



REPORT FOR ACTION WITH CONFIDENTIAL ATTACHMENT

St. Lawrence Centre for the Arts Redevelopment Project

Date: June 14, 2023

To: Board of Directors of TO Live

From: President and Chief Executive Officer

REASON FOR CONFIDENTIAL INFORMATION

The attachment to this report contains financial information supplied in confidence to the Board of Directors of TO Live, which, if disclosed, could reasonably be expected to significantly prejudice the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

SUMMARY

The purpose of the report is to seek the Board approval and recommendation to City Council that TO Live develop a schematic design from the results of the winning design competition, report on a renovation option, as well as seek City Council's approval to transition the project from CreateTO to the City's Corporate Real Estate Management office to manage the design and construction of the new St. Lawrence Centre for the Arts ("STLC").

RECOMMENDATIONS

The President and Chief Executive Officer recommends that the Board of Directors of TO Live:

1. Recommend that City Council adopt the St. Lawrence Centre Design Competition jury's selection of Hariri Pontarini Architects, LMN Architects, Tawaw Architecture Collective, Smoke Architecture and SLA as the winning submission for the St. Lawrence Centre for the Arts Design Competition;

2. Recommend that City Council request the Board of Directors of CreateTO to direct the Chief Executive Officer, CreateTO, to transition the next stages of this building program, including design and construction of the St. Lawrence Centre, within existing approved, and other available funds, to the Executive Director, Corporate Real Estate Management;
3. Recommend that City Council request the Board of Directors of TO Live to direct the President and Chief Executive Officer, TO Live, in consultation with the Executive Director, Corporate Real Estate Management and the Executive Director, Financial Planning, to establish a stage gate process and proceed with Contract Documents and Class A Budget Estimates aligned to a fundraising strategy, as set out in Confidential Attachment 1, between the TO Live Foundation and the City, which will inform future budget submissions.
4. Recommend that City Council direct that Confidential Attachment 1 remains confidential in its entirety because it contains financial information supplied in confidence to the Board of Directors of TO Live which, if disclosed, could reasonably be expected to significantly prejudice the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.
5. Direct that Confidential Attachment 1 remain confidential in its entirety because it contains financial information supplied in confidence to the Board of Directors of TO Live which, if disclosed, could reasonably be expected to significantly prejudice the competitive position or interfere significantly with the contractual negotiations or other negotiations of a person, group of persons, or organization.

FINANCIAL IMPACT

With the approval to move forward on the rebuild option of the StLC Project, contractual obligations for the next phase (design development through to Contract Documents) will commit \$51.9 million in capital funding. Currently there is \$8.560 million in existing approved capital funding in the 2023 / 2024 budget to assist with funding of the next stage of this building program. Additional funds above \$8.560 million will be requested and TO Live will work with Financial Planning through the 2024 budgetary process to allocate the remaining SOGR funding to begin the next phase of development.

A total project cost of \$421.4 million in 2026 dollars is comprised of a project cost, of \$295.5 million (in today's dollars), based on a Class D cost estimate completed by a third-party cost consultant, established an order of magnitude for this project; coupled with a contingency/risk allowance of \$125.9 million (inclusive of construction escalation costs) is included to reflect a preliminary design and a project construction start date of December 2026. The total project costs in 2026 dollars would be \$421.4 million (see Confidential Attachment 1 - StLC Construction Revenue Cash Flow). Please see Table 2 referencing available funds.

It is important to note that this project is not fully funded beyond \$50.449 million, currently available for STLC SOGR and AODA funding within TO Live's 10-Year Capital Budget and Plan, which will be redirected to the STLC Redevelopment project.

A successful design competition was completed and the winning design for the reimagining of STLC was announced in early 2023. Class D cost estimate was submitted with the winning design submission from Hariri Pontarini Architects, LMN Architects, Tawaw Architecture Collective, Smoke Architecture and SLA (collectively the "HPA Design Team") and reviewed by a third-party cost consultant. The HPA Design Team cost estimate included a reasonable level of detail (quantity and unit rates) for review with a total hard cost estimate that is within 3% of the third-party consultant's budget. It is the third-party cost consultant's professional opinion that the hard cost estimates submitted by the HPA Design Team is within the anticipated range of costs and represents a feasible, realistic and achievable budget (based on program, materials and systems selection) that can be implemented with appropriate cost control measures during upcoming design stages and through to construction.

The staffing resources and external expertise required to proceed in the immediate-term for due diligence, further planning and scoping, and to prepare a Class A (Pre-tender) budget estimates for the "rebuild" option of the STLC Redevelopment project will continue to be supported by funds available for the STLC Redevelopment planning already approved within the current TO Live's 10-Year Capital Plan. As noted above, total cash flow funding of \$8.560 million is included in the TO Live's 2023-2032 Capital Budget and Plan and is available for this particular purpose.

The funding strategy as outlined in Confidential Attachment 1 relies on financial support from the federal and provincial governments as well as a third party capital fundraising campaign under the leadership of the TO Live Foundation, combined with TO Live's 10-Year Capital Plan which includes annual state of good repair and AODA compliance budgets for the STLC totalling \$50.449 million, funded by debt, that could be redirected and serve as the City's contribution to the project cost of the STLC Redevelopment. In order to proceed to the construction phase of the project, TO Live recognizes that a commitment from both other levels of government will be required before moving to the construction phase of the project.

Approval of cash flow funding requirements must be phased according to the City's budget process, in alignment with secured funding sources in future budget submissions for City Council consideration. Further, the outcomes of the forthcoming updated Long Term Fiscal Plan to be presented at the July 2023 City Council meeting and 2024 budget directions under the Bill 3 Strong Mayors will inform and guide the future 10-Year Capital Budget and Plan submissions for TO Live.

DECISION HISTORY

On May 11, 2022, Council adopted EX32.10 which endorsed the building program for the new reimagined Centre for the Arts, developed through a robust consultation

process with the performing arts and creative community and directed CreateTO, in consultation with TO Live, to explore options for and complete the schematic design process to reimagine the St. Lawrence Centre for the Arts and provide an updated Class D cost estimate, project budget and funding strategy for the civic asset, managed by TO Live, located at 27 Front Street East in the heart of the St. Lawrence Neighbourhood. Council also directed CreateTO to explore the opportunity for a renovation option and costing for the existing building.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.EX32.10>

On January 29, 2020, Council adopted item EX12.6, which endorsed the replacement of the STLC, located at 27 Front Street East, with a newly reimagined centre as a state-of-the-art civic hub for the City's creative communities and directed CreateTO, in consultation with TO Live, to engage in a consultation process with key stakeholders in the cultural community, the St. Lawrence neighbourhood and City divisions and agencies to develop a building program, which would inform a project budget, business model and funding strategy and a project plan and schedule to deliver a new St. Lawrence Centre for the Arts for subsequent consideration and approval by City Council.:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX12.6>

COMMENTS

BACKGROUND

The St. Lawrence Centre for the Arts ("STLC") is one of three performing arts centres under the jurisdiction of TO Live, a City agency, established in 2017 for the consolidated governance and operations of:

- STLC, located at 27 Front Street East;
- Meridian Hall, located at 1 Front Street East; and
- Meridian Arts Centre, located at 5040 Yonge Street.

Situated in Ward 13, the STLC is a 0.4 ha (1.0 acre) site bounded by Front Street East to the north, Scott Laneway to the south, Scott Street and Meridian Hall to the west, and commercial buildings to the east. The building overlooks one of the City's treasured public spaces, Berczy Park, and is well served by public transit with its proximity to the Union Station mobility hub.

The 9,300 meters squared (100,000 square feet) STLC, is home to:

- The Bluma Appel Theatre: an 868-seat proscenium stage;
- The Jane Mallet Theatre: a 497-seat semi-circular thrust stage;
- The Rehearsal Hall: a 111 square meters (1,200 square feet) used for rehearsals, auditions, workshops, classes, and meetings; and
- Lobbies with fully licensed bars for pre-show and post-show receptions.

The STLC was constructed by the City of Toronto as a Canadian centennial project. Following eight years of planning, design and construction, it opened its doors to the public on February 2, 1970. Designed to foster civic involvement through participation in the arts, the STLC became a transformative landmark in the evolution of Canadian culture. Throughout its history, the STLC has launched the careers of thousands of Canada's finest directors, choreographers, actors, designers and production staff. It is an important civic asset in the St. Lawrence Neighbourhood and the Front Street Cultural Corridor, and has played a key role in the evolution of the City's cultural fabric.

Today, STLC provides Toronto's not-for-profit theatre, music and dance companies and diverse cultural communities with a professional, service-oriented, equipped theatrical and entertainment facility. It provides a focal point to function as a focus for Canadian performing arts by attracting, facilitating and presenting varied high quality cultural, artistic and public events. The CanadianStage Company, Music Toronto, Hannaford Street Silver Band, Toronto Operetta Theatre, and other non-profit performing arts organizations are long-standing tenants of the STLC and utilize the two stages for performances.

Despite its remarkable 52-year history, the physical, economic and functional life of the building has reached the end of its usefulness. The pandemic and its impact to the cultural and creative sector have shown more acutely how the performance spaces remain outdated and inflexible, and no longer reflect industry wide standards for performing arts companies – accessible facilities that are flexible, adaptable, and configurable. The pandemic also identified the necessity to utilize civic assets for the public for gathering spaces and alternative uses beyond conventional performance times.

A confluence of forces - an aging building with a significant capital back log, inflexible and inaccessible spaces that do not meet the needs of the community and the cultural and creative sector, carbon reduction obligations, and the immediate needs of the arts and culture sector stemming from the pandemic creates a once-in-a-lifetime opportunity to reimagine the facility, better utilize a City asset, accelerate the creation of Toronto's creative hub through federal and provincial partnerships, and propel the recovery of the culture sector and the economy.

A new cultural landscape is emerging that calls for a [reimagining of the STLC](#) that builds upon the renewed values and themes heard throughout the robust consultation process. These values and themes also align with the vision articulated in TO Live's five-year Strategic Plan, including programming priorities, flexible spaces, equity, access and affordability, creative process, and delivery systems that will support the next generation of artists, performers, creatives and the local community.

STLC DESIGN COMPETITION

In the fall of 2022, TO Live, in collaboration with CreateTO, launched an international design competition. The competition process was undertaken in two stages, as follows:

Stage 1 - Request for Suppliers' Qualification

Stage 1 prequalified a team, led by an architect who is a registered member of the Ontario Association of Architects and the following members:

- Indigenous design consultant(s);
- a landscape architect;
- a mechanical engineer;
- an electrical engineer;
- a theatrical consultant; and
- a structural engineer.

TO Live/CreateTO received close to 30 submissions from a group of award-winning international and local design firms. A jury of TO Live, CreateTO, City representatives and an Indigenous cultural administrator, led by a professional advisor, short listed the following five teams:

- Brook McIlroy | Trahan Architects | Hood Design Studio
- Diamond Schmitt Architects | Smoke Architecture | MVVA
- Hariri Pontarini Architects | LMN Architects | Tawaw Architecture Collective | Smoke Architecture | SLA
- RDHA | Mecanoo | Two Row Architect | NAK Design Strategies
- Zeidler Architecture | Diller Scofidio + Renfro | Two Row Architect | PLANT Architect

The prequalified teams were then invited to participate in Stage 2.

Stage 2 - Request for Proposal ("RFP")

Stage 2 submissions were informed by the building program, a test fit and a Class D cost estimate model. The building program was developed through a robust consultation (see Attachment 1 - KerrSmith Consultation Report) and led by CreateTO in collaboration with TO Live, the cultural and performing arts community and neighbourhood stakeholders.

The 177,541 square foot building program is built on the intersection of three organizing elements - creative, innovative and gathering spaces - creating a cultural ecosystem that will establish the new STLC as a new transformative cultural hub. The Class D hard construction cost estimate for this building program is \$212M, which includes an outdoor plaza with the proposal of a partial closure of Scott Street and a bridge connecting the new STLC to Meridian Hall immediately west of the STLC.

A jury of architects, a landscape architect, artist, performer and an Indigenous cultural administrator, supported by a Technical Advisory Panel and a Technical Report, deliberated on March 8, 2023. The jury evaluated the five submissions, and a selection was made based upon the following criteria:

- Demonstration of a creative, imaginative and innovative response to the opportunities of the site, the building and landscape open space programs;
- Innovations demonstrated and identified around sustainable and accessible design, including how the design responds to the requirements of the Toronto Green Standard, as well as the extent to which design meets or exceeds the Toronto Accessibility Guideline;
- Interpretation of the vision of the re-imagined St. Lawrence Centre for the Arts and the policy, guideline and consultation framework that shaped that vision, including how the design supports the Indigenous creative communities;
- Demonstration of a thoughtful response to the Heritage Guidelines pertaining to the existing building and site;
- Construction cost estimate including cost effectiveness of proposed design, quality and completeness of cost estimate;
- Quality and completeness of the submission as reviewed by the Technical Advisory Panel.

The finalists presented their proposals at a public meeting on March 7 at the STLC's Jane Mallet Theatre, with attendance at 900+ and consisting of members of the public, performing arts sector, City Councillors, and jury members, participating both in-person and virtually.

The jury unanimously selected Hariri Pontarini Architects, LMN Architects, Tawaw Architecture Collective, Smoke Architecture and SLA ("HPA Design Team"). Their submission was inspirational and best grasped the potential of the project and the precinct to create a vibrant, future forward arts and culture hub in this evolving area of Toronto (see Attachment 8: STLC Next International Design Competition - Media Coverage).

The winning submission from the HPA Design Team (see Attachment 2-HPA Design Team Submission Visuals) is based on a building program of 174,237 square feet (gross floor area) with a 650-1000 flexible seat Main Theatre, a 300 seat Acoustical Hall, program spaces, a bridge connection to Meridian Hall, and Scott Street improvements. The resulting hard cost estimate, based on a Class D cost estimate, was \$212.4M in 2023 dollars. The HPA Design Team hard cost estimate of \$212.4M aligns with the third-party cost estimate, retained during the test fit, of \$212.2M. A summary comparison of the building program GFA and hard cost estimates are set out in Table 2.

Table 1 - Building Program and Cost Estimate Comparison

	Test Fit May 2021	HP Design Team March 2023
Total Building GFA	177,541	174,237
Main theatre	700 seats	650-1000 flexible seats
Acoustical hall	300 seats	300 seats
Bridge connection to Meridian Hall	X	X
Scott Street Public Realm Improvement	X	X
Class D Cost Estimate Hard Construction Costs	\$212.2M Q1 2023 dollars	\$212.4 Q1 2023 dollars

Sustainability

The new STLC is poised to symbolize the future of sustainable cultural infrastructure meeting and possibly exceeding the objectives of *Transform TO*, the City of Toronto's climate strategy. As a City asset, the proposed new STLC is targeted to meet the Toronto Green Standards ("TGS") Version 3, Tier 4 performance standards. If approved by Council to proceed to Contract Documents, TO Live and the HPA Design Team will continue to collaborate with the Environment and Energy Division to establish the pathways for achieving TGS Version 3, Tier 4 for this archetype and setting a benchmark for cultural infrastructure while helping to achieve the City's ambitious carbon targets.

RENOVATION OPTION

At its meeting of May 11, 2022, City Council directed CreateTO, TO Live and Corporate Real Estate Management to examine how the current STLC, through a renovation option, might accommodate the building program and provide for the resiliency that would permit a renovated STLC to meet the current and future needs of the artistic and cultural community, while adhering to the heritage parameters established with City's Heritage Preservation Services as part of the test fit exercise. TO Live and CreateTO retained the following consultants:

- Architectural;
- Theatre;
- Mechanical, Electrical, Structural Engineers;
- Heritage; and
- Cost.

Building Program

The consultant team, working with TO Live and CreateTO, developed a building program to be accommodated within the existing footprint of the building as the basis for the renovation option. The mechanical, electrical and structural engineers informed required renovations/replacement of the building systems. The consultant team completed a test fit of the renovation option, in keeping with the heritage parameters. Attachment 3 provides a comparison of the building program between Option 1-New Build and Option 2-Renovation.

The renovation option *fails* to meet the required program requirements that create the cultural ecosystem that was defined through the consultation process with the creative and cultural community. The gathering and creative spaces are compromised both in space and configuration in the renovation option and do not provide the connectivity to permit the sharing and exchange of artistic collaboration. Regarding the Main Hall and Acoustical hall, the renovation option, while addressing state of good repair and accessibility compliance, fails to create the flexible and adaptable performance spaces that will service the needs of the performing and cultural community into the future. Attachment 4 provides a comparison of the building program and test fit between Option 1 - Rebuild and Option 2 - Renovation.

Project Costs

TO Live and CreateTO retained a third-party cost consultant to prepare a Class D construction cost estimate and project costs for the renovation options. The cost estimate summary is outlined below.

Hard Costs informed by the:

- Building program of 100,477 square feet as set out in Attachment 3
- Conceptual design and technical briefs (architectural, heritage, structural, mechanical, electrical, acoustical and theatre); and
- TGS Version 3, Tier 4 performance standards for City-owned assets.
- The total hard construction costs are \$129.8 million.

Soft Costs which include:

- Consultant fees including architect's design fees; site investigation, legal, fees and permits, furniture, fitting and equipment and other miscellaneous consultants.
- The total soft costs are \$48.0 million.

The total project costs (hard and soft costs in 2022 dollars) are \$177.8 million.

As the project is at a conceptual stage, contingencies/risk allowance have been included to account for:

- Escalated construction costs for a projected construction start of December 2026; market and construction cost volatility which has occurred over the past several years due to COVID-19 and its impact to the supply chain; and

- Design refinements/changes in the space program based on detailed specification for the project in all disciplines (architectural, heritage, mechanical, electrical and structural).

The total contingencies/risk allowances for the *renovation option* are \$84.6 million. Accounting for these risk factors, the total project costs in 2026 dollars is \$262.4 million. These risk factors will be mitigated throughout the design process and, where required, value engineered through the various stage gate processes.

A comparative summary of total project costs (2022 dollars) and contingencies/risk allowances (to reflect 2026 dollars) for both the rebuild and renovation option are outlined in Table 2. As demonstrated below, the total project costs for the rebuild option represent an increase of 37.7% additional capital costs as compared to the renovation option. However, while the *renovation option* is less costly to deliver:

- it does not address the program needs of performance spaces and does not create the cultural ecosystem intended to service the needs of the cultural community and anchor the Front Street cultural corridor; and
- **TO Live cannot generate the support to fundraise against a renovation option that does not meet and enhance the needs of the City's cultural and performance communities. In the absence of a fundraising campaign by TO Live, the capital project would require funding from the City's capital budget plan.**

REBUILD OPTION

Advancing with the *rebuild option*, based on the HPA Design Team's winning submission, will deliver on the program requirements and allow the TO Live Foundation to mount a fundraising campaign that will target approximately 75% of the project, funded from provincial and federal programs and donations with the balance coming from the City's 's SOGR and AODA budget allocations for the STLC.

A summary of the capital costs and funding commitments are outlined in Table 2.

Table 2: Comparison Summary - Total Project Costs, Contingencies/Risk Allowances and Funding

ITEM	COST ESTIMATE IN 2022 DOLLARS	
	Option 1 - Rebuild	Option 2 - Renovation
Hard Costs	\$212,205,000	\$129,836,000
Soft Costs	\$83,366,000	\$47,985,000
TOTAL	\$295,571,000	\$177,820,654

CONTINGENCIES / RISK ALLOWANCES	CONTINGENCIES (TO REFLECT 2026 DOLLARS)	
Design Contingency (20%) ¹	\$38,251,000	\$23,770,000
Construction Escalation Contingency (25%) ²	\$62,364,000	\$32,047,000
Construction Contingency (7.5%) ³	\$23,387,000	\$27,698,000
Soft Contingency (1%)	\$1,902,000	\$1,086,000
TOTAL	\$125,904,000	\$84,601,000

TOTAL COSTS (2026 DOLLARS)	\$421,475,000	\$262,422,000
CITY FUNDING CONTRIBUTION⁴	\$100,000,000	\$262,422,000
TO LIVE CAPITAL CAMPAIGN FUNDING⁵	\$321,475,000	\$0

NOTES:

1. A 20% design contingency is used during the design phase of the project to cover the cost of design parameters and requirements that will become known as the design develops in keeping with a cost D estimate.
2. Projected construction start date of December 2026; allow for 8% per annum for 2022; 5% per annum from 2023-2026
3. Construction Contingency reflects change orders during the construction period.
4. The City funding contribution is leveraged from \$57M SOGR, above the funding line, and \$43M to be funded through other City approved sources.
5. The TO Live Capital Campaign includes seeking funding from provincial and federal programs and a fundraising campaign to be led by the TO Live Foundation.

Revenue and Cash Flow

Revenue and Cash Flow

The winning design is aligned with the third-party capital cost estimate. A capital funding strategy seeks partnership from all levels of government, alongside a robust fundraising campaign led by the TO Live Foundation, to provide the capital investment requirement to execute the design and construction of a new STLC. With the transition of the project to CREM, under the leadership of the Project Management office, and in collaboration with TO Live and its Foundation, future design and construction of a new STLC will serve as a catalyst for the city's cultural revitalization and become a driver of economic activity and a benchmark for sustainable cultural infrastructure (see Confidential Attachment 1 - StLC Construction/Revenue Cash Flow).

There is currently approved funding in TO Live's 10-Year Capital Plan to address the STLC's SOGR capital improvements and accessibility upgrades. Some of this funding could be made available to serve as the City's contribution to the overall project cost for the redevelopment, and optimally used to leverage the costs associated with completing the next stage of work.

City of Toronto

As mandated by the provincial government, the current state of the building requires investments to address SOGR and accessibility upgrades to be completed by 2025. These investments are required to keep the building operational and with accessibility requirements, otherwise the building will continue to fall short in its ability to deliver cultural programming for the City. It is proposed that the SOGR and sustainability requirements be redirected and serve as the City's contribution to the overall capital budget for redevelopment.

Federal and Provincial Levels of Government

The TO Live Foundation would seek funding from the federal and provincial governments for the building of a new STLC. Seeking application for funding through various federal and provincial stimulus programs and investments aligns with Toronto's recovery, and future sustainability of the arts and culture sector as a key economic driver for the city and the province.

Fundraising Capital Campaign

The TO Live Foundation will provide leadership to launch a capital campaign to raise the vital funds necessary to balance the capital funding (see Attachment 5 - Case for Support). The capital campaign for the new STLC is based on best practices of other comparable campaigns, including the Four Seasons Centre for the Performing Arts, the Royal Ontario Museum, the Art Gallery of Ontario, and the Gardiner Museum.

The TO Live Foundation has determined that it cannot generate the support to fundraise against a renovation option that does not meet and enhance the needs of the City's cultural and performance communities. As a result, in the absence of a fundraising campaign, the renovation option would require all funding to be provided by the City.

Conclusion

Building a new St. Lawrence Centre is a once-in-a-lifetime opportunity to redefine a landmark cultural destination in the centre of downtown Toronto.

The new STLC celebrates TO Live's purpose which is to amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation. It will reclaim public space in the dense urban core of the city, while renewing the ongoing commitment to the artists of Toronto.

This is an iconic project that will define the 21st-century performing arts centre through its ability to offer a welcoming space for all people, while fulfilling the need for permanent artist studios and creation spaces. In doing so, the project will uplift the rich creative economy of the city. The new STLC will be a destination for future visitors to the city for generations and a space that artists and the community will be proud to call their creative home.

The proposed rebuild of the new STLC will create a cultural ecosystem where renewed cultural spaces, innovative spaces and public realm (indoors and outdoors) will anchor the STLC as a cultural and civic hub along the important Front Street cultural corridor.

A new STLC will support the following key objectives:

- Build cultural capacity in the City, which will secure longevity of space for the creative communities (see Attachment 6 - Operational Business Plan).
- Create new spaces that will serve the functional needs of the cultural and creative sector and the local community based on the following key principles which emerged from consultation process:
 - dynamic and highly flexible spaces;
 - a building constructed for extreme usability;
 - a bold and open building that fits the neighbourhood; and
 - a future facing building for a decarbonized world.
- Enable versatility of spaces to serve performance and presentation, creation and incubation and the local artistic community as well as enable TO Live to showcase the world's most innovative artistic programs through presentation;
- Create a new state-of-the-art cultural hub and community asset for the city that will be equipped with cutting-edge broadcast technology and livestreaming equipment, virtual and augmented reality technology, and high-speed connectivity to support the next generation of creatives and generate economic activity in Toronto;
- Support the cultural and retail importance of Front Street East as a "Cultural Corridor and Retail Priority Street" in the City's Downtown Plan (see Attachment 7 - SLMN BIA Endorsement Letter);
- Contribute to the enhancement of the public realm with improved connections to Berczy Park, Scott Street and Meridian Hall, as well as a new outdoor plaza on Scott Street; and
- Comply with Version 4 of the Toronto Green Standards for City Agency, Corporation and Division-owned facilities to meet the City's *TransformTO* objectives.

TO Live, in collaboration with CreateTO and Corporate Real Estate Management ("CREM"), pursuant to the City's Major Capital Project Approval Process, and as directed by Council through [Item-2020.EX12.6](#) and [Item-2022.EX32.10](#), have completed the following tasks as part the Phase One - Concept Design:

- development of a building program through community consultation (see Attachment 2);

- development of a design concept as established by the STLC Design Competition with the selection of the winning submission by Hariri Pontarini Architects, LMN Architects, Tawaw Architecture Collective, Smoke Architecture and SLA; and
- a Class D Cost Estimate.

TO Live, in consultation with CreateTO, have completed a successful design competition which has resulted in the selection of a winning design that will achieve the transformation of the STLC, built on the principles of dynamic and highly flexible spaces, extreme usability, a bold and open building that fits the neighbourhood and is future-facing for a decarbonized world.

NEXT STEPS

Upon City Council's approval of the recommendations contained in this report, CreateTO will transition the project to CREM's Project Management office, which in collaboration with TO Live, will be guided by the City's budget process for Major Capital Projects through future budget submissions to advance the design and construction of the new STLC, as outlined in the Financial Impact section of this report.

CONTACT

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SIGNATURE

Clyde Wagner
President and Chief Executive Officer

ATTACHMENTS

Attachment 1 - KerrSmith Consultation Report

Attachment 2 - HPA Design Team Submission Visuals

Attachment 3 - Building Program Comparison: New Build vs Renovation

Attachment 4 - Test Fit Comparison: New Build vs Renovation

Attachment 5 - Case for Support

Attachment 6 - Operational Business Plan

Attachment 7 - SLMN BIA Endorsement Letter

Attachment 8 - STLC Next International Design Competition - Media Coverage

Confidential Attachment 1 - StLC Construction/Revenue Cash Flow