

Amendment to Purchase Order Number 6055184 with Hariri Pontarini Architects for the Enhanced State of Good Repair, Accessibility and Net Zero Project at St. Lawrence Centre for Performing Arts

Date: May 19, 2026

To: General Government Committee

From: Executive Director, Corporate Real Estate Management and Chief Procurement Officer

Wards: 13-Toronto Centre

SUMMARY

The purpose of this report is to request authority to amend Purchase Order Number 6055184 issued to Hariri Pontarini Architects (HPA) for Prime Consulting Services related to the enhanced State of Good Repair (SOGR), Accessibility and Net Zero renovation at the St. Lawrence Centre for the Arts (STLC). The purchase order amendment (POA) has an associated value of up to \$8,821,675 net of all applicable taxes and charges (\$8,976,936 net of Harmonized Sales Tax (HST) recoveries) revising the current purchase order value from \$5,515,438 net of all applicable taxes and charges (\$5,612,510 net of HST recoveries) to \$14,337,113 net of all applicable taxes and charges (\$14,589,442 net of HST recoveries).

The POA is required to address Council direction through item [EX.17.17 - Update on the St. Lawrence Centre for the Arts Redevelopment Project](#) to update the contract scope and to repurpose the existing HPA contract toward the delivery of an enhanced SOGR program. The POA is necessary to enable a revised consulting scope required to deliver the enhanced SOGR program, including accessibility upgrades and integration of Net Zero objectives.

While a contract was previously established for redevelopment services, only a portion of the work was authorized and completed under the existing purchase order before Council cancelled the STLC redevelopment project in 2024. Specifically, in December 2023, a contract with HPA for STLC redevelopment services in the amount of \$34 million was executed following Council approval of the project with established stage gates. The original purchase order (PO) included schematic design as Phase 1 and was issued for \$3 million, with a subsequent POA increasing the total PO value to approximately \$5.5 million.

The enhanced SOGR project has an approved capital budget of \$84.5 million and includes upgrades to building systems, accessibility, interior and public-facing spaces, and alignment with Net Zero objectives. The SOGR renovations are based on the November 2024 Building Condition Assessment (BCA) and Accessibility study to support Toronto Accessible Design Guidelines (TADG) as well as the addition of Net Zero enhancements. Substantial existing-building and major retrofit work is required to achieve enhanced SOGR, Accessibility and Net Zero upgrades due to the current design and concrete structure of the existing building. This work includes:

- **Patron spaces and experience:** The redesign of common areas throughout for accessibility and functionality for enhancements to interior elements including lobby, new front entrance ticket area, theater halls and community spaces.
- **Performance spaces and experience:** The redesign of performance spaces for accessibility and SOGR upgrades including washrooms, changerooms, accessible access to orchestra pits and practice studios.
- **Net Zero enhancements:** The mechanical and electrical SOGR scope will be upgraded to include Net Zero compliance, which were not included in the original SOGR scope and budget.
- **Specialty theater equipment and spaces:** Highly specialized theater system upgrades to equipment as well as design and functional elements throughout the theaters. This includes structural rigging, movable orchestra pit rebuild, modernized audio visual and public announcement system, specialty theater acoustic treatments and seating systems.
- **Base building improvements:** Repairs and upgrades to the building envelope.

It is important to note that accessibility upgrades and redesign for the STLC is extensive and challenging due to the existing building design and specialized theatre elements and equipment. It includes major retrofit work including the addition of elevators, specialty designs for orchestra pits and backstage areas as well as upgrades to all washrooms, changerooms and common areas for TADG compliance as noted above.

Staff recommend proceeding with a POA with HPA instead of a new competitive process to retain a prime consultant. This approach preserves value by avoiding duplicated effort, reducing schedule and redesign risk, and maintaining continuity of project knowledge. HPA's direct experience with the STLC from the design competition through schematic design provides strong familiarity with existing conditions, constraints, and objectives, supporting timely delivery and minimizing rework. The proposed POA value of up to \$8,821,675 net of all applicable taxes and charges (\$8,976,936 net of HST recoveries) for prime consulting services aligns with industry standards for a project of this scale and complexity, reflecting the shift to an enhanced SOGR approach, including work in an occupied heritage facility, complex approvals, and specialized systems. Overall, the fees are considered fair and reasonable, falling within expected ranges for complex retrofit projects involving theatre systems, functional redesign, Net Zero and accessibility upgrades, and significant coordination demands.

HPA will deliver prime consulting services and will be the lead professional consultant directly contracted by the City responsible for all consulting, architecture, design and engineering services required on the project, including comprehensive construction administration and consultant coordination.

CREM and TO Live are currently developing a project plan and schedule for the enhanced SOGR project execution. Advancing the POA is required to maintain the proposed project schedule, which targets construction commencement in June 2028 to align with TO Live operational and programming requirements.

RECOMMENDATIONS

The Executive Director, Corporate Real Estate Management and Chief Procurement Officer recommend that:

1. General Government Committee, in accordance with Section 71- 11.1C of the City of Toronto Municipal Code Chapter 71, Financial Control By-law, grant authority to the Executive Director, Corporate Real Estate Management to amend Purchase Order Number 6055184 with Hariri Pontarini Architects, increasing the current purchase order value by \$8,821,675 net of all applicable taxes (\$8,976,936 net of Harmonized Sales Tax recoveries) revising the total purchase order value from \$5,515,438 net of all applicable taxes (\$5,612,510 net of Harmonized Sales Tax recoveries) to \$14,337,113 net of all applicable taxes (\$14,589,442 net of Harmonized Sales Tax recoveries) for the provision of construction and professional services required to deliver renovations for the enhanced State of Good Repair, Accessibility and Net Zero project at the St. Lawrence Centre for the Arts.

FINANCIAL IMPACT

Costs for prime consulting services including contract administration required to deliver the STLC Enhanced SOGR Project will be funded through the approved TO Live 10-year Capital Budget and Plan. The current project budget for the enhanced SOGR project at STLC is \$84,499,000 and is included in the 10-year Capital Budget and Plan. As the project moves through stage gates and additional funding is determined as being required, staff will seek Council authority as required.

Budget allocation for the prime consultant is included in the \$84.5 million budget for the STLC Enhanced SOGR Project and is tabulated below:

Table 1: Detailed Breakdown of Prime Consulting Fees

Component	Revised Fees
Architecture and Construction Administration	\$3,230,920
Specialty Theatre Elements (including lighting, acoustics, audiovisual, rigging, catwalks, front of house, and seating)	\$1,037,000
Net Zero Mechanical and Electrical	\$1,950,000
Engineering and Specialty Design (including accessibility, structural, civil, envelope, audiovisual, acoustic and other)	\$1,387,755
Sub-Total Consulting Base Fee	\$7,605,675

Specialty Consulting Fees (including radar scanning, internal signage, heritage, and accessibility)	\$211,000
Disbursements (including printing, samples, mock-ups, travel)	\$255,000
Total Prime Consulting Fee	\$8,071,675
Non-recoverable Harmonized Sales Tax	\$142,088
Contingency	\$763,200
Total POA Value	\$8,976,963

Table 2: Anticipated Cash Flow for the Purchase Order Amendment (net of Harmonized Sales Tax recoveries)

Year	Cash Flow
2026	\$1,221,120
2027	\$3,866,880
2028	\$2,035,200
2029	\$1,017,600
2030	\$836,134
Total	\$8,976,936

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as contained in the Financial Impact Section.

DECISION HISTORY

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 an update 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 (decision 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 October 9 and 10, 2024 meeting, City Council directed City staff to pivot the resources originally assigned for the STLC redevelopment project to focus on enhanced SOGR work at STLC and to repurpose the existing HPA contract to address enhanced SOGR design requirements.
<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX17.17>

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>

At its July 19 and 20, 2023 meeting, City Council adopted item EX6.13 - St. Lawrence Centre for the Arts Redevelopment, authorizing the jury's selection of Hariri Pontarini Architects as the winning submission for the St. Lawrence Centre for the Arts Design Competition. Council also authorized the Executive Director, Corporate Real Estate management, in consultation with the President and Chief Executive Officer, TO Live, to enter into an agreement with Hariri Pontarini Architects to complete the schematic design phase for the St. Lawrence Centre for the Arts.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.EX6.13>

COMMENTS

Background

In December of 2024, City Council directed staff, via item [EX.17.17 - Update on the St. Lawrence Centre for the Arts Redevelopment Project](#), to transition from the previously planned redevelopment of STLC to an enhanced SOGR program and to repurpose the existing HPA contract to support this revised scope. While a contract was previously established for redevelopment services, only a portion of the work was authorized and completed under the existing purchase order before the Council directed the pivot.

A POA with HPA is now required to incorporate the expanded scope of consulting services necessary to advance the enhanced SOGR program. Staff do not have delegated authority to execute this amendment, as the approved authority through item EX17.17 does not extend to the revised scope and value. The proposed amendment will enable completion of the revised consulting scope required to deliver the enhanced SOGR project, including accessibility upgrades and integration of Net Zero objectives.

The enhanced SOGR project has an approved capital budget of \$84.5 million and includes upgrades to building systems, accessibility, interior and public-facing spaces, and alignment with Net Zero objectives. This work includes:

- **Patron spaces and experience:** Redesign of common areas throughout for accessibility and functionality for enhancements to interior elements including lobby, new front entrance ticket area, theater halls and community spaces.
- **Performance spaces and experience:** Redesign of performance spaces for accessibility and SOGR upgrades including washrooms, changerooms, accessible access to orchestra pits and practice studios.
- **Net Zero enhancements:** Mechanical and electrical SOGR scope will be upgraded to include Net Zero compliance not included in the original SOGR scope and budget.
- **Specialty theater equipment and spaces:** Highly specialized theater system upgrades to equipment as well as design and functional elements throughout the theaters including structural rigging, movable orchestra pit rebuild, modernized audio

visual and public announcement system, specialty theater acoustic treatments and seating systems.

- **Base building improvements:** Repairs and upgrades to the building envelope.

Rationale for Purchase Order Amendment

Staff recommend proceeding with a POA with HPA rather than undertaking a new competitive process to retain a prime consultant. This approach supports value for money by avoiding duplication of effort, reducing schedule and redesign risk, and maintaining continuity of project knowledge. HPA's direct familiarity with the STLC gained through the international design competition and completion of the schematic design phase provides a strong understanding of existing building conditions, technical constraints, and project objectives. Leveraging this continuity is expected to help maintain delivery timelines and minimize rework, resulting in overall cost efficiencies to the City. The proposed fees reflect efficiencies achieved through this prior involvement, rather than a like-for-like comparison with firms that would require additional time and cost for onboarding, investigation, and design discovery.

Furthermore, the proposed POA value of up to \$8,821,675 net of all applicable taxes and charges (\$8,976,936 net of HST recoveries) for prime consulting services associated with the shift from a redevelopment model to an SOGR approach, is consistent with industry-standard practices and is assessed as fair and reasonable for a project of comparable scale, complexity, and risk profile. This assessment reflects the expanded scope and technical demands of the enhanced SOGR approach, including renovation of an occupied heritage-class facility, complex approvals, extensive construction administration, and the use of specialist consultants.

From a benchmarking perspective, the proposed fees fall within a credible range for a highly complex retrofit project, particularly given the significant theatre systems component, functional redesign of shared public spaces, Net Zero and accessibility upgrades, and the modernization of existing building systems. Canadian industry guidance recognizes that projects involving major renovations, specialist systems, complex approvals, enhanced scope, and intensive construction administration appropriately command higher consulting fees. The theatre systems package is a key cost and coordination driver and is appropriately treated as a specialist component, consistent with industry standards for performing arts venues. Similarly, Net Zero and accessibility upgrades within an existing structure are recognized as materially more complex than new-build work and require additional expertise, coordination, and risk management.

HPA will deliver prime consulting services and will be the lead professional consultant directly contracted by the City responsible for all consulting, architecture, design and engineering services required on the project, including comprehensive construction administration and consultant coordination.

Next Steps

CREM and TO Live are currently developing a project plan and schedule for the STLC enhanced SOGR project execution. Advancing the POA is required to maintain the

proposed project schedule, which targets construction commencement in June 2028 to align with TO Live operational and programming requirements.

CONTACT

Lisa Barroso, Director, Project Management Office, Corporate Real Estate Management, 416-338-0237, Lisa.Barroso@toronto.ca

Kristopher Dell, Vice-President of Operations, TO Live, 416-368-6161, ext. 7140, Kristopher.Dell@tolive.com

Sabrina Dipietro, Senior Manager, Purchasing Client Services, Purchasing and Materials Management, 416-397-4809, sabrina.dipietro@toronto.ca

SIGNATURE

Patrick Matozzo
Executive Director, Corporate Real Estate Management

Geneviève Sharkey
Chief Procurement Officer