

TO Live Capital Program - Priority Project Updates

Date: June 1, 2026

To: The Board of Directors of TO Live

From: Executive Director, Corporate Real Estate Management

Wards: 13 - Toronto Centre and 18 - Willowdale

SUMMARY

The purpose of this report is to provide a Q2 2026 update to the Board of Directors of TO Live (the “Board”) on priority projects, as part of TO Live’s capital program which was transferred to Corporate Real Estate Management (CREM) for oversight and implementation as directed by City Council via item EX19.20.

The report provides updates on capital work underway at Meridan Hall, Meridian Arts Centre, and St Lawrence Centre for the Arts. Key projects include a Net Zero retrofit and a sprinkler expansion at Meridan Hall coordinated with new ceilings and lighting, phased renovations at Meridian Arts Centre including new theatre seating, stage, flooring, electrical and lighting upgrades -- funded through donations -- as well as state-of-good-repair work, and a consolidated, large-scale rehabilitation of the St. Lawrence Centre for the Arts focused on enhanced state-of-good-repair, accessibility, Net Zero upgrades, and modernized building and theatrical systems. Attachment 1 to this report provides further details.

RECOMMENDATIONS

The Executive Director, Corporate Real Estate Management recommends that:

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

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 June 2, 2026 meeting, the General Government Committee will receive a staff report recommending the Committee approve a purchase order amendment with Harini Pontarini Architects (HPA) as the Prime consultant to deliver enhanced state-of-good-repair, net zero, and accessibility work at St Lawrence Centre of the Arts.

<https://secure.toronto.ca/council/agenda-item.do?item=2026.GG30.5>

At its March 24, 2026 meeting, the Board of Directors of TO Live received an update on the TO Live Capital Program.

<https://secure.toronto.ca/council/agenda-item.do?item=2026.CT19.12>

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 totaling \$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>

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

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, was adopted 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.

CREM will submit adjustments reflecting various cash flow accelerations and deferrals through the 2026 four-month variance report to Council, helping to better align 2026 cash flows with projected project expenditures and overall project progress.

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 state-of-good-repair (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.

CREM and TO Live have embedded industry best practices into the capital program. This includes project charters with detailed and defined scope, budget and schedule. In addition, projects continue to be 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 Project Updates

Please refer to Attachment 1 for a summary of capital projects. The following sections provide key project updates for the Board.

1. Meridian Hall

Planning continues at the Meridian Hall to enhance and modernize the overall patron and artist experience. An extensive AODA project for artist dressing rooms and support spaces is to be completed this fall.

Sprinkler Expansion Project

The new inclusive scope, including the addition of new ceilings and LED lighting in patron areas as identified in the March 2026 report to the Board, remains the same.

The sprinkler project is currently nearing design completion, and required heritage reviews and integration with Net Zero scope are underway. 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 preliminary report for the Net Zero solution has been received from CREM's consultant team. Additional site verifications, heritage reviews and budgeting are now underway, and recommended solution will be presented to TO Live staff in Q3. The original recommended solution from KPMG for Meridian Hall Net Zero is no longer available in Canada.

The project schedule remains on track, with completion of design by late 2026, followed by tendering for the construction manager before the end of 2026. Construction initiation is planned for 2027.

2. Meridian Arts Centre

The Meridian Arts Centre has numerous SOGR renovations in the planning phase.

The George Weston Recital Hall renovation to modernize the patron experience is underway. This renovation is funded through donations. Through the design and documentation process, additional required SOGR work was identified and will be completed at the same time as donor funded work. Additional funding for this SOGR work has been included in the capital budget and plan, alongside extended timelines required to complete this work. As a result, CREM has re-based this project into two phases to minimize impact on TO Live operations and allow for extensive SOGR scope.

Phase One – will be completed by Oct 30, 2026, and includes all work required to support the installation of new theater seating including: new theater seating throughout, new flooring and refurbished flooring, all new in floor electrical and in floor lighting.

Phase Two – will be completed in summer of 2027 and includes all required renovations for the walls, ceiling and stage including: new painting, new stage backdrops, new theater lighting and miscellaneous repairs and upgrades throughout.

3. St. Lawrence Centre for the Arts

SOGR renovations at St. Lawrence Centre for the Arts are currently in the initiation phase. This work includes extensive base building renovation that address enhanced SOGR, Net Zero, accessibility and patron experience upgrades, including interior elements, theatrical system upgrades and mechanical systems. The approach to this project has been revised from multiple SOGR projects to one larger integrated project.. CREM and TO Live are now recommending an integrated process managed through a "Stage Gate" approval system for project design and delivery. This will allow the project team and TO Live to look at the building holistically for efficiencies in design and operations as well as cost saving in design and construction execution.

CREM has recommended continuing to use Harini Pontarini Architects (HPA) as Prime Consultants for the revised scope. This supports Council direction to reallocate funding and contracts from the original project. The City's General Government Committee will receive City staff's recommendation at its June 2 meeting to approve a purchase order amendment for HPA to reflect the revised scope of this project ([GG30.5](#)). Following adoption of City staff's recommendation, new design work is expected to start in summer of 2026. Phase 1 for predesign and feasibility planning is expected to take approximately six to eight months. CREM will bring forward the recommended design and construction execution strategies to the TO Live Board in early 2027.

2026 Project Summary

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 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**

Project Lead	To be completed in 2026	To be started in 2026 (Multi-year Projects)
TO Live (with CREM oversight)	8	0
CREM managed	6	38
Total	14	38

*Project figures are reflective of combined sub-projects and split projects for delivery in 2026.

Next Steps

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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ATTACHMENTS

Attachment 1: TO Live Capital Program: Roadmap and 10-Year Plan