Budget	Base Change	Benefits 2026 Budget	Benefits 2027 Budget	Benefits Change	Total 2026 Budget	Total 2027 Budget	Total Change	% Change
Total FTE - Admin	$8,697	$9,186	$490	$2,399	$2,612	$214	$11,095	$11,799	$704	6%
Total PT - Admin	$714	$803	$89	$178	$201	$23	$893	$1,004	$112	13%
Other Contingency / COLA	$376	$387	$11	$0	$0	$0	$376	$387	$11	3%
SEIU/B173	$845	$896	$50	$254	$233	($21)	$1,099	$1,129	$30	3%
UNIFOR	$787	$819	$33	$197	$220	$24	$983	$1,040	$56	6%
Total non-recoverable staffing costs	$11,419	$12,092	$673	$3,027	$3,267	$239	$14,446	$15,359	$913	6%
gross revenue							**$43,654**	**$46,085**		
staffing costs as a % of gross revenue							**33%**	**33%**		
SOGR	$344	$339	($5)	$86	$92	$7	$430	$432	$2	1%
IATSE 58	$3,234	$3,979	$745	$1,337	$1,579	$242	$4,571	$5,558	$988	22%
IATSE B173	$1,834	$1,989	$155	$315	$343	$28	$2,148	$2,332	$184	9%
Total recoverable staffing costs	$5,411	$6,307	$896	$1,738	$2,015	$277	$7,149	$8,322	$1,174	16%
Grand total - staffing costs	**$16,830**	**$18,399**	**$1,569**	**$4,765**	**$5,282**	**$517**	**$21,594**	**$23,681**	**$2,086**	**10%**
gross revenue							**$43,654**	**$46,085**		
staffing costs as a % of gross revenue							**49%**	**51%**		

Compensation Chart





2027 Compensation Budget (in $000s)	
Programming Delivery	$15,994
Administration	$4,661
Facilities	$2,594
SOGR	$432
Total	**$23,681**

2026 Compensation Budget (in $000s)	
Programming Delivery	$13,609
Administration	$4,607
Facilities	$2,948
SOGR	$430
Total	**$21,594**

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

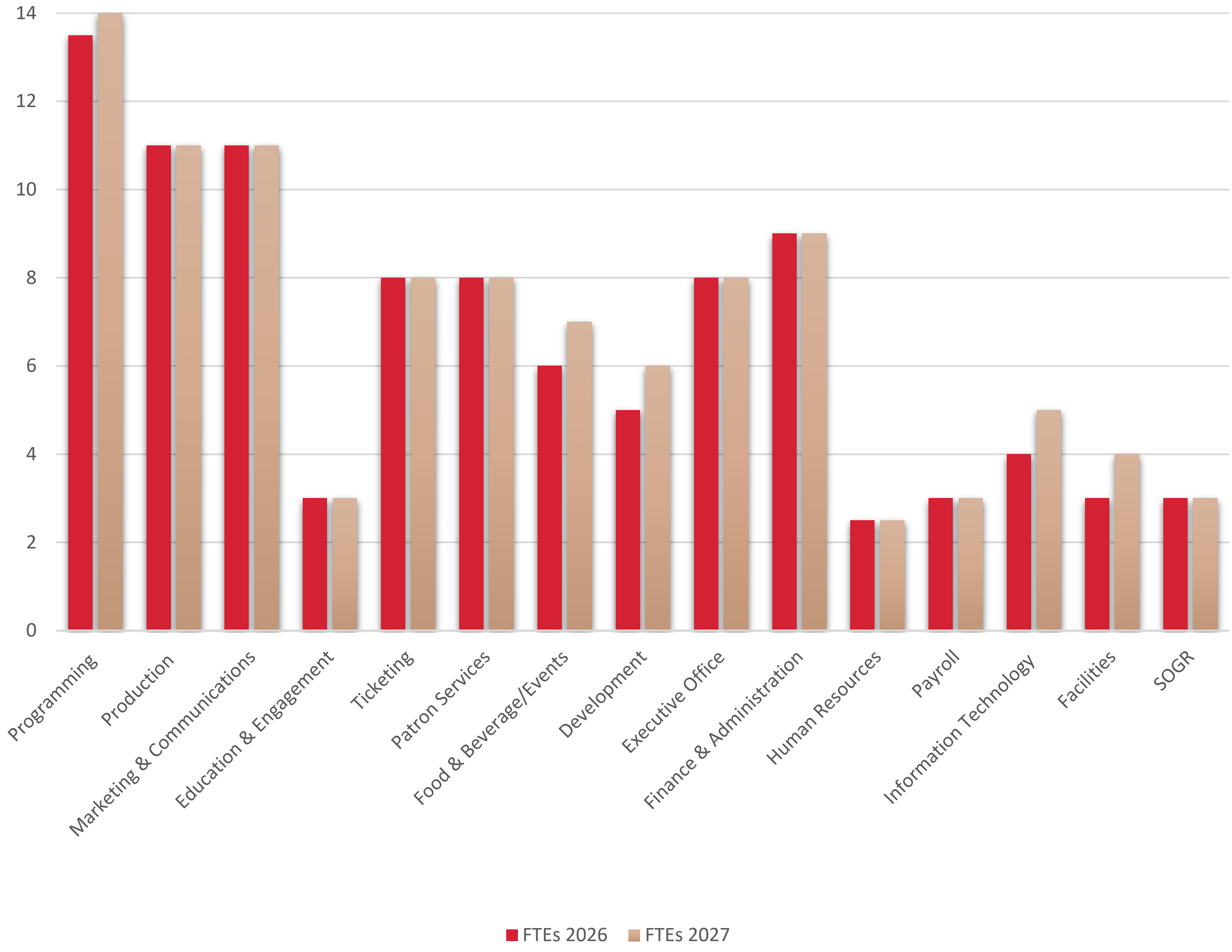
Staffing FTE Changes

Staff Complement	FTE 2026 Budget	FTE 2027 Budget	Change
Total FTE - Admin	95.0	99.5	4.5
Total PT - Admin	18.5	20.8	2.3
SEIU/B173	16.3	17.3	1.0
UNIFOR	10.2	10.6	0.4
Total non-recoverable complement	**140.0**	**148.2**	**8.2**
SOGR	3.0	3.0	0.0
IATSE 58	41.3	50.9	9.6
IATSE B173	55.9	60.7	4.8
Total recoverable complement	**100.2**	**114.6**	**14.4**
Grand total - staff complement	**240.2**	**262.8**	**22.6**

Staffing FTE Changes compared to 2026 Approved Budget

	Budget 2027	Staff Highlights 2027 Budget
Operating Positions FTE's		
Development	1	New Development coordinator
Information Technology	1	New IT support
Corporate Events	1	Admin Support position changed from part-time level
Patron Services	1	New Food & Beverage Manager
Facilities	1	New Admin position
Total Change in number of FTE positions	**4.50**	

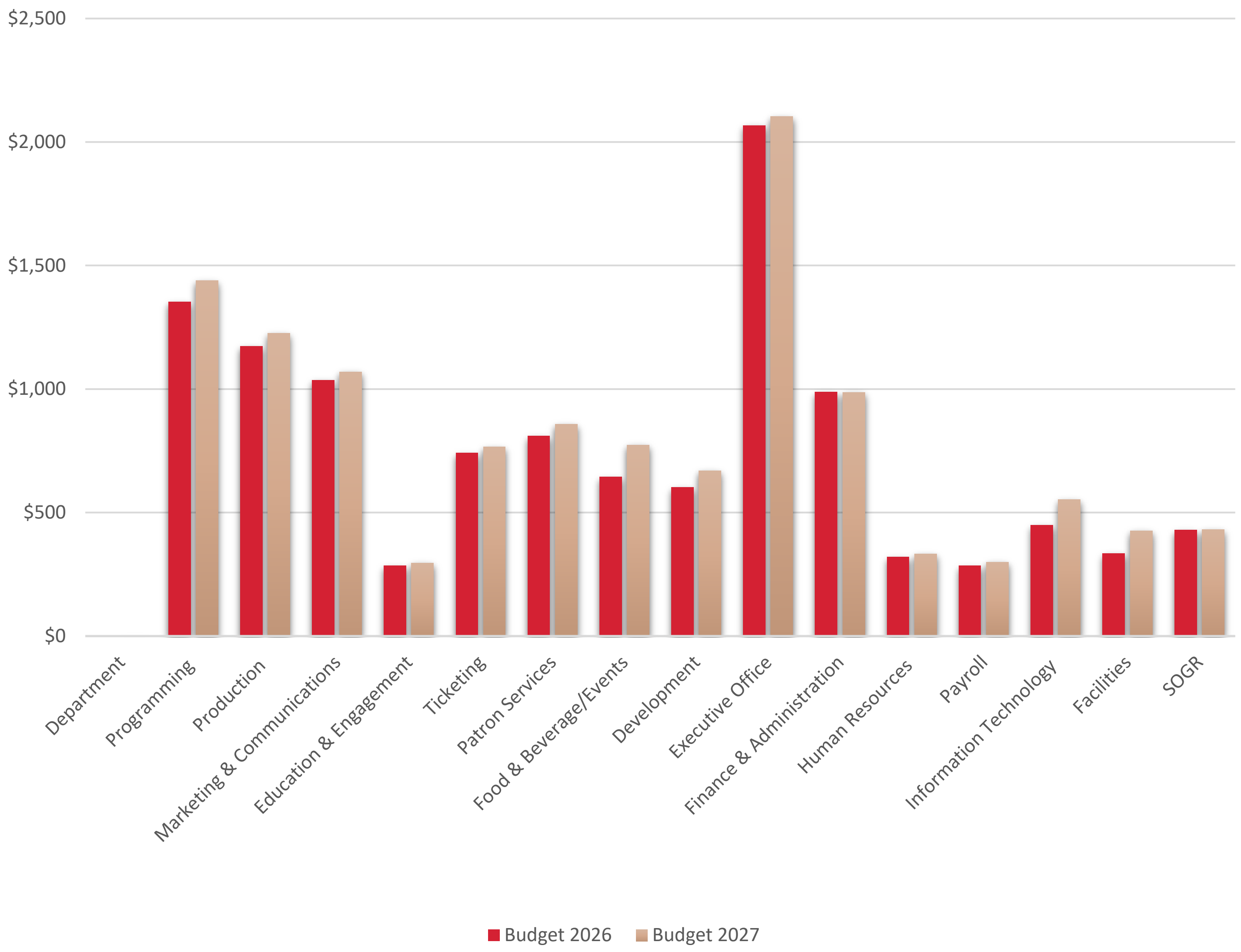
Full Time Staffing Changes



Department	FTEs 2023	FTEs 2024	FTEs 2025	FTEs 2026	FTEs 2027
Programming	11	11	13.5	13.5	14.0
Production	8	11	11	11	11
Marketing & Communications	10	9	11	11	11
Education & Engagement	2.5	2	2	3	3
Ticketing	7	8	8	8	8
Patron Services	6	6	7	8	8
Food & Beverage/Events	3	4	6	6	7
Development	4	4	5	5	6
Executive Office	8	8	8	8	8
Finance & Administration	7	8	9	9	9
Human Resources	3	3	3	2.5	2.5
Payroll	4	4	3	3	3
Information Technology	5	5	4	4	5
Facilities	3	3	4	3	4
Total FTE - Admin	**81.5**	**86**	**94.5**	**95.0**	**99.5**
SOGR	9	8	7	3	3
Total FTE - SOGR	**9**	**8**	**7**	**3**	**3**
Total Staffing FTE's	**90.5**	**94.0**	**101.5**	**98.0**	**102.5**

*Recoverable complement FTEs from Capital Budgets

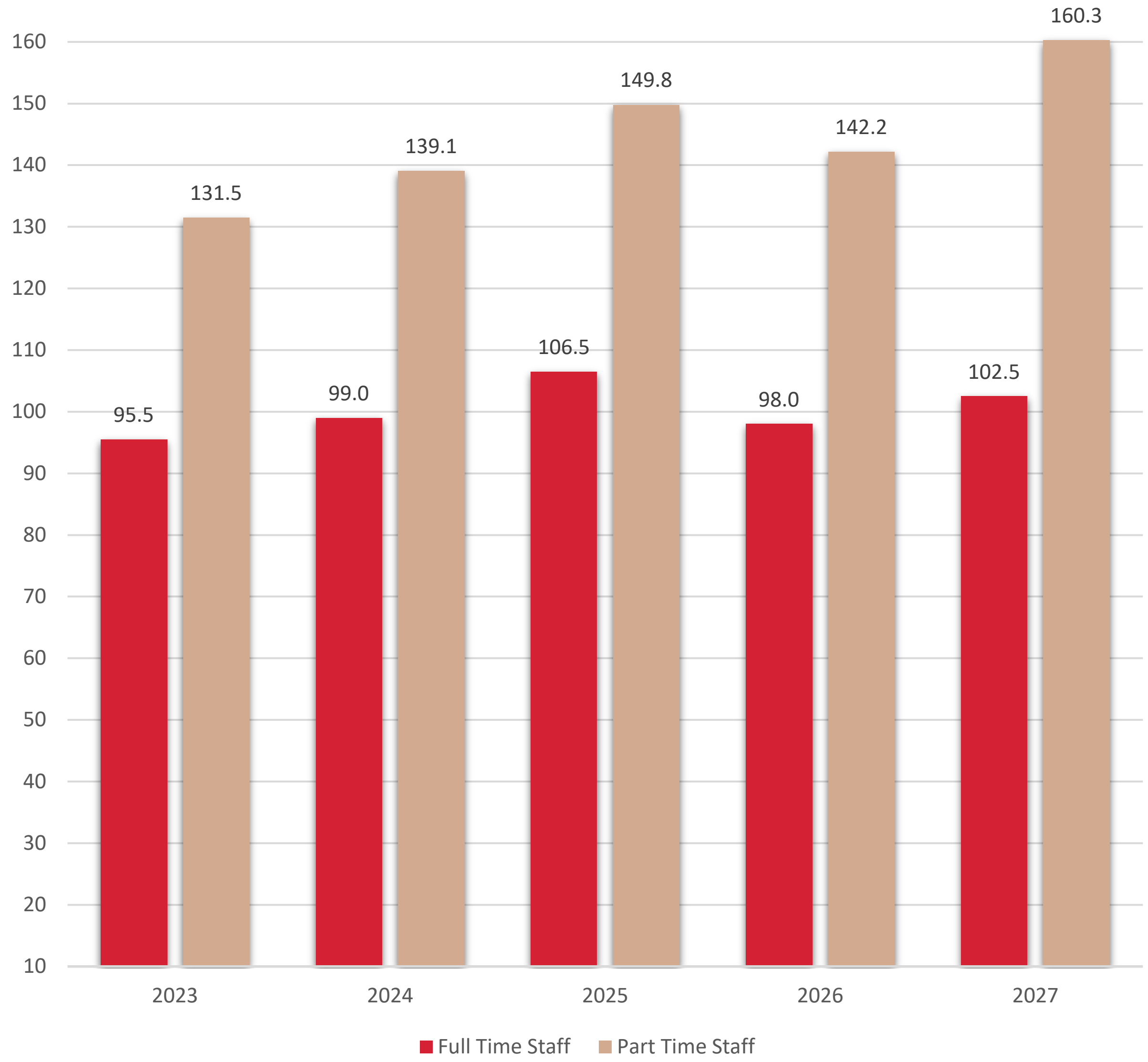
Full Time Staffing - $



Department, (in 000's)	Budget 2026 $	Budget 2027 $
Programming	$1,353	$1,440
Production	$1,173	$1,227
Marketing & Communications	$1,036	$1,070
Education & Engagement	$286	$296
Ticketing	$741	$767
Patron Services	$810	$858
Food & Beverage/Events	$645	$774
Development	$603	$669
Executive Office*	$2,068	$2,103
Finance & Administration	$988	$986
Human Resources	$321	$332
Payroll	$284	$299
Information Technology	$449	$552
Facilities	$336	$426
SOGR	$430	$432
Total Staffing Costs	$11,525	$12,231

*All VP Compensation expense included here

Staff Complement 2023-2027 (FT and PT View)



Complement	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Full Time Staff	95.5	99.0	106.5	98.0	102.5
Part Time Staff	131.5	139.1	149.8	142.2	160.3

	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Program Delivery FT	54.5	55.0	63.5	65.5	68.0
Facility Operations FT	4.0	3.0	4.0	3.0	4.0
Administration FT	23.0	28.0	27.0	26.5	27.5
Full Time Staff	**81.5**	**86.0**	**94.5**	**95.0**	**99.5**
Full Time Staff SOGR	**14.0**	**13.0**	**12.0**	**3.0**	**3.0**
Part Time Staff					
Program Delivery PT	8.6	9.6	8.6	6.9	8.3
Facility Operations PT	10.0	9.6	10.7	10.7	11.5
Administration PT	1.0	1.0	1.0	1.0	1.0
Unions PT	111.8	118.8	129.5	123.7	139.5
Part Time Staff	**131.5**	**139.1**	**149.8**	**142.2**	**160.3**
Total FTE'S	**227.0**	**238.1**	**256.3**	**240.2**	**262.8**

Summary of Salary and Wage increases

Pay group	2018 % Increase	2019 % Increase	2020 % Increase	2021 % Increase	2022 % Increase	2023 % Increase	2024 % Increase	2025 % Increase	2026 % Increase	2027 % Increase	Total % Increase
IATSE B-173 Housekeeping (1)	3.00%	3.00%	3.00%	3.00%	3.00%	6.00%	17.00%	3.00%			41.00%
IATSE-58 MH	2.25%	2.00%	2.00%	2.50%	3.00%	3.00%	3.00%	3.00%			20.75%
SEIU (2)	1.50%	3.86%	3.80%	3.95%	2.00%	2.50%	3.00%	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%	3.00%	3.00%	3.00%	28.42%
IATSE-822 STLC (4)	2.40%	2.46%	2.25%	3.00%	3.00%	3.00%	3.00%	0.00%	5.00%	3.00%	27.11%
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%	1.50%	2.99%	3.99%		22.48%
Non-Union staff (FT & PT) (7)	2.00%	2.00%	0.00%	0.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	21.00%

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. New agreement ratified on April 2026 (Jan 01 2025 to Dec 31 2027) not cumulative percentage rate increase for 2025, contract reflected a one time 3% retro on earnings

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. Current agreement approved Dec 11,2025 - reflected a one time 2% signing bonus on 2024 earnings not included in the yearly rate percentage increase

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

Current Collective Bargaining Agreements	Union	Applicable Location	Effective date	Expiry Date
1. TO Live - Meridian Hall	IATSE Local 58	MH	01-Apr-22	2026-03-31***
2. TO Live - St Lawrence Centre for the Arts	IATSE Local 58	STLC	01-Jan-25	31-Dec-27
3. TO Live - Meridian Arts Centre	IATSE Local 58	MAC	01-Jan-24	31-Dec-26
4. TO Live -St Lawrence Centre for the Arts	IATSE Local 822	STLC	01-Jan-25	31-Dec-27
5. TO Live - Meridian Hall	IATSE Local 822	MH	01-Jun-24	31-May-27
6. TO Live - Meridian Arts Centre	IATSE Local B-173*	MAC	01-Apr-23	2026-03-31***
7. TO Live	IATSE Local B-173**	MAC-MH-STLC	01-Nov-19	2024-10-31***
8. TO Live	SEIU Local -2	MH-STLC	01-Jan-25	31-Dec-27
9. TO Live	UNIFOR Local 2003E	MAC-MH-STLC	01-Jan-25	31-Dec-27

*CBA for Custodial Services
**CBA for Patron and Event Services
*** CBA Negotiations in Progress

4. Departmental Operating Budgets

4.1 TO Live Presents

TO Live Presents Budget

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Presentations Division						
Gross revenue	$3,864	$8,728	$4,154	$8,803	$7,786	$5,045
Direct expenses	$4,571	$9,848	$5,151	$8,988	$8,183	$6,592
Total Net revenues/(costs)	**($707)**	**($1,121)**	**($997)**	**($185)**	**($397)**	**($1,548)**

TO Live Presents Overview

The *TO Live Presents* program in 2027 will focus on its established dance and music series, enhanced by commercial presentations to offset the inherent investments required to present the most compelling artists in our stages.

Pressures & Challenges

- Unpredictable economic conditions and economic downturn
- Need to balance artistic investment with financial sustainability

Successes & Highlights

- Continued focus on Toronto-based artists and the expansion of the Soundbreak series and post-concert programming
- Successful commercial runs helping offset artistic investments

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)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Stage Rentals Division						
Gross revenue	$7,063	$6,878	$7,872	$5,475	$5,956	$5,388
Direct expenses	$4,486	$4,208	$4,931	$2,626	$2,817	$3,007
Total Net revenues	**$2,577**	**$2,671**	**$2,941**	**$2,850**	**$3,139**	**$2,381**
Corporate and Private Rental Division						
Gross revenue	$6,516	$6,753	$6,507	$6,238	$6,936	$4,410
Direct expenses	$3,349	$3,389	$3,396	$3,019	$3,650	$2,460
Total Net revenues	**$3,167**	**$3,365**	**$3,111**	**$3,219**	**$3,286**	**$1,950**

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 2027 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:

- Rent increase of 3% on all corporate venue rental rates.
- Enhancing event operations internally to optimize date conversion and overall venue utilization.
- Strengthening calendar scheduling to maximize venue usage and increase availability for corporate clients.
- Continuing to expand social media presence across multiple channels, with new content creation to drive brand awareness and client engagement.
- Enhance service offerings and catering packages.

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:

- Economic headwinds impacting the live entertainment industry.
- Market competition, rising touring and production costs affecting rental clients and tickets pricing.
- Capital projects renovations work reducing venue availability and booking dates.

Initiatives to achieve budget targets:

- Rent increase of 3% on all venue rental rates.
- Strong continued demand for TO Live venues.
- Servicing 100+ clients annually across diverse programming.
- Proactive scheduling strategies maximizing venue utilization during closures.
- Competitive rental pricing helps maintain client retention and activity levels.

4.3 Ancillary Revenue and Other Revenue

Ancillary Budgets

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Concession Revenue						
Gross revenue	$1,637	$1,688	$1,792	$1,779	$2,211	$2,248
Direct expenses	$912	$1,005	$1,105	$964	$1,177	$1,038
Total Net revenues	**$725**	**$683**	**$686**	**$814**	**$1,034**	**$1,210**
Merchandise Revenue						
Gross revenue	$111	$132	$163	$141	$173	$233
Direct expenses	$8	$12	$8	$19	$22	$67
Total Net revenues	**$103**	**$120**	**$156**	**$122**	**$151**	**$166**
Ticket Rebate						
Gross revenue	$2,298	$3,093	$2,912	$2,704	$3,236	$2,466
Direct expenses	$0	$0	$0	$0	$0	$0
Total Net revenues	**$2,298**	**$3,093**	**$2,912**	**$2,704**	**$3,236**	**$2,466**
Total Ancillary						
Gross revenue	$4,046	$4,913	$4,867	$4,623	$5,621	$4,947
Direct expenses	$920	$1,017	$1,113	$984	$1,200	$1,105
Total Ancillary Net revenue	**$3,126**	**$3,896**	**$3,754**	**$3,639**	**$4,421**	**$3,842**

Concession Revenue Overview

- New Point of Sale System will allow for faster transaction sales and support revenue targets
- Use of lounge areas to generate activity and preshow offerings at Meridian Hall
- Product offerings based on show & audience demographics

Merchandise Revenue Overview

- Expected higher volume of shows with merchandise sales

Ticket Rebates Overview

For 2027, the Ticket Rebates budget attempts to build upon the 2025-2026 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.

Challenges/risks:

- Ticket Rebates are strongly affected by variations in activity, making budget fluctuations hard to predict.
- Ticketing contract expiry uncertainty.
- Shifts toward online/mobile sales channels.
- Rising operational costs and industry scrutiny.

Initiatives to achieve budget targets:

- Data-driven forecasting improvements.
- Stable market trends after volatility.
- Strong contribution to ticketing revenue.

Other Division Revenue

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Other Division						
Gross revenue	$3,891	$3,901	$3,953	$3,907	$4,609	$787
Direct expenses	$1,456	$1,460	$1,452	$1,553	$1,493	$365
Total Net revenues	**$2,434**	**$2,441**	**$2,501**	**$2,354**	**$3,115**	**$422**

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)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Corporate Partnerships	$1,782	$2,250	$2,301	$2,851	$2,709	
Government	$198	$185	$374	$356	$340	
Foundations	$1	$0	$30	$0	$230	
Donations	$21	$10	$27	$60	$46	
In-Kind	$61	$0	$3	$11	$12	
Total Fundraising Revenue	**$2,063**	**$2,445**	**$2,736**	**$3,277**	**$3,337**	**$4,311**
Gross Expenses	$598	$686	$784	$905	$1,023	$928
Ratio of fundraising expenses/fundraising revenue*	29%	28%	29%	28%	31%	22%

* 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, foundations and government grants tied to its venues and programming.

- Economic conditions are expected to continue impacting sponsorship and philanthropy in 2027, with inflation and cost-of-living pressures reducing giving and causing corporate partners to remain cautious.
- Philanthropy continues to outperform corporate sponsorship in program-related fundraising. As a result, emphasis has shifted to the TO Live Foundation, which is expected to continue contributing increased revenue to operations.
- Naming Rights revenue remains stable and continues to be TO Live’s largest and most reliable Development revenue source.
- Donations are projected to grow 69% in 2027 driven by continued expansion of corporate and individual membership programs (TO Live Champions).
- Foundation programming revenue is projected to increase significantly due to stronger relationships with funding partners established in 2025.
- Total Development revenue is projected at $3.34M, representing a 22% increase over 2025 actuals and reflecting a focused, realistic strategy in a challenging economic environment.

Development Summary – Big Picture

Revenue by Category (000's)	New Operating	Renewed	Stewarded	Grand total
Sponsorship - Naming			$2,155	$2,155
Sponsorship - Venue	$120	$99	$13	$232
Sponsorship - In Kind			$12	$12
Sponsorship - Programming	$276	$45		$321
Government Grants	$300			$300
Other Grants	$40			$40
Foundations		$200	$30	$230
Donations	$17		$30	$47
Donor Events				$0
Subtotal	$753	$344	$2,240	$3,337
Transfer from TO Live Foundation		$450		$450
Grand total	$753	$794	$2,240	$3,787

4.5 Communities & Outreach (C&O)

Communities & Outreach Budget (C & O)

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Overhead						
Communities & Outreach	$259	$283	$452	$609	$660	$460
Total Costs Overhead	**$259**	**$283**	**$452**	**$609**	**$660**	**$460**

C & O Overview

Communities & Outreach department (C&O) gives great emphasis on resources for artists and the citizens of Toronto, through the core Making Space & Explorations grant programs, providing supported arts programs 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.

Program Highlights:

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

C & O Overview, continued

- Continue to work more closely well-established partners who compliment our programming and values such as North York Arts, Paprika, NeighbourLink networks, Xenia Concerts, and Dancing with Parkinsons whilst exploring new relationships like Work in Culture.

- 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 our making space and explorations program.

- Based on the success of the Summer Camp registrations, we will be continuing with this offering in Summer of ’27 with a 3-week program along with PA day camps.

- Our engagement with school programs will continue.

C & O Activity Summary

Type	Status	2023 Events	2023 Reach	2024 Events	2024 Reach	2025 Events	2025 Reach	2026 budget Events	2026 budget Reach	2027 budget Events	2027 budget Reach	Notes
Total Budget		**211**	**10,151**	**209**	**14,815**	**151**	**12,999**	**179**	**9,108**	**205**	**11,420**	
Total Actual (Forecast 2026)		**116**	**8,330**	**148**	**6,533**	**139**	**18,281**	**278**	**9,173**	**-**	**-**	

C & O Activity Detail

Type	Status	2023 Events	2023 Reach	2024 Events	2024 Reach	2025 Events	2025 Reach	2026 budget Events	2026 budget Reach	2027 budget Events	2027 budget Reach	Notes
Arts & Wellness												
Yoga	Budget	-	-	-	-	6	120	6	100	-	-	
	Actual	-	-	-	-	-	-	-	-			
Xenia Events	Budget	9	530	6	550	7	625	7	625	7	700	
	Actual	16	326	13	813	11	857	8	760			
Dancing with Parkinson's Events	Budget	-	-	-	-	6	1,000	3	700	3	600	
	Actual	-	-	2	460	1	167	3	630			

C & O Activity Detail, continued

Type	Status	2023 Events	2023 Reach	2024 Events	2024 Reach	2025 Events	2025 Reach	2026 budget Events	2026 budget Reach	2027 budget Events	2027 budget Reach	Notes
Community Engagement												
Doors Open/Culture Days	Budget	4	2,000	2	3,000	2	2,000	2	2,000	2	2,500	*Both MAC and STLC as of 2023*
	Actual	8	2,819	31	2,863	14	2,001	20	2,500			
Community Classes	Budget	34	200	34	200	50	1,000	40	800	12	120	*Includes partnership with North York Arts, Muse Arts*
	Actual	43	95	34	265	24	252	8	40			
Professional & Artist Development	Budget	9	86	32	250	-	-	50	75	80	2,000	*Making space & Explorations*
	Actual	-	-	-	-	30	1,670	160	2,000			
Paprika Theatre Festival - Space Use/Artist Development	Budget	20	10		10	10	10	12	14	20	100	
	Actual	25	139	33	139	21	142	39	177			
North York Community Engagement	Budget	-	-	-	-	2	2,000	2	2,000	1	1,500	*Includes partnership with NeighbourLink, Nuit Blanche*
	Actual	-	-	2	539	4	6,000	2	2,000			
Exhibit Workshops & Talks	Budget	16	300	30	1,000	30	1,000	30	1,000	50	2,000	*Includes VIBE NExT*
	Actual	1	163	2	564	2	2,335	16	550			
Film Screenings	Budget	-	-	-	-	3	900	3	900	-	-	*Includes TIFF, Hot Docs, and independent filmmakers*
	Actual	-	-	-	-	-	-	-	-			

C & O Activity Detail, continued

Type	Status	2023 Events	2023 Reach	2024 Events	2024 Reach	2025 Events	2025 Reach	2026 budget Events	2026 budget Reach	2027 budget Events	2027 budget Reach	Notes
Youth Engagement												
Summer Day Camp	Budget	-	-	10		20	144	20	144	20	130	
	Actual	-	-	24	155	24	225	15	180			
March Break	Budget	7	190	1		2	50	2	50	2	50	*Includes STOMP Classes*
	Actual	-	-	1	31	2	44	1	50			
School-Exclusive Performances	Budget	-	-	-	-	2	1,000	2	700	2	400	
	Actual	-	-	2	338	2	188	-	-			
TO Live Ancillary												
Behind The Curtain Talks	Budget	15	2,000	15	5,000	6	3,000	-	-	2	1,200	*Pre / post show; receptions*
	Actual	13	262	2	340	1	50	5	260			
Masterclasses	Budget	11	120	11	330	5	150	-	-	4	120	
	Actual	3	26	2	26	1	50	1	26			
Additional Projects												
Additional Projects	Budget	86	4,715	68	4,475	-	-	-	-	-	-	*2024 Additional Projects include Discover Series, undefined Arts and Wellness Events, Open Rehearsals & Urban Sketchers, Family Festival Programming, and additional projects
	Actual	7	4,500	-	-	2	4,300					*2025 Additional Projects includes Nuit Blanche (unbudgeted) and photography class sessions

4.6 Programming Administration Services

Programming Administration Services Budgets

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Overhead						
Programming Admin Services	$865	$1,308	$1,393	$1,431	$1,524	$1,579
Production Services	$1,606	$1,648	$1,668	$1,665	$1,806	$793
Programming Services	$233	$0	$0	$0	$0	$0
Total Costs Overhead	**$2,703**	**$2,956**	**$3,061**	**$3,096**	**$3,330**	**$2,372**

Programming Administration Services Overview

The Programming Administration Services, comprising of programmers, producers 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.

Challengers & Risks:

- Supply chain delays.
- Equipment repair and maintenance costs.
- Need for ongoing technology upgrades and costs pressures.

Highlights:

- In 2025 there was an increase in our clients taking advantage of our expertise and industry connections to rent equipment and materials on their behalf for a small service charge. We anticipate that this upward trend will continue in 2026 and 2027.
- Revenue from usage of in-house equipment is anticipated to increase in 2027 due to the addition of new video presentation and recording technologies.
- Production Services will continue to attend the two main conferences held by the Canadian Institute for Theatre Technology (CITT), Expo-Scene and Rendez-vous. Attendance at these events provides important updates on theatre technology and techniques, as well as offering vital networking opportunities.

4.7 Marketing & Communications Services

Marketing & Communications Services Budget

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Overhead						
Marketing & Communications	$1,005	$1,089	$1,103	$1,268	$1,404	$1,596
Ticket Services	$1,090	$1,011	$1,016	$1,028	$1,077	$420
Total Costs Overhead	**$2,096**	**$2,100**	**$2,119**	**$2,296**	**$2,481**	**$2,016**

Marketing & Communications Services Overview

The Marketing Department is focused on enhancing visibility and audience engagement through content-driven storytelling, paid and organic media, strategic partnerships, and community outreach. The department supports three core priorities: promoting Toronto's artistic community, driving success for TO Live Presents and rental clients, and elevating TO Live's corporate initiatives and brand.

Through these efforts, TO Live aims to broaden its audience base, strengthen its position as a leading cultural destination, and advance diversity, equity, and inclusion through mission-aligned campaigns and partnerships.

Challenges & Risks:

- Audience price sensitivity
- Fragmented audience behaviors
- Rising digital advertising costs

Highlights

- Increased emphasis on short-form video content designed to capture attention and perform effectively across digital platforms in a highly competitive media environment.
- Promotion of initiatives that directly support the artistic community, including Explorations and the Making Space program.
- Expanded focus on outreach and partnerships to deepen engagement with diverse communities and build long-term relationships with new and existing audiences.
- Strengthening TO Live's brand through mission-driven campaigns that foreground inclusion, diversity, equity, and accessibility (IDEA), including artist collaborations, commissions, social media takeovers, and programming aligned with key cultural moments such as Pride Month, National Indigenous Peoples Day, and Black History Month.

Ticket Services Overview

Against an industry and broader technological landscape faced with rapid and significant change, the principal objective for Ticket Services in 2027 is to maintain our high level of ticketing/box office service, even as the mechanisms and procedures underpinning this service shift and develop.

Technical and training amendments have improved our efficacy in recent months and will further deepen into 2027, but demand from promoters and audiences shows no signs of slowing. Commercial clients are expanding their portfolios of content, partnerships, and venue usage, while long-time resident clients diversify their offerings and push for more elaborate and intricate setups. Meanwhile, consumer demand prioritizes more flexibility without more complexity, a difficult balance to strike.

Challenges & Risks:

- Rapid technological changes.
- Staffing pressures.
- Ticket Services are strongly affected by variations in activity, making budget fluctuations hard to predict.
- Industry regulation and contract uncertainty with two major agreement renewals (Ticketing and Collective Bargaining Agreement)

Initiatives to achieve budget targets:

- Facility Fee Surcharge increase.
- Improved technical systems and training.
- Strong client demand and venue activity.
- Continued commitment to service excellence.

4.8 Patron & Event Services

Patron & Event Services Budgets

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Overhead						
Food & Beverage Services	$517	$733	$799	$811	$952	$590
Patron Services	$835	$785	$877	$1,031	$1,599	$493
Total Costs Overhead	**$1,352**	**$1,518**	**$1,676**	**$1,841**	**$2,551**	**$1,083**

Patron & Event Services Overview

The Patron & Event Services is dedicated to make space for every patron by delivering seamless, meaningful experiences rooted in exceptional customer service. From the moment patrons arrive at our buildings to the time they depart, we place care, service, and experience at the center of everything we do. We strive to create inclusive, welcoming environments where knowledgeable and empowered staff uphold the values of respect, equity, and accessibility in every interaction.

Challenges/risks:
- Changing in consumer demographics and spending rate patterns.
- Balancing patron expectations with operational efficiency.

Initiatives to achieve budget targets:
- Revenue recoveries offsetting expenses.
- Expanded food and beverage initiatives.
- Enhanced patron experience and staff training.

4.9 Administration Services

Administration Services Budgets

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Overhead						
Executive Office*	$2,085	$1,927	$1,916	$2,229	$2,215	$701
Finance & Administration	$875	$795	$1,167	$1,190	$1,199	$1,118
Payroll	$575	$689	$407	$442	$390	$481
Human Resources	$392	$451	$554	$920	$990	$1,042
Technology Services	$911	$1,060	$1,047	$1,191	$1,580	$933
Total Costs Overhead	**$4,838**	**$4,923**	**$5,091**	**$5,971**	**$6,374**	**$4,275**

* 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.

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 four CPAs on staff.

Challenges:
- Cost control of office supplies due to economic factors

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:
- Payroll fees fluctuation subject to payroll provider increases due to economic factors

Human Resources Services Overview

Human Resources department enables organizational success through people, culture, and compliance. Supporting workforce planning, talent development, and employee experience across all departments in TO Live, striving to attract, retain, and develop a high-performing and inclusive workforce. We ensure compliance with employment legislation and organizational policies and aligning people strategies with organizational priorities and long-term sustainability.

Challenges/risks:

- Competitive labor market
- Balancing service demands with budget constraints
- Workforce engagement challenges

Highlights:

- Streamlined recruitment and onboarding with ADP implementation for HR modules and automation improvements
- Expanded analytics and self-service tools

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.

Challenges & Risks:

- Growing cloud service costs
- Cybersecurity compliance requirements
- Need for resilient IT infrastructure

Highlights

- Maintaining compliance requirements with City of Toronto cybersecurity requirements while ensuring O Live remains current with evolving cybersecurity polices and best practices
- Continued migration to cloud-based systems
- Reduced on-premises security risks
- Improved budget predictability

4.10 Facility Services

Facility Services Budget

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Overhead						
Facilities	$4,715	$4,969	$5,229	$5,191	$5,690	$5,077
Total Costs Overhead	**$4,715**	**$4,969**	**$5,229**	**$5,191**	**$5,690**	**$5,077**

Facility Services Overview

Purpose:
- Enhance energy-efficient operations across all facilities.
- Provide a safe, clean and comfortable environment for patrons and staff.
- Support sustainability goals through waste diversion and reduced environmental impact.
- Maintain reliability of building systems to ensure seamless delivery of events and performances.
- Ensure full regulatory compliance with applicable codes and standards.

Challenges and Risks:
- Aging equipment and building elements requiring increased maintenance and state of good repairs.
- Wage increases associated with collective bargaining agreements.
- Inflationary pressures impacting the cost of parts, materials, and outsourced services.
- Obsolescence of critical equipment components and associated procurement delays.
- Continued increases in utility rates.

Initiatives to Achieve Budget Targets:
- Enhancement and optimization of existing operational technologies
- Implementation of performance-based KPIs in new service contracts
- Deployment of energy optimization strategies to reduce consumption and costs
- Investment in staff training and upskills to strengthen in-house capabilities and improve productivity

Key Highlights:
- Adoption of autonomous cleaning technologies to improve housekeeping efficiency and service delivery
- Ongoing staff retraining and reinforcement of work safety awareness
- Continued commitment to sustainability initiatives, with a focus on improving waste diversion rates

4.11 Programming Reserve Fund

Programming Reserve Fund Budget

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Reserve Transfers (Programming RF)						
Gross revenue	$0	$0	$0	$300	$500	$400
Direct expenses	$300	$225	$120	$300	$500	$450
Total Net revenues	**($300)**	**($225)**	**($120)**	**$0**	**$0**	**($50)**

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.
- The 2027 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 2023	Actual 2024	Actual 2025	Budget 2026*	Budget 2027*
Balance, beginning of year	**$391**	**$691**	**$916**	**$1,036**	**$1,036**
Revenue:					
Funds transferred in	$300	$225	$120	$300	$500
Total revenue in	$300	$225	$120	$300	$500
Total funding available	**$691**	**$916**	**$1,036**	**$1,336**	**$1,536**
Withdrawals:					
Draws to support Programming initiatives	$0	$0	$0	($300)	($500)
Total withdrawals	$0	$0	$0	($300)	($500)
Balance, end of year	**$691**	**$916**	**$1,036**	**$1,036**	**$1,036**

*Budget numbers includes an inflow and outflow for planning purposes, actual transfers will be subject to availability of funds

4.12 Toronto Live Foundation

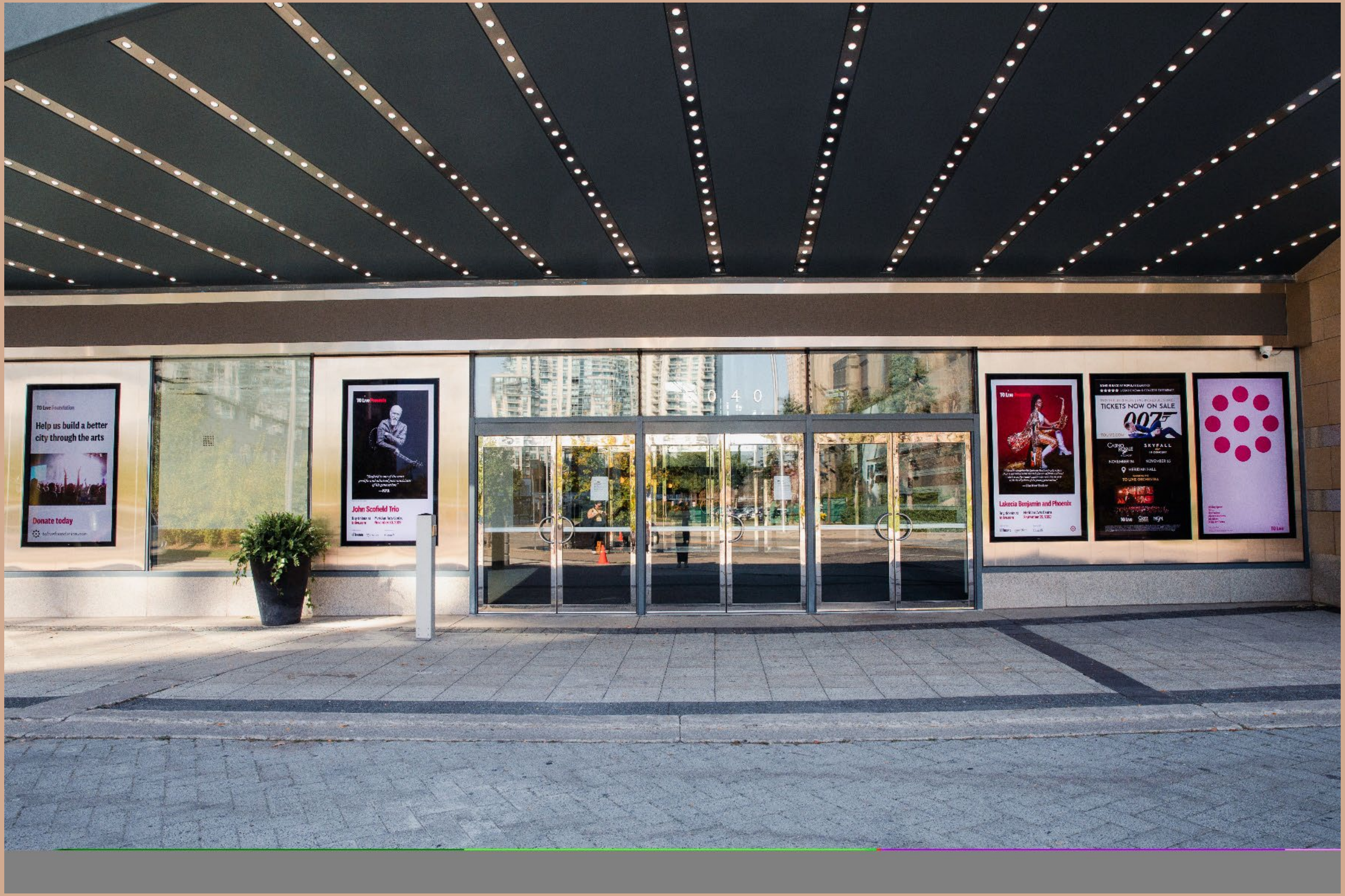
Toronto Live Foundation Budget

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget		5th year Strat Plan
Transfer from Foundation							
Gross revenue	$0	$300	$300	$300	$450		$405
Direct expenses	$0	$0	$0	$0	$0		$0
Total Net revenues	**$0**	**$300**	**$300**	**$300**	**$450**		**$405**

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)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
Reserve Fund Transfers (FFRF)						
Gross revenue	$1,588	$1,628	$2,008	$3,885	$3,735	$3,000
Direct expenses	$3,082	$3,553	$3,954	$5,828	$5,677	$4,000
Grand Total	**($1,494)**	**($1,925)**	**($1,945)**	**($1,942)**	**($1,942)**	**($1,000)**

Details:

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
FFRF - Naming Rights Transfer						
Gross revenue	$0	$0	$0	$0	$0	$0
Direct expenses	$1,494	$1,925	$1,945	$1,942	$1,942	$1,000
Total	**($1,494)**	**($1,925)**	**($1,945)**	**($1,942)**	**($1,942)**	**($1,000)**

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
FFRF - Projects*						
Gross revenue	$400	$371	$769	$2,843	$2,515	$1,800
Direct expenses	$400	$371	$769	$2,843	$2,515	$1,800
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strat Plan
FFRF - CIF						
Gross revenue	$1,188	$1,257	$1,239	$1,042	$1,220	$1,200
Direct expenses	$1,188	$1,257	$1,239	$1,042	$1,220	$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 2023	Actual 2024	Actual 2025	Budget 2026	Budget 2027
Balance, beginning of year	**$4,287**	**$4,142**	**$5,663**	**$6,678**	**$6,670**
Revenue:					
Revenue from ticket capital surcharge	$1,188	$1,257	$1,239	$1,042	$1,220
Investment income	$53	$36	$48	$10	$30
Proceeds from Name-In-Title sponsorship	$1,494	$1,925	$1,945	$1,942	$1,942
Total revenue in	$2,735	$3,217	$3,233	$2,995	$3,192
Total funding available	**$7,022**	**$7,360**	**$8,896**	**$9,672**	**$9,862**
Withdrawals (capitalized assets):					
Building Improvements	($490)	($892)	($965)	($675)	($728)
Chattel asset purchases	($2,390)	($474)	($484)	($2,138)	($1,878)
	($2,880)	($1,366)	($1,449)	($2,813)	($2,605)
Withdrawals (non-capitalized assets):					
Building Improvements		($132)	($260)		
Chattel asset purchases		($199)	($509)		
IT Equipment				($190)	($345)
	$0	($330)	($769)	($190)	($345)
Total withdrawals	($2,880)	($1,696)	($2,218)	($3,003)	($2,950)
Balance, end of year	**$4,142**	**$5,663**	**$6,678**	**$6,670**	**$6,912**

Actuals reflect purchases of non-capitalized assets funded by FFRF

5.2 State of Good Repair (SOGR)

SOGR, Net Zero and Capital Delivery

City Council has assigned CREM oversight of TO Live’s capital planning and delivery, including SOGR, capital improvements, net zero, accessibility, and facility-related projects across all three venues. TO Live continues to work with CREM to maintain project momentum and avoid delays to health, safety, operational continuity, and venue renewal work.
https://secure.toronto.ca/council/agenda-item.do?item=2024.EX19.20

Project Highlights:

- Meridian Hall: Net Zero + sprinkler modernization; tendering expected 2026, with construction anticipated to begin in 2027.
- Meridian Arts Centre: George Weston Recital Hall renovation; construction planned in 2026 with completion in 2027.
- St. Lawrence Centre: phased SOGR/revitalization approach, including accessibility, Net Zero, and future mechanical/electrical renewal.

The Show continues.......

6. Supplementary Information

2027 Detailed Budget

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	5th year Strategic Plan
Summary*						
Total Gross Revenue	**$37,295**	**$42,609**	**$39,540**	**$43,654**	**$46,085**	**$35,290**
Total Gross Costs	**$36,818**	**$42,600**	**$39,523**	**$43,654**	**$46,085**	**$35,290**
Total Operating Surplus/(Deficit)	**$477**	**$9**	**$17**	**$0**	**$0**	**$0**
Stage Rentals Division						
Gross revenue	$7,063	$6,878	$7,872	$5,475	$5,956	$5,388
Direct expenses	$4,486	$4,208	$4,931	$2,626	$2,817	$3,007
Total Net revenues/(costs) Stage Rentals	$2,577	$2,671	$2,941	$2,850	$3,139	$2,381
Presentations Division						
Gross revenue	$3,864	$8,728	$4,154	$8,803	$7,786	$5,045
Direct expenses	$4,571	$9,848	$5,151	$8,988	$8,183	$6,592
Total Net revenues/(costs) Presentations	($707)	($1,121)	($997)	($185)	($397)	($1,548)
Corporate & Private Rental Division						
Gross revenue	$6,516	$6,753	$6,507	$6,238	$6,936	$4,410
Direct expenses	$3,349	$3,389	$3,396	$3,019	$3,650	$2,460
Total Net revenues/(costs) Corporate & Private Rentals	$3,167	$3,365	$3,111	$3,219	$3,286	$1,950
Development Division						
Gross revenue	$2,063	$2,445	$2,736	$3,277	$3,337	$4,311
Direct expenses	$166	$250	$201	$260	$294	$367
Total Net revenues/(costs) Development	$1,897	$2,194	$2,534	$3,017	$3,043	$3,944
Ancillary Division						
Gross revenue	$4,046	$4,913	$4,867	$4,623	$5,621	$5,050
Direct expenses	$920	$1,017	$1,113	$984	$1,200	$1,127
Total Net revenues/(costs) Ancillary	$3,126	$3,896	$3,754	$3,639	$4,421	$3,923
Other Division (including OH Recoverable)						
Gross revenue	$3,891	$3,901	$3,953	$3,907	$4,609	$787
Direct expenses	$1,456	$1,460	$1,452	$1,553	$1,493	$365
Total Net revenues/(costs) Other	$2,434	$2,441	$2,501	$2,354	$3,115	$422

* before amortization of capital assets and DCC

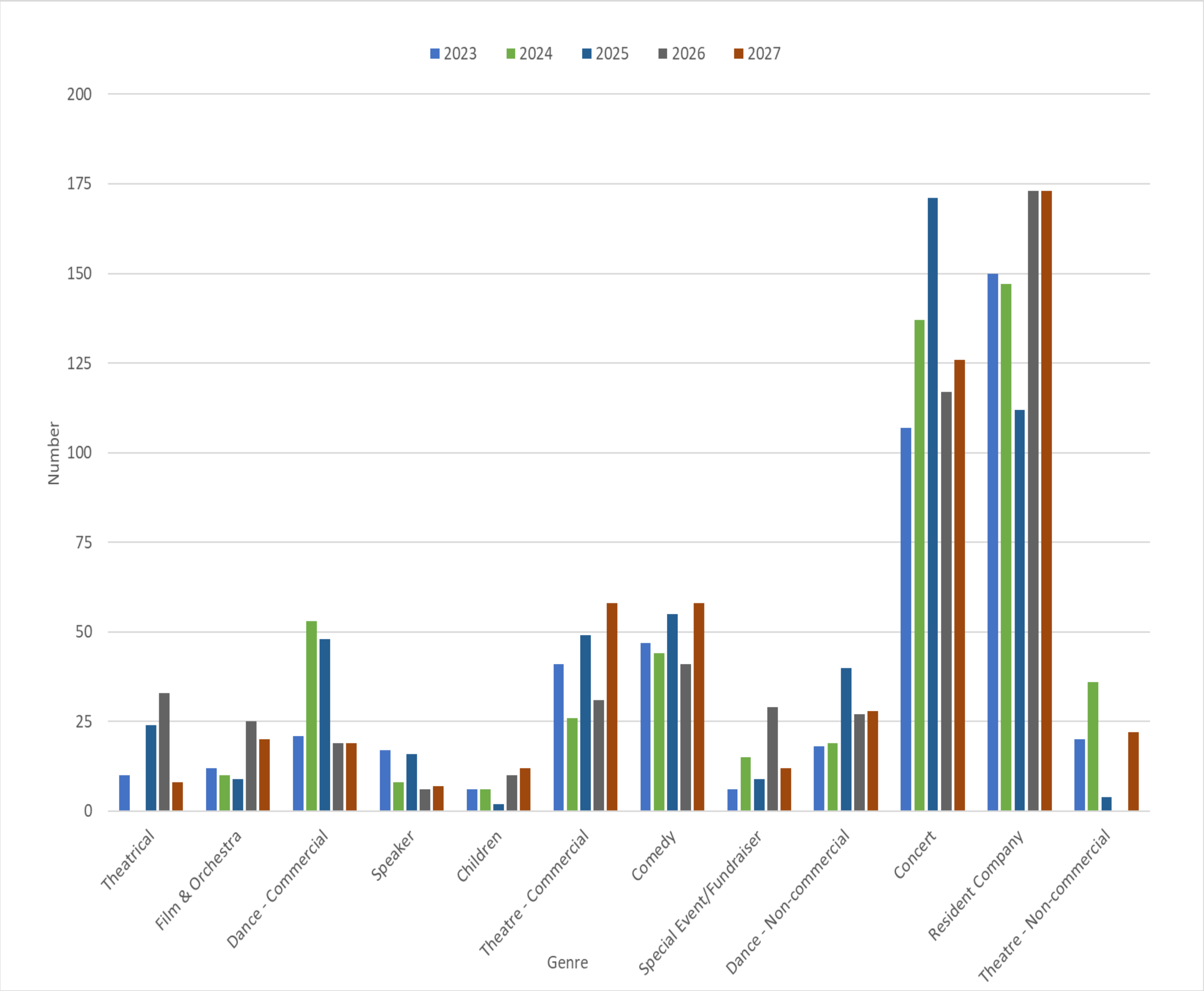
2027 Detailed Budget, continued

(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2027 Strategic Plan
Overhead						
Programming Admin Services	$865	$1,308	$1,393	$1,431	$1,524	$1,579
Production Services	$1,606	$1,648	$1,668	$1,665	$1,806	$793
Development Services	$431	$435	$583	$645	$729	$561
Marketing Services	$1,005	$1,089	$1,103	$1,268	$1,404	$1,596
Communities & Outreach	$259	$283	$452	$609	$660	$460
Ticket Services	$1,090	$1,011	$1,016	$1,028	$1,077	$420
Food & Beverage Services	$517	$733	$799	$811	$952	$590
Patron Services	$835	$785	$877	$1,031	$1,599	$493
Programming Services	$233	$0	$0	$0	$0	$0
Executive Office	$2,085	$1,927	$1,916	$2,229	$2,215	$701
Finance & Administration	$875	$795	$1,167	$1,190	$1,199	$1,118
Payroll	$575	$689	$407	$442	$390	$481
Human Resources	$392	$451	$554	$920	$990	$1,042
Technology Services	$911	$1,060	$1,047	$1,191	$1,580	$933
Facility Services	$4,715	$4,969	$5,229	$5,191	$5,690	$5,077
Total Costs Overhead	$16,395	$17,186	$18,211	$19,650	$21,814	$15,844

2027 Detailed Budget, continued

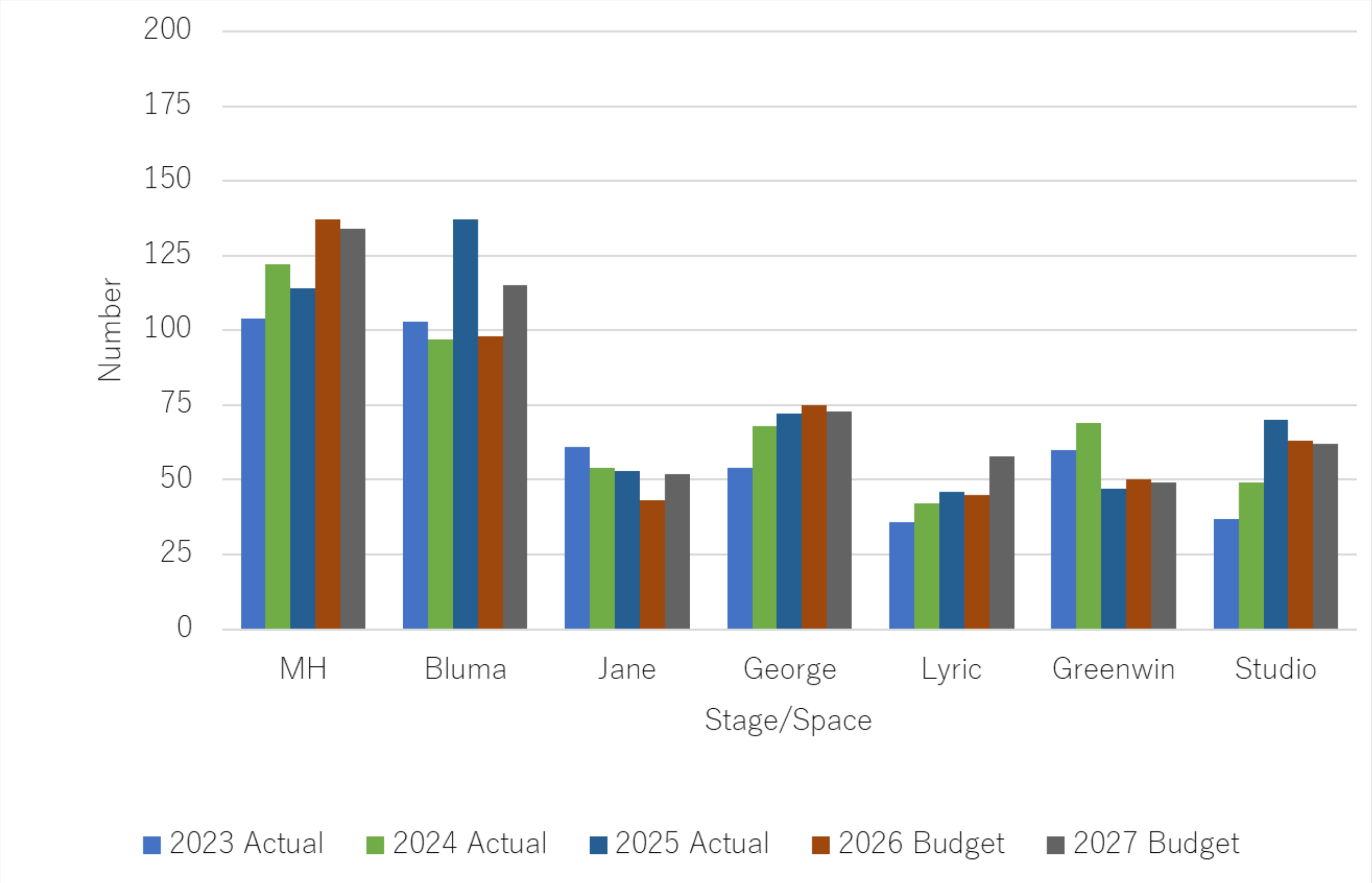
(in 000's)	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget	2027 Strategic Plan
SOGR Project Mgmt						
Gross revenue	$582	$725	$731	$447	$456	$1,078
Direct expenses	$582	$725	$731	$447	$456	$1,078
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0
STLC Redevelopment						
Gross revenue	$1,510	$740	$264		$0	
Direct expenses	$1,510	$740	$264	$0	$0	
Total Net revenues/(costs) Other	$0	$0	$0	$0	$0	$0
Reserve Fund Transfers (FFRF)						
Gross revenue	$1,588	$1,628	$2,008	$3,885	$3,735	$3,000
Direct expenses	$3,082	$3,553	$3,954	$5,828	$5,677	$4,000
Total Net revenues/(costs) Other	($1,494)	($1,925)	($1,945)	($1,942)	($1,942)	($1,000)
Reserve Transfers (Programming RF)						
Gross revenue	$0	$0	$0	$300	$500	$400
Direct expenses	$300	$225	$120	$300	$500	$450
Total Net revenues/(costs) Other	($300)	($225)	($120)	$0	$0	($50)
Reserve Transfers (SOGR)						
Gross revenue	$0	$0	$0	$0	$300	$0
Direct expenses	$0	$0	$0	$0	$0	$0
Total Net revenues/(costs) Other	$0	$0	$0	$0	$300	$0
Transfer from Foundation						
Gross revenue	$0	$300	$300	$300	$450	$405
Direct expenses	$0	$0	$0	$0	$0	$0
Total Net revenues/(costs) Other	$0	$300	$300	$300	$450	$405
Other						
Gross revenue	$0	$0	$0	$0	$0	$0
Direct expenses	$0	$0	$0	$0	$0	$0
Total Net revenues/(costs) Settlement	$0	$0	$0	$0	$0	$0
Surplus (Deficit) before Investment	($5,695)	($5,590)	($6,132)	($6,398)	($6,398)	($5,416)
City operating investment	$6,172	$5,599	$6,148	$6,398	$6,398	$5,416
Net Operating Surplus/(Deficit)	$477	$9	$17	$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
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	24	9	48	16	2	49	55	9	40	171	112	4	**539**
2026	33	25	19	6	10	31	41	29	27	117	173	0	**511**
2027	8	20	19	7	12	58	58	12	28	126	173	22	**543**

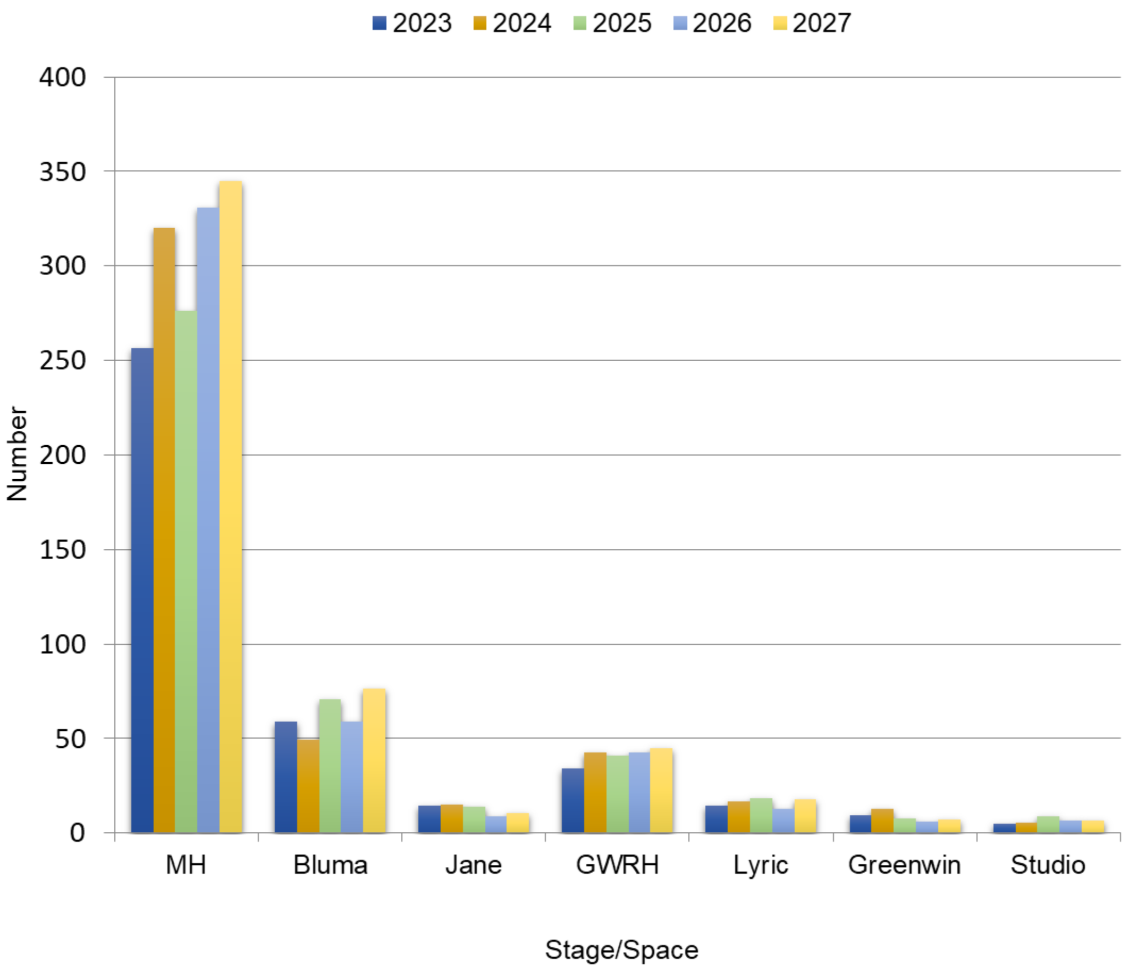
Programming Activity by Stage



	2023 Actual	2024 Actual	2025 Actual	2026 Budget	2027 Budget
MH	104	122	114	137	134
Bluma	103	97	137	98	115
Jane	61	54	53	43	52
George	54	68	72	75	73
Lyric	36	42	46	45	58
Greenwin	60	69	47	50	49
Studio	37	49	70	63	62
Subtotal	**455**	**501**	**539**	**511**	**543**
Gallery	0	0	0	0	0
Other	255	100	113	0	0
Total	**710**	**601**	**652**	**511**	**543**

* Gallery and Other spaces not reflected on graph

Attendance by Stage



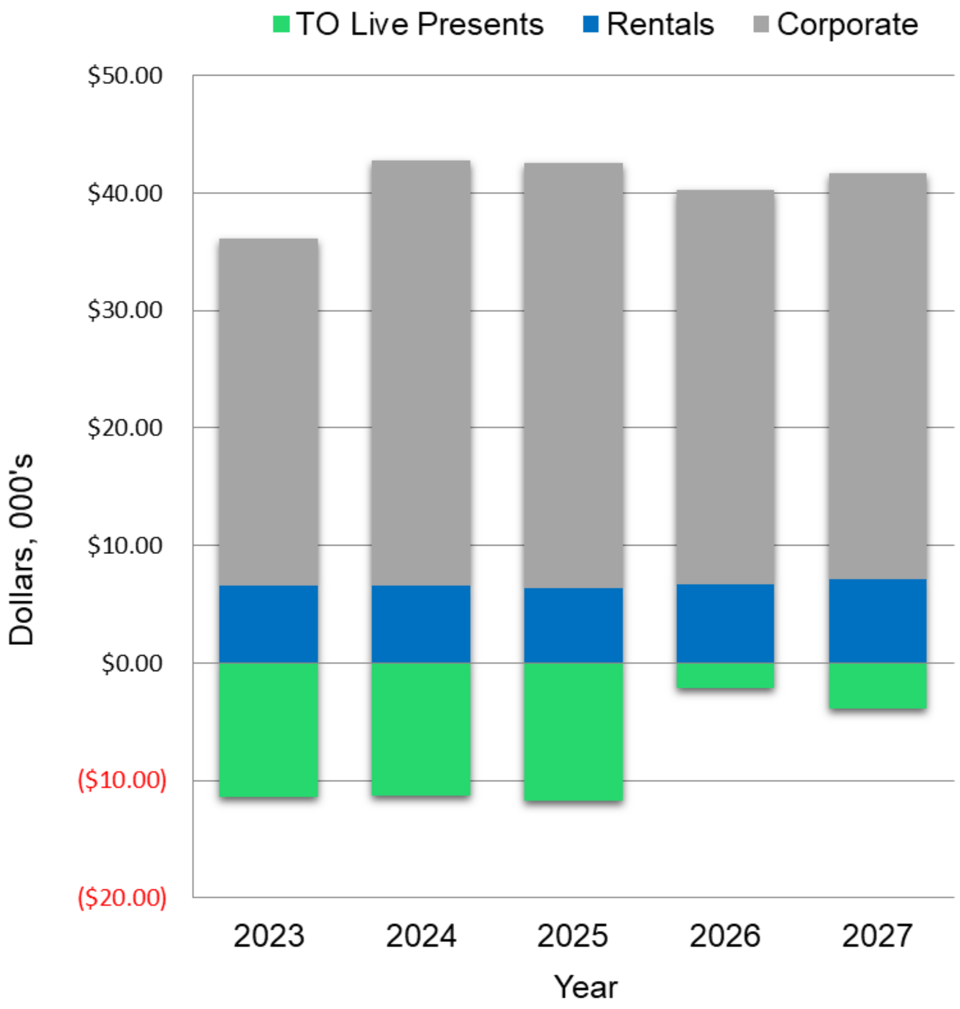
(in 000's)	Actual 2023	Actual 2024	Actual 2025	Budget 2026	Budget 2027
MH	256	320	276	331	345
Bluma	59	49	71	59	77
Jane	14	15	14	9	10
GWRH	34	43	41	43	45
Lyric	15	17	19	13	18
Greenwin	10	13	8	6	7
Studio	5	6	9	7	7
Total	**393**	**462**	**437**	**467**	**509**
Offsite	119	73	67	0	0
Total	**512**	**535**	**504**	**467**	**509**

Resident Companies

	2023 Actual			2024 Actual			2025 Actual			2026 Budget			2027 Budget		
	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks	Days	Perf	Weeks
Canadian Stage*	87	54	12	80	43	11	103	70	15	83	62	12	83	62	12
Music Toronto	10	6		10	9		18	10		10	10		10	10	
Toronto Operetta Theatre	33	9	5	28	11	4	33	12	5	29	12	4	30	13	4
Opera In Concert	6	3		5	3										
Hannaford Street Band	3	1		3	2		8	4		3	3		1	1	
Harold Green Jewish Theatre	72	42	10	82	42	12	87	44	12	68	43	10	68	44	10
Sinfonia Toronto	5	5		4	4		3	3		4	4		4	4	
Orchestra Toronto	14	5		43	5		41	5		7	7		7	7	
Bravo Academy	64	25	9	66	28	9	60	29	9	65	32	9	65	32	9
Total	**294**	**150**	**37**	**321**	**147**	**37**	**353**	**177**	**40**	**269**	**173**	**35**	**268**	**173**	**35**

* includes co-productions

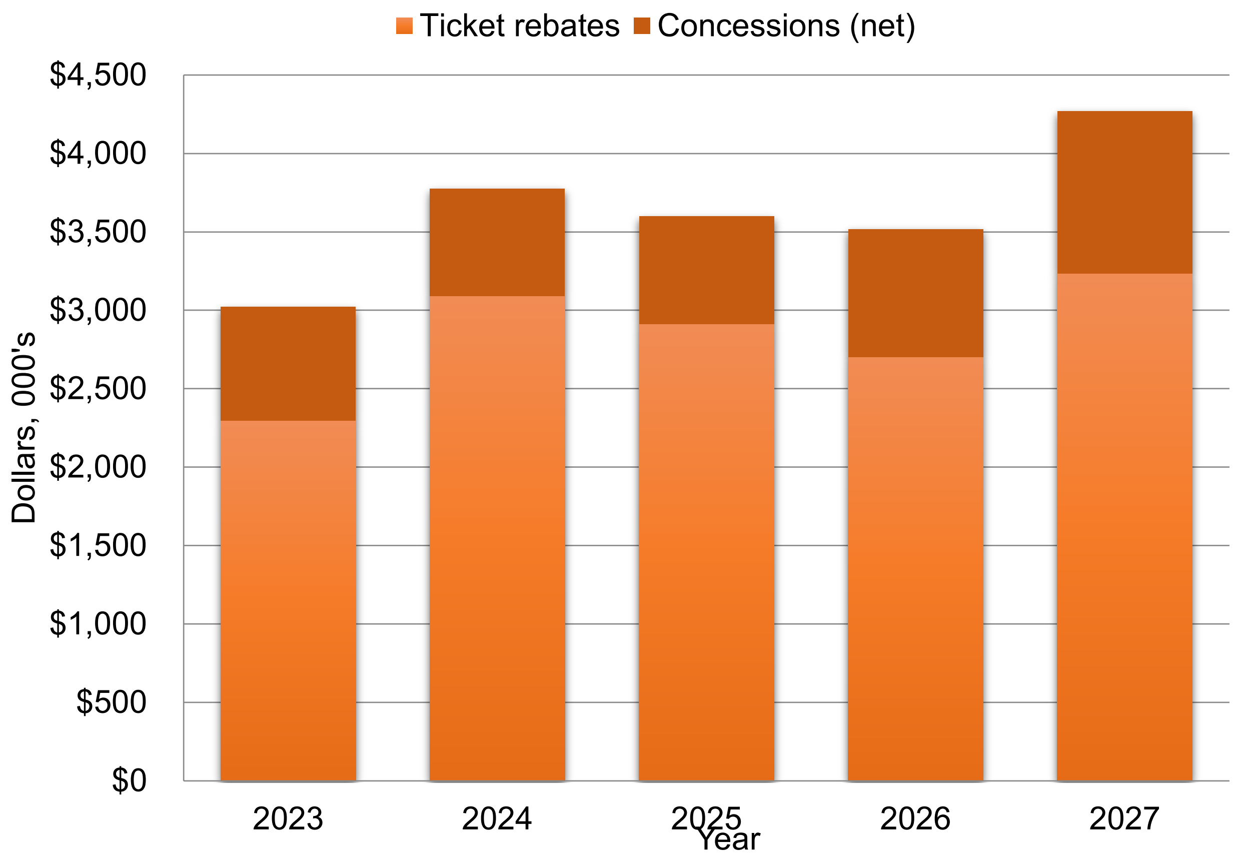
Average Contribution Margin per event/performance



(in 000's)	Actual 2023	Actual 2024	Actual 2025	Budget 2026	Budget 2027
TO Live Presents	($11.39)	($11.32)	($11.73)	($2.18)	($3.85)
Rentals	$6.54	$6.56	$6.35	$6.69	$7.13
Corporate	$29.59	$36.18	$36.17	$33.54	$34.59

CM	Actual 2023	Actual 2024	Actual 2025	Budget 2026	Budget 2027
TO Live Presents	($706)	($1,121)	($997)	($185)	($397)
Rentals	$2,577	$2,671	$2,941	$2,850	$3,139
Corporate	$3,166	$3,365	$3,111	$3,219	$3,286
Total	**$5,037**	**$4,915**	**$5,055**	**$5,884**	**$6,029**

Ancillary Contribution Margin



(in 000's)	Actual 2023	Actual 2024	Actual 2025	Budget 2026	Budget 2027
Ticket rebates	$2,298	$3,093	$2,912	$2,704	$3,236
Concessions (net)	$725	$683	$686	$814	$1,034

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