TORONTO

REPORT FOR ACTION

TO Live Capital Program - Priority Project Updates

Date: August 26, 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 Q3 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 Meridian Arts Centre, the St. Lawrence Centre for the Arts (STLC), and Meridian Hall. Key project updates include:

Meridian Arts Centre: Phase One of the George Westin Recital Hall Renovation continues to progress on schedule to reopen by the end of October 2026. Phase One includes new flooring, upgraded electrical and stair lights along with new theatre seating. Phase Two construction is currently scheduled for summer of 2027. Final scope and design are underway and includes painting, acoustic drapery/backdrops, and lighting. Accessibility for Ontarians with Disabilities Act (AODA) upgrades are in the final phase along with theater equipment upgrades.

St. Lawrence Centre for the Arts: The design phase is now underway for the enhanced renovation including State of Good Repair (SOGR), AODA, technical theater upgrades and net zero emissions retrofits. As approved by the City's General Government Committee (GG30.5), Harini Pontarini Architects has been retained as the Prime Consultant. TO Live is exploring a range of funding opportunities, including philanthropic fundraising and federal grant programs, to support enhanced project scope beyond the approved $84 million capital plan. Two design options will be presented to TO Live in Q1 2027 pending additional donations and federal funding.

Meridian Hall: The net zero emissions retrofit feasibility study has been completed and will be coordinated with the STLC Net Zero project to maximize operational efficiencies. Sprinkler, lighting, and ceiling upgrades are in final design, with tendering anticipated in Q1 2027 and construction beginning in Q4 2027. AODA, SOGR, and theatre upgrade projects remain on track for completion in Q4 2026.

TO Live is leading the development of a stakeholder engagement plan to communicate with renters, partners, and other venue stakeholders across its three facilities on planned capital projects including any closures. The engagement strategy will be presented to the Board through a separate report from TO Live.

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 recommendation in this report.

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

DECISION HISTORY

At its July 29 and 30, 2026 meeting, City Council approved an adjustment of $10.8 million for 2026 reflecting various cash flow accelerations and deferrals through the Capital Variance Report for the Four Months Ended April 30, 2026
https://secure.toronto.ca/council/agenda-item.do?item=2026.EX33.8

At its June 15, 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.CT20.13

At its June 2, 2026 meeting, the General Government Committee received a staff report recommending the Committee approve a purchase order amendment with Harini Pontarini Architects 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

Capital Budget and Funding Strategy

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.

City Council approved a downward adjustment to the 2026 Capital Plan via adoption of the Capital Variance Report (EX33.8). The current adjusted Capital Plan for 2026 for the TO Live portfolio is at $12.482 million. These adjustments are driven by revised delivery schedules and efficiencies resulting from the consolidation of multiple STLC projects into a single project for execution, and the integrated delivery of the net zero emission retrofit and sprinkler project at Meridian Hall.

Budget reviews for 2027 are underway in collaboration with TO Live. 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. CREM is actively working with TO Live to provide flexibility in their capital plan to respond to operational requirements to incorporate lifecycle-based SOGR assessments, legislated requirements (e.g. building code compliance), strategic asset objectives and operational needs.

Key Capital Project Updates

The following sections provide key project updates for the Board.

1. Meridian Arts Centre

Phase One of the George Westin Recital Hall Renovation continues to progress on schedule to open to the public for performances by the end of October 2026. Phase One includes new flooring, upgraded electrical and stair lights along with new theater seating. Phase Two construction is scheduled for summer of 2027. Final scope and design are underway and will include painting, acoustic drapery/backdrops, and lighting.

The renovation is funded through two sources including $2.275 million in donations and $600,000 from the SOGR budget.

Other ongoing projects at the Meridian Arts Centre include completion of AODA projects, upgrades to fire alarm system and hydro vaults as well as ongoing technical theater improvements. All projects are currently on schedule, in alignment with the capital plan and operational requirements.

2. St. Lawrence Centre for the Performing Arts (STLC)

As approved by the City's General Government Committee (GG30.5), the STLC enhanced renovations project has been awarded to Harini Pontarini Architects as the Prime Consultants. STLC is being managed through a stage gate process with Phase One underway. Phase One is comprised of site verification, visioning sessions, functional programming and feasibility planning. This phase, anticipated to conclude in Q1 2027, will assess the feasibility and further develop the following two options for consideration by TO Live and CREM, accompanied by detailed budgets and execution strategies:

- *Option One:* Includes all project scope in the approved capital plan of $84 million including enhanced SOGR, AODA upgrades, theater equipment and net zero conversion.
- *Option Two:* Includes all project scope in the approved capital plan of $84 million, plus enhanced upgrades and stakeholder requested scope that could be enabled through additional funding sources beyond the base capital plan. TO Live is leading efforts to identify and pursue these funding opportunities, including philanthropic fundraising and federal government grant programs. CREM would work collaboratively with TO Live to provide technical and project expertise, where required, to support the assessment of funding-related opportunities and associated project impacts. Any additional scope enabled through external funding would be subject to further evaluation of impacts on the approved project design, schedule, budget, and overall project risk profile. Federal grant applications are due in Q1 2027, with approval decisions anticipated in Q2 2027; while other funding opportunities continue to be explored in parallel.

3. Meridian Hall

Meridian Hall's net zero emissions retrofit project feasibility study has been completed, with the implementation of its recommendations planned following completion of the STLC net zero emissions retrofit studies to ensure operational efficiencies between the two buildings.

The sprinkler upgrades and incorporating new lighting and ceilings in the lobby areas of Meridian Hall is in the final design phase and is expected to go to market for competitive procurement in Q1 2027. Construction is anticipated to start in Q4 2027. This will be a multiphase, multi-year project integrated with the execution of the Net Zero retrofit project to maximize operational efficiencies. The final construction execution plan will be developed by CREM in collaboration with TO Live to minimize impacts to the public and TO Live operations.

AODA, SOGR and theater upgrade projects are underway to be completed in Q4 2026.

2026 Portfolio Summary and 2027 Portfolio Plan

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 Q2 2026**

Project Lead	**To be completed in 2026**	**To be started in 2026, multiyear projects**
TO Live (with CREM oversight)	3	0
CREM managed	6	17
Total	9	17

*Since the Q2 2026 reporting, the project count has decreased from 38 to 17 as a result of consolidating multiple projects for STLC.

Initiatives completed in 2026 will deliver meaningful benefits to patrons through accessibility enhancements at both Meridian Hall and Meridian Arts Centre. These upgrades advance AODA compliance and create a more inclusive, accessible, and welcoming experience for all users. Safety and legislative improvements to rigging systems, combined with investments in new lighting control consoles and carpeting replacements, have modernized critical venue infrastructure while improving functionality, reliability, and visitor comfort. Collectively, these investments enhance the overall customer experience and support the long-term sustainability, performance, and continued success of these important cultural facilities.

Next Steps

TO Live is leading the development of a stakeholder engagement plan to communicate with renters, partners, and other venue stakeholders across its three facilities on planned capital projects including any closures. The engagement strategy will be presented to the Board through a separate report from TO Live.

CREM will continue to provide updates on the TO Live capital program implementation to the Board and will present detailed project updates at the next Board meeting.

CONTACT

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SIGNATURE

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