

## **TO Live Capital Program – Priority Project Updates**

**Date:** March 12, 2026

**To:** The Board of Directors of TO Live

**From:** Executive Director, Corporate Real Estate Management

**Wards:** 13 - Toronto Centre and 18 - Willowdale

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### **SUMMARY**

The purpose of this report is to provide a Q1 2026 update to the Board of Directors of TO Live (the “Board”) on priority projects, as part of TO Live’s capital program, transferred to Corporate Real Estate Management (CREM) for oversight and implementation as directed by City Council via item [EX19.20](#).

Since the December 2025 update, the 2026–2035 Capital Budget and Plan for the TO Live portfolio, as part of the 2026 – 2035 Capital Budget and Plan submission for CREM, has been approved by City Council through the City’s budget process. This represents a total 10-year investment of \$169.994 million.

Planning is underway at the Meridian Hall to enhance and modernize the overall patron experience. This includes Net Zero work and sprinkler system expansion being planned for concurrent delivery to minimize asset downtime and optimize resources use through a streamlined “touch it once” approach. Tendering for a construction manager is currently scheduled to occur in 2026 and construction to start in 2027.

The George Weston Recital Hall at the Meridian Arts Centre is also being renovated to modernize the patron experience, including new finishes and seating, funded through donations raised by the TO Live Foundation, as well as upgrades to building electrical and lighting components delivered via the SOGR stream projects. Design is complete and construction is currently being tendered, and is scheduled to occur during the latter half of 2026.

State of Good Repair (SOGR) renovations at St. Lawrence Centre for the Arts are currently in the initiation phase. The project will be delivered in multiple phases and work packages. The current phase includes upgrades to theatre equipment for which a Request for Proposals (RFP) has been issued, and the project is expected to be delivered in 2026. Future phases will contemplate mechanical and electrical upgrades that will be in alignment with long-term decarbonization objectives.

CREM continues to work collaboratively with TO Live under the framework outlined in CT17.3 - Update on Transition of TO Live Capital Program, and remains committed to providing regular updates to the Board of Directors of TO Live.

## **RECOMMENDATIONS**

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The Executive Director, Corporate Real Estate Management recommends that:

1. The Board of Directors of TO Live receive this report for information.

## **FINANCIAL IMPACT**

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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**

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At its February 10, 2026 meeting, City Council approved TO Live's 2026 to 2035 Capital Budget and Plan via approval of the 10-year Capital Budget and Plan for Corporate Real Estate Management.

<https://secure.toronto.ca/council/agenda-item.do?item=2026.MPB38.1>

At its December 11, 2025 meeting, The Board of Directors, TO Live received an update report on the progress to transfer the oversight and implementation of TO Live's capital program to Corporate Real Estate Management (CREM).

<https://secure.toronto.ca/council/agenda-item.do?item=2025.CT18.9>

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 Prioritisation 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>

At its June 20, 2024 meeting, the Board of Directors of TO Live approved To Live's Net Zero Transition program, directing the President and Chief Executive Officer, TO Live to make submissions as necessary as part of the City's Carbon Budget process to ensure TO Live's Net Zero Transition Program is considered in the 2025-staff prepared capital budget.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.CT10.5>

## COMMENTS

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### Budgeting and Project Planning

The 2026–2035 Capital Budget and Plan for the TO Live portfolio, as part of the 2026 – 2035 Capital Budget and Plan submission for CREM, has been approved by City Council through the City's budget process. A capital budget in the amount of \$17.916 million was approved for 2026, and a further \$152.078 million is planned for 2027 through 2035, resulting in a total 10-year investment of \$169.994 million.

The TO Live capital program continues to be integrated within CREM's broader Capital Budget and Plan framework and is subject to the City's Capital Prioritization Framework. Project planning and sequencing incorporates lifecycle-based SOGR assessments, legislated requirements (e.g. building code compliance), strategic asset objectives (e.g. Net Zero alignment), and operational needs identified in collaboration with TO Live.

Projects are developed through defined stage gates, including initiation, design development, cost validation, and procurement planning prior to construction tender. Financial controls, forecasting protocols, and reporting standards align with CREM's capital governance framework to ensure oversight, accountability, and transparency throughout the delivery lifecycle.

**Key Projects Updates**

**1. Net Zero Project and Sprinkler Expansion Project – Meridian Hall**

The construction phases of the Net Zero work and the sprinkler expansion project at Meridian Hall will be delivered simultaneously through a “touch it once” approach. By coordinating these major building interventions into a single construction window, the project team aims to:

- Reduce overall construction duration;
- Minimize operational disruption and downtime for TO Live programming;
- Improve cost efficiency through shared site mobilization, scaffolding, ceiling removals, and project management resources; and
- Limit the need for future reopening of completed areas.

*Sprinkler Expansion Project*

The original project scope included expansion of the sprinkler system throughout Meridian Hall to meet current building code requirements. Execution of this work involves replacement and installation of new piping throughout the building, which will require significant modification of existing ceiling areas.

As a result, CREM, in consultation with TO Live, the scope includes replacement of existing common area ceilings and upgrades to LED lighting in affected areas. This integrated approach ensures that ceiling reinstatement and lighting modernization occur concurrently with sprinkler installation, minimizing future rework.

The sprinkler project is currently nearing design completion. Construction tendering and delivery will be aligned with the Net Zero project to capture sequencing efficiencies.

*Net Zero Project*

In alignment with CT10.5 - TO Live's Net Zero Transition Program, a Net Zero project is currently underway at Meridian Hall. The project is in the feasibility phase, with design completion expected by late 2026, followed by tendering for the construction phase before the end of 2026. Construction initiation is planned for 2027.

**2. SOGR and TO Live Foundation Project at GWRH MAC**

The George Weston Recital Hall at the Meridian Arts Centre is being renovated to modernize the patron experience with a complete refresh of the room’s colour palette, new draperies, and updated finishes and seating, funded through donations raised by the TO Live Foundation, while upgrades to building electrical and lighting systems are being delivered via the SOGR stream projects.

Design is complete and construction delivery is currently being tendered. Construction is scheduled to occur during the latter half of 2026.

**3. St. Lawrence Centre for the Arts (STLC)**

SOGR work at St. Lawrence Centre for the Arts to address accessibility and patron experience upgrades, including interior elements, theatrical system upgrades, and mechanical systems are currently in the initiation phase.

The project will be delivered in multiple phases and work packages. The current phase includes upgrades to theatre equipment for which a Request for Proposals (RFP) has been issued, and the project is expected to be delivered in 2026. Future phases will contemplate mechanical and electrical upgrades that will be in alignment with long-term decarbonization objectives.

**Next Steps**

CREM continues to work collaboratively with TO Live under the framework outlined in CT17.3 - Update on Transition of TO Live Capital Program. 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 as of Q1 2026\***

<b>Project Lead</b>	<b>Completed in 2025**</b>	<b>To be completed in 2026</b>	<b>To be started in 2026 (Multi-year Projects)</b>
TO Live (with CREM oversight)	8	6	0
CREM managed	0	5	38
<b>Total</b>	<b>8</b>	<b>11</b>	<b>38</b>

\*Project figures are reflective of combined sub-projects.

\*\*At 2025 year-end, the capital spend rate was 108%, exceeding the targeted amount

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

## **CONTACT**

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## **SIGNATURE**

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