

TO Live Capital Program Q1 2026



Agenda

1. Background
2. 2025 Capital Delivery Performance
3. 2026-2035 Capital Plan Overview

Background

Background

- Oct 2025: Council approved Transfer of TO Live capital oversight to CREM.
- Feb 2026: Council approved TO Live 2026 – 2035 Capital Budget and Plan (\$170M).

What's Changing?	What This Means for the Program
Integration into City Capital Prioritization Framework	Lifecycle-based SOGR Planning
Stage-gated project development model	Formal Project Management Methodology (Initiation → Design → Cost Validation → Procurement)
Alignment with City Procurement & Financial Controls	Shared consultant oversight
Clarified fiduciary responsibilities	Standardized forecasting & reporting

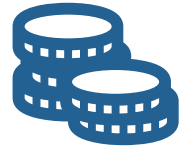
2025 TO Live / City Accomplishments



Integrated governance transition



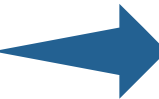
Successful integration into City budget process



TO Live Foundation-funded enhancements leveraged alongside SOGR

108%

Capital Spend Rate 2025



State of Good Repair Investment 2025

- Meridian Hall (\$4.39M)
- Merdian Arts Centre (\$5.4M)
- St. Lawrence Centre for the Arts (\$700 K)

8

Projects Substantially Completed

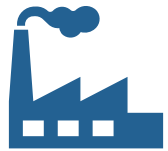
2026-2035 Capital Plan Strategy



State of Good Repair
Focused Planning



Accessibility Improvements &
Code Compliance



Net Zero Alignment



Patron Experience
Modernization

\$17.9M

2026 Capital Plan



State of Good Repair Investment 2026

- Meridian Hall (\$8.5M)
- Merdian Arts Centre (\$5.1M)
- St. Lawrence Centre for the Arts (\$4.3M)

38

2026 Projects Planned (33 new)

2026 Key Project Highlights

Meridian Hall (Net Zero + Sprinkler Modernization)

“Touch It Once” project delivery strategy and progress City's Net Zero Targets

- MH Net Zero – 2026 Budget: \$5.7M, Project Budget: \$42.2M
- MH Sprinkler – 2026 Budget: \$1M, Project Budget: \$5.2M
- **Current Status:** Tendering for a construction manager is currently scheduled to occur in 2026 and construction to start in 2027.

Meridian Arts Center (George Weston Recital Hall Renovation)

Modernize and upgrade the patron experience while addressing base-building systems

- 2026 Budget: \$2.275M foundation donation and \$1M SOGR
- **Current Status:** Design is complete. Construction is currently being tendered, and is scheduled to occur during the latter half of 2026.

St. Lawrence Centre for the Arts (Phased Revitalization Strategy)

Upgrading accessibility, net zero, and state of good repair

- 2026 Budget: \$4.3M
- Future Investment (2027 – 2035): \$80.2M
- **Current status:** RFP for revised scope underway. HPA will act as prime consultant to proceed with Schematic Design in 2026 & Construction Documentation in 2027 incorporating Net Zero with SOGR and accessibility upgrades.