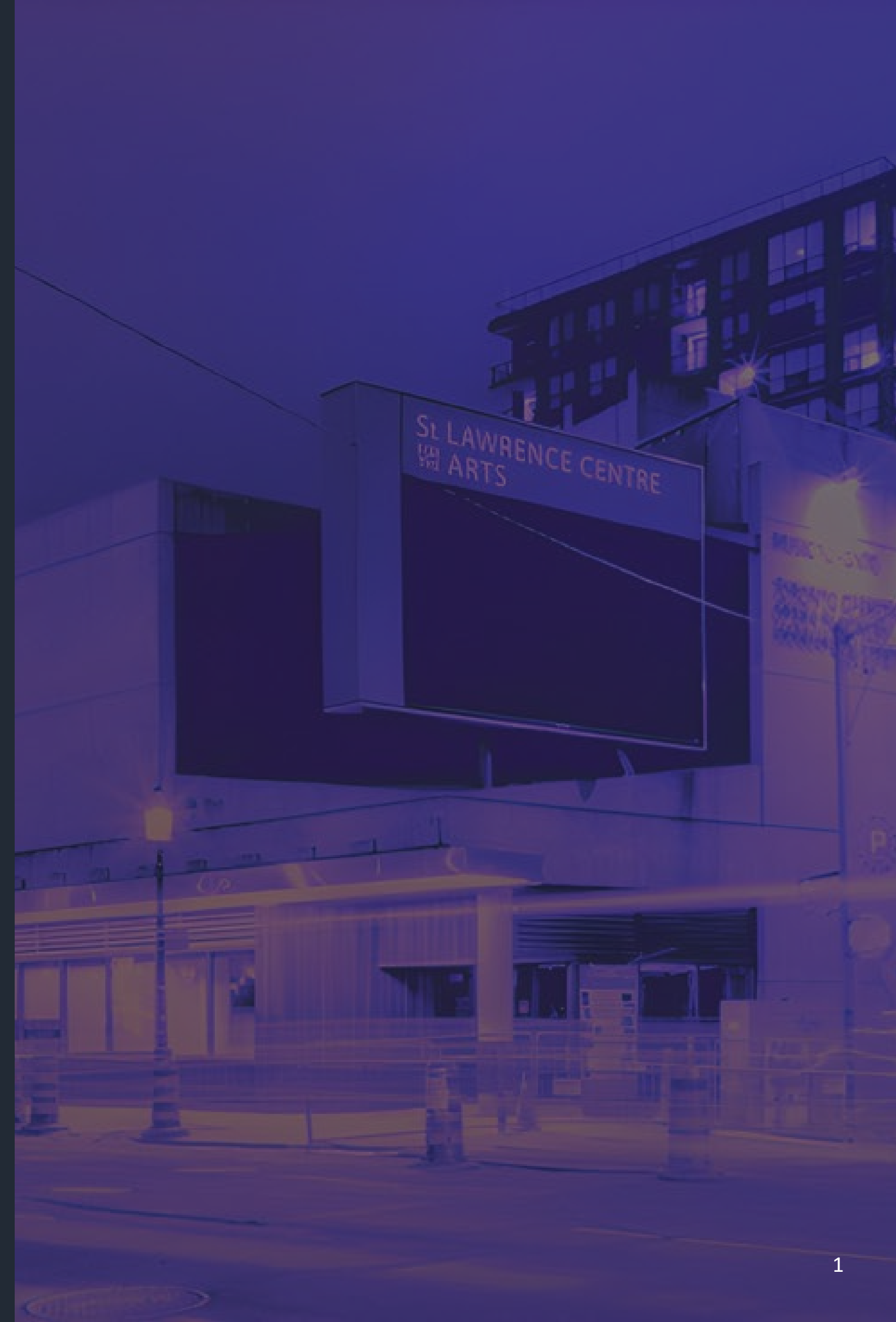


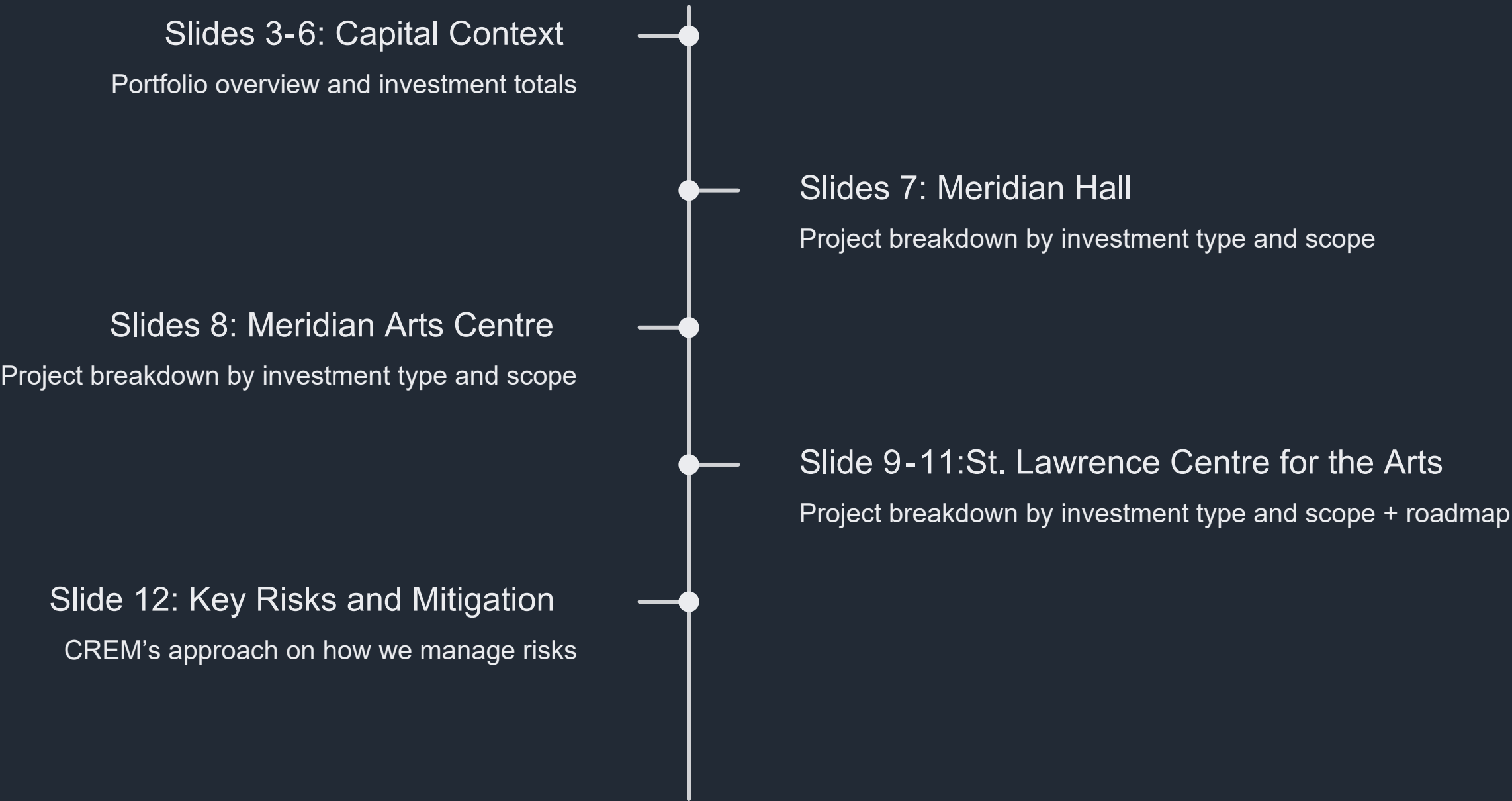
TO Live Capital Program Roadmap & 10-Year Plan

Board Briefing • June 2026 | Corporate Real Estate Management



Purpose of Today's Presentation

A Board-level view of the capital program, delivery roadmap, and key planning milestones across TO Live's full facility portfolio.



Portfolio Overview

2026–2035 Capital Plan by Facility

Investment is concentrated across three major cultural facilities, each with distinct capital drivers and delivery timelines.

St. Lawrence Centre for the Arts

\$84.5M

The largest single capital concentration in the portfolio. Requires a phased revitalization strategy integrating SOGR, Net Zero, accessibility, and full theatre renewal.

Meridian Hall

\$60.6M

Investment driven by Net Zero strategy, sprinkler modernization, ceiling and lighting work — leveraging a "touch it once" approach.

Meridian Arts Centre

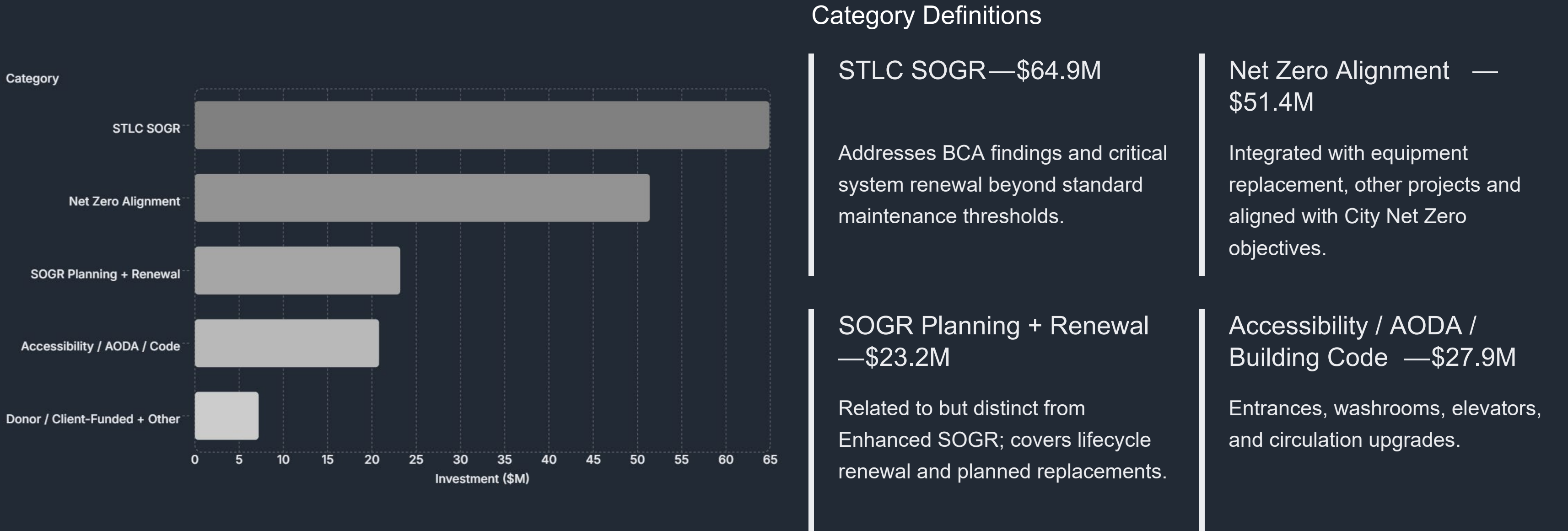
\$24.5M

Investment driven by Net Zero, accessibility, and SOGR. In addition, a donor-funded renovation to modernize the patron experience by upgrading seating, flooring, in-floor electrical and lighting systems, interior finishes, stage backdrops, theatre lighting, and targeted venue repairs.

Investment Categories

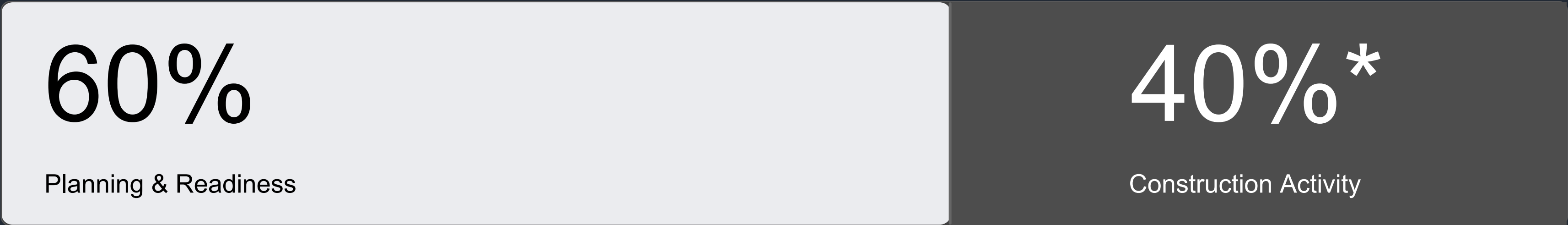
TO Live 10-Year Plan by Investment Category

The capital program is organized around five investment categories that reflect both asset management priorities and policy commitments across TO Live’s three major facilities: St. Lawrence Centre for the Arts, Meridian Hall, and Meridian Arts Centre.



Planning-First: How the Program Is Being Managed

The current phase is intentionally focused on planning and readiness to reduce disruption, protect scope and budget, and support the City’s “touch it once” approach to capital delivery.



Planning Includes

- Scope validation and Building Condition Assessment (BCA) review
- Design development and approvals
- Budget and schedule refinement



Readiness Includes

- Procurement strategy and tender prep
- Operational notice to affected venue users and bookings, coordinated through TO Live
- Risk identification and mitigation



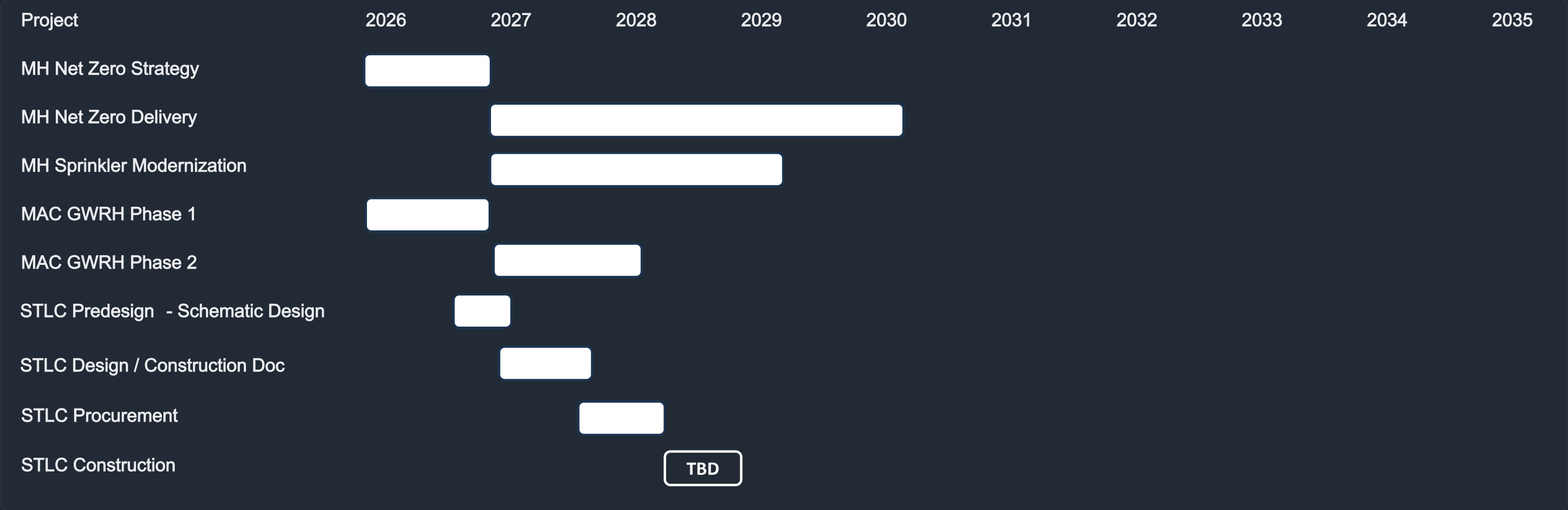
Construction Includes

- Active site delivery and phased works
- Coordinated building interventions
- Commissioning and closeout

*Note: Theatre projects requires longer planning and construction timelines than other projects, as venues must remain operational wherever possible to avoid significant impacts to programming, patrons, artists, and operations.

TO Live Capital Program Roadmap: 2026–2035

A single integrated timeline shows how major projects — representing approximately 95% of planned capital expenditures — are sequenced across the portfolio. Design, procurement, and construction phases are staggered to avoid delivery conflicts and protect operations at all three venues.



 Roadmap based on draft schedule and capital plan. Exact timing is subject to design development, procurement outcomes, and approved phasing decisions.

Meridian Hall: Project Breakdown

Coordinating Net Zero, sprinkler modernization, lighting, and ceiling work through a "touch it once" delivery strategy — minimizing disruption and maximizing efficiency across related building systems.

Net Zero Strategy —\$42.2M

- Updated strategy received by CREM and under active review
- Under review by City Net Zero and heritage teams
- Construction management tender targeted for Q3 2026

Sprinkler Modernization —\$3.2M

- Scope expanded to include light fixtures and ceiling work
- To be tendered jointly with the Net Zero strategy
- Bundling supports lower operational disruption and cost efficiency

SOG —\$10M

- SOG for building repairs and maintenance will be completed over the next 5 years on both interior and exterior elements

\$60.6M
TOTAL
INVESTMENT

AODA —\$2M spent + \$3.2M left

- Projects based on accessibility studies. Final design phase starts in Q4 2026, with construction starting in 2028

Meridian Arts Centre: Project Breakdown

Targeted capital investment in the George Weston Recital Hall (GWRH), with near-term Phase 1 construction underway and a well-defined Phase 2 follow-on scope planned for 2027.



\$2.9M
\$2.275M donated + \$600K SOGR

Phase 1 GWRH —2026

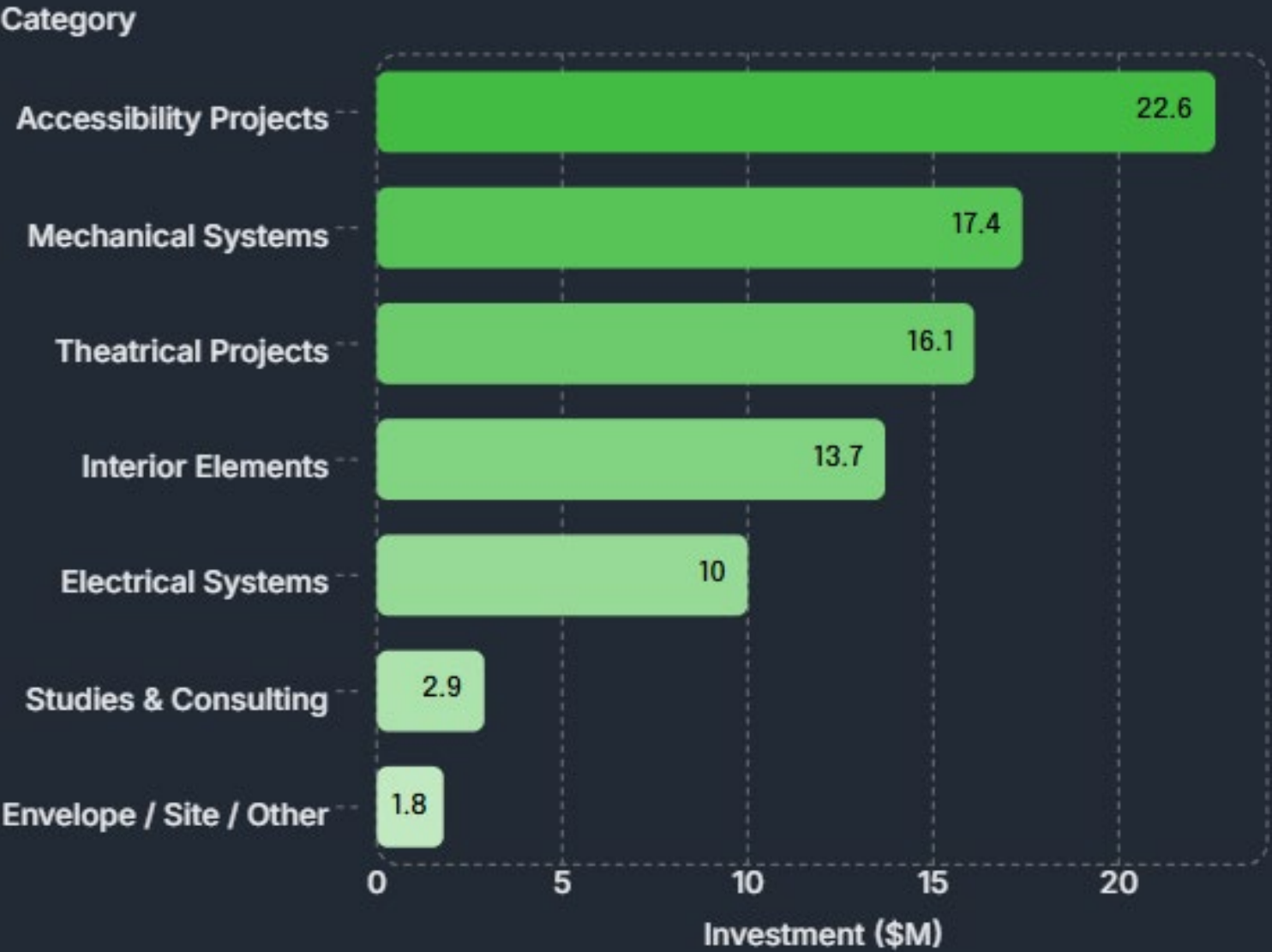
New floor, seating, and seat lighting. Target delivery by end of October 2026. Fully budgeted and in active delivery.

Phase 2 GWRH —2027

House lighting, painting, and stage renovation. Budgeting currently underway with TO Live and CREM to finalize scope and funding.

STLC: Approved 10-Year Capital Plan

The STLC program is the most complex and capital-intensive initiative in the portfolio — a coordinated building systems, accessibility, Net Zero, and full theatre renewal effort delivered through a staged, gate-managed approach.



\$84.5M

Total STLC 10-Year Plan

Enhanced SOGR, accessibility upgrades, Net Zero integration, and theatre-specific renewal delivered through a staged strategy that sequences design, procurement, and construction to protect operations and control cost.

i This is a coordinated capital renewal program for a complex, occupied cultural facility with significant heritage, accessibility, operational, and technical requirements.

STLC Investment Outcomes

STLC: What the Investment Delivers

Scope is organized around four outcomes that serve TO Live, patrons, artists, and the City. Project success depends on integrating these outcomes through design — not treating them as separate stand-alone projects.



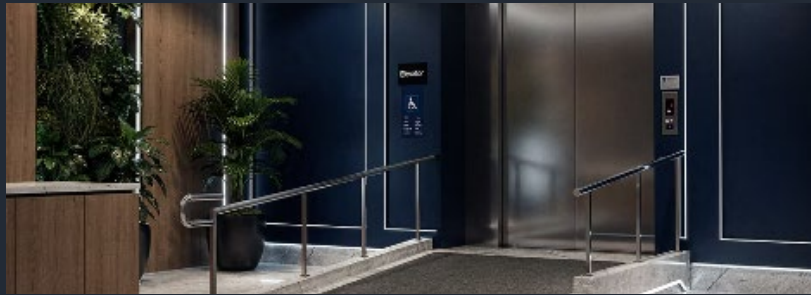
Enhanced SOGR

Replace and renew critical building systems; address BCA findings; complete required lifecycle renewal within the planned capital envelope.



Net Zero

Integrate City Net Zero goals into final design and coordinate equipment replacement with emissions reduction objectives — not a separate program.



Accessibility & Code

Upgrade washrooms, entrances, circulation, common areas, and elevator access within a complex existing concrete structure to meet AODA and code requirements.



Patron & Artist Experience

Improve seating, lighting, finishes, backstage areas, rehearsal spaces, rigging, catwalks, acoustics, and technical theatre equipment for both artists and audiences.

STLC Revitalization Roadmap

Major construction follows a structured sequence of design validation, stakeholder notice, procurement, and stage-gate approvals. The roadmap below reflects both single-phase and multi-phase construction options, with the final approach determined at Gate 4.

Activity	2026	2027	2028	2029	2030	2031	2032
Consultant engagement / GGC approval	●●●●						
Pre-design / Schematic design							
Feasibility, budget, schedule + phasing	●●●●	●●					
Stage Gate 1		Q1					
Detailed Design		●●●●					
Stage Gate 2		Q4					
Documentation (Design and drawings)		●●●●					
Stage Gate 3			Q1				
Procurement			●●●●				
Stage Gate 4							
Construction			TBD				

Key Risks and Mitigation

A planning-led approach gives CREM and TO Live more control before major construction begins. The following risks have been identified and are being actively managed through the program's integrated delivery structure.

Risk	Mitigation Strategy
Operational Disruption	Early phasing analysis, 18-month advance notice to affected venue users and bookings, and two construction phasing options to determine the most effective way to protect venue operations throughout delivery. Design and phasing decisions rest with CREM in consultation with TO Live through the stage-gate process.
Cost Escalation	Stage-gate independent cost estimates, updated scope validation at each gate, and a defined procurement strategy to lock costs before construction begins.
Scope Complexity	Integrated consultant team with a single prime coordinating all disciplines; bundled "touch it once" delivery to reduce scope fragmentation.
Heritage / Net Zero Coordination	Early and ongoing review with City Net Zero and heritage teams embedded in the design process from schematic design onward.
Accessibility Complexity	Detailed design validation against BCA findings, AODA requirements, and applicable code — with specialist consultants engaged from the outset.

Questions?

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