TORONTO

REPORT FOR ACTION WITH CONFIDENTIAL ATTACHMENT

Update on Transition of TO Live Capital Program

Date: November 28, 2025
To: The Board of Directors of TO Live
From: Executive Director, Corporate Real Estate Management
Wards: 13 - Toronto Centre and 18 - Willowdale

REASON FOR CONFIDENTIAL INFORMATION

The attachment to this report contains confidential information regarding a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by the City.

SUMMARY

The purpose of this report is to provide an update to the Board of Directors of TO Live (the "Board") on the progress to transfer the oversight and implementation of TO Live's capital program to Corporate real Estate Management (CREM) directed by City Council via item EX19.20.

Since the September 2025 update, City staff CREM, Purchasing and Materials Management (PMMD), and Legal Services have continued working with TO Live to transfer oversight of TO Live's 2025 – 2034 Capital Budget and Plan to CREM, as formally approved by Council through EX26.3 in October 2025.

The 2026 – 2035 Capital Budget and Plan for the TO Live portfolio is included as part of the 2026 – 2035 Capital Budget and Plan submission for CREM, a high-level summary of which is included in Table 1 of Confidential Attachment 1. The submission must align with the City's Capital Prioritization Framework and will be considered along with other priorities in the City's 2026 Budget process.

CREM continues to work collaboratively with TO Live under the framework outlined in CT17.3 - Update on Transition of TO Live Capital Program. Under this framework, TO Live continues to deliver, with CREM oversight, several in-flight and time-sensitive projects, procured by TO Live and already in the implementation phase prior to the adoption of EX19.20, which transferred capital project delivery responsibilities from TO Live to CREM. Other planned capital projects and all future capital work are delivered

directly by CREM, governed by the executed long-term Management Agreement between the two organizations. This report provides a status update of the in-flight and time-sensitive projects as well as other planned projects in 2025 through to 2026, managed by both TO Live with CREM oversight as well as managed directly by CREM.

RECOMMENDATIONS

The Executive Director, Corporate Real Estate Management recommends that:

1. The Board of the Directors of TO Live direct that Confidential Attachment 1 to the report (November 27, 2025) from the Executive Director, Corporate Real Estate Management 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 significantly interfere with the contractual or other negotiations of a person, group of persons, or organization.

FINANCIAL IMPACT

There are no financial impacts resulting from the adoption of the recommendations in this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as identified in the Financial Impact section.

DECISION HISTORY

At its October 8 and 9, 2025 meeting, City Council approved the transfer of the 2025-2034 Capital Budget and Plan for TO Live to Corporate Real Estate Management via the in-year budget adjustment process.
https://secure.toronto.ca/council/agenda-item.do?item=2025.EX26.3

At its September 11, 2025 meeting, The Board of Directors, TO Live received a further update report on the transition of the TO Live Capital Budget and Plan which established a clear methodology and governance framework to ensure the timely delivery of in-flight and urgent projects initiated prior to the adoption of EX19.20, and a smooth transition of capital oversight responsibilities and the effective delivery of future capital programs.
https://secure.toronto.ca/council/agenda-item.do?item=2025.CT17.3

At its June 25 and 26, 2025 meeting, City Council received an update report on the transition of TO Live Capital Budget and Plan which included details for a Non-Competitive Contract with Joel Theatrical for Rigging System Upgrades at the Meridian Arts Centre.
https://secure.toronto.ca/council/agenda-item.do?item=2025.GG22.13

At its February 11, 2025 meeting, City Council was deemed to adopt Mayor's Proposed Budget including the 2025 Capital Budget for TO Live (agenda item 116) with cash flows and future year commitments totalling $77.513 million as detailed by project in Appendix 5a to the 2025 Capital and Operating Budget Notes for TO Live.
https://secure.toronto.ca/council/agenda-item.do?item=2025.MPB27.1

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

At its November 25, 2024, meeting, the Board of Directors of TO Live approved TO Live's updated 10-year capital plan and budget, approved all 2025 projects, including those with multi-year components and all related purchase orders and/or tender awards over $100,000 up to each individual project budget, adjusted budget or new project budget, not to exceed the available State of Good Repair (SOGR) Council approved funding.
https://secure.toronto.ca/council/agenda-item.do?item=2024.CT12.6

COMMENTS

Since the last update to the Board in September 2025, City staff from Corporate Real Estate Management (CREM), Purchasing and Materials Management (PMMD), and Legal Services continue to work collaboratively with TO Live to transfer oversight of the implementation of TO Live's capital program to CREM.

2026 – 2035 Capital Budget and Plan

The 2026 – 2035 Capital Budget and Plan for the TO Live portfolio is included as part of the 2026 – 2035 Capital Budget and Plan submission for CREM, a high-level summary of which is included in Table 1 of Confidential Attachment 1. The submission must align with the City's Capital Prioritization Framework and will be considered along with other priorities in the City's 2026 Budget process.

Priority In-Flight Projects

CREM continues to work collaboratively with TO Live under the framework outlined in CT17.3 - Update on Transition of TO Live Capital Program. Whereby TO Live continues to deliver, under CREM oversight, several in-flight and time-sensitive projects, procured by TO Live and already in the implementation phase prior to the adoption of EX19.20, which transferred capital project delivery responsibilities from TO Live to CREM. Other planned capital projects and all future capital work are delivered by directly by CREM, governed by the executed long-term Management Agreement between the two organizations. Table 1 provides a status update of the in-flight and time-sensitive projects as well as other planned projects in 2025 through to 2026, managed by both TO Live with CREM oversight as well as managed directly by CREM.

Table 1 - TO Live Projects Portfolio Status and Capital Budget and Plan for 2025 and 2026

Project Lead and Quantity	Completed in 2025	In progress Anticipated completion by 2026
TO Live, with direct CREM oversight *22 projects in total*	14	8
CREM managed *31 projects in total; 9 in progress, 22 are planned for 2026 and future years*	0	9

Next Steps

CREM and TO Live are working together to continue to improve and streamline how capital projects are planned, implemented, tracked, and reported. Project delivery processes and financial reporting standards are being harmonized to ensure that both teams operate with consistent methodologies and shared expectations. A key part of this work is implementing a regular monthly financial review cycle to improve the accuracy and timeliness of project cost reporting. These efforts will enhance transparency, strengthen oversight, and support more informed decision-making across the capital projects portfolio.

CREM will continue to provide updates on the TO Live capital program implementation to the Board of Directors of TO Live.

CONTACT

Lisa Barroso, Director, Project Management Office, 416-338-0237,
Lisa.Barroso@toronto.ca

SIGNATURE

Patrick Matozzo
Executive Director, Corporate Real Estate Management

ATTACHMENTS

Confidential Attachment 1