Request for Expressions of Interest (REOI) Application Guidelines:

32 Lisgar Creative & Cultural Hub

Application Deadline:
Monday, March 23, 2026, 11:59 PM Eastern Standard Time (EST)

Contact: creativespace@toronto.ca

A. INTRODUCTION

The City of Toronto's Economic Development and Culture (EDC) Division, through Culture Connects: An Action Plan for Culture in Toronto, has a vision for a city where everyone, everywhere, can discover, create, and experience culture, and where culture and creativity is valued and prized as an integral part of our daily lives. Along with this vision is the reality that cultural and creative space is at a premium. Through this Request for Expressions of Interest (REOI), we invite your visions for a creative space that will celebrate and amplify Toronto's cultural vibrancy while providing an accessible, affordable, and sustainable hub.

The City invites applications from qualified incorporated not-for-profit corporations (see eligibility requirements below) interested in leasing and operating a 30,284 square foot City-owned creative and cultural hub (the "Hub") located at 32 Lisgar Street on a long-term basis and delivering programming that includes accessible elements for the local community. The City of Toronto has a history of providing community space to not-for-profit corporations at below-market rent rates. These organizations are vital partners in advancing the City's strategic objectives through programs and services that meet community needs.

The City welcomes expressions of interest from a wide range of creative and cultural not-for-profits organizations, including (but not limited to) organizations who work in media arts, visual arts, theatre, dance, music, community-engaged arts, film/screen, video game, immersive, and literary arts, as well as cultural space operators. The City is open to innovative approaches to governance and programming models that align with the City's strategic priorities as set out in Culture Connects.

The City's goals for this REOI are to:

- Identify a qualified not-for-profit corporation or group of corporations to lease and operate the Hub facility on a long-term basis.
- To identify an operator or group of operators who will provide public programming that serves the creative and cultural sectors, as well as the local community.
- To identify an operator or group of operators that support the City's strategies and plans, including Culture Connects, the Reconciliation Action Plan, and the Toronto Action Plan to Confront Anti-Black Racism.
- Ensure the completion of the black box programming space by 2030.

This REOI is guided by the following principles:

- **Fairness and Equity:** The City of Toronto will apply fair and equitable criteria for the determination of eligibility, and in adjudicating all applications.
- **Openness and Transparency:** The City of Toronto will make information about the building, costs, and the evaluation processes, publicly accessible.

- **Accountability:** The City of Toronto will ensure community representation and representation of equity priority groups as part of the REOI selection process.

B. DESCRIPTION OF THE HUB

The 32 Lisgar Creative and Cultural Hub (the “Hub”) is a dynamic contemporary arts facility located in the West Queen West neighbourhood of Toronto. The Hub comprises the partial podium of a residential condominium building and features high visibility from Queen Street West. A commercial condominium of approximately 30,284 sq. ft. (~2,813 sq. m.), the Hub features 22 flexible and modular spaces over three floors and is designed for a high level of flow and collaboration. Brightly sunlit with glazing on the north and east walls, the Hub features wide hallways designed to accommodate exhibitions, pop-up markets and events, as well as common areas. The Hub includes a flexible open entrance space at grade, designed to be used as a social enterprise area (cafe, pop-up shop), or front desk, and a large bright atrium on the second floor for community events and exhibitions. See Appendix A: Hub Prospectus for further details.

The facility includes six double-height rooms of varying sizes including a large black box space suitable for exhibitions, theatre, immersive space or other activities; two mid-sized black box spaces; two mid-sized spaces with lots of sunlight; and one smaller space. Additional areas are suited for workshops, offices, and galleries. The Hub has potential for a wide variety of creatives uses and a variety of programming. In addition to these spaces, there is also a small space at street level on Lisgar Street, originally intended as a space for visiting artists and residencies. This space is unfinished and not AODA compliant, with stairs at the entrance.

The Property includes one Type G loading space that is shared with the adjacent residential building. It faces Lisgar Park, a City-owned digital park equipped with electrical outlets, screen loops, and free public Wi-Fi. This park can be booked through the City’s Park Permitting and would provide amazing opportunities for expanding beyond the walls of 32 Lisgar. While the Hub does not have dedicated parking, underground Green P parking and paid on-street parking are available nearby.

The Hub shared part of its third floor with a privately-owned commercial property. The City shares some common area costs with the owner of the private property. For greater clarity, the private property was never part of the City’s community benefits agreement space but was negotiated separately and was purchased by a private company.

Background:

In 2012, the Hub was provided as a contribution under Section 37 of the Planning Act, which allowed the City to negotiate community benefits in exchange for additional density. The Hub was negotiated by the City in consultation with the City Councillor and the local community for the benefit of the community and the cultural sector. The Hub was initially intended to support Toronto's media arts sector and to provide a first-class venue for the development and enjoyment of media arts and associated creative digital cultural uses. Ownership of the facility was transferred to the City in 2022, in

accordance with the Section 37 agreement made between the City and the developer. The City subsequently issued an REOI to identify a long-term operator for the Hub, but no viable candidates were identified at the time.

To prepare the building for future use, City Council allocated $500,000 in Section 37 funds to complete unfinished capital projects at 32 Lisgar. Between 2022-2024, significant work was completed to bring the Hub (excluding the black box space) into compliance with AODA and the Ontario Building Code, including HVAC commissioning and electrical, mechanical, and plumbing upgrades.

In 2024, after the completion of capital projects, and once the space was safe to open to the public the City began offering short-term licenses to eligible not-for-profit cultural organizations to provide programming at the Hub while long-term operating plans were being developed. Temporary licenses will continue to be made available until a long-term Hub operator is secured (targeting January 2027).

C. KEY TERMS

- **Below-Market Rent** refers to a rental cost charged by the City to lease Community Space that is below the market rate identified by the City for that space or a comparable space.

- **Black Box Programming Space** refers to a flexible rectangular multi-use programming space suitable for performing arts, screen-based presentations, events, exhibitions, immersive digital, and other uses.

- **Community Space** refers to any space owned or leased by the City, including but not limited to a commercial building, cultural facility, heritage building or industrial building, or vacant land.

- **Cultural Hub** refers to a type of City-owned community space intended to provide affordable space to not-for-profit cultural organizations. A Cultural Hub supports a variety of cultural services and programs and is characterized by three or more tenants co-located in a space with intentional service and program integration.

- **Municipal Capital Facility (MCF)** refers to a Community Space that is made exempt from property taxation under subsection 252(6) of the City of Toronto Act, 2006 as a facility used for the provision of social or health services, community centres, or for cultural or recreational services pursuant to paragraphs 10, 14 and 16 subsection 2(1) of Ontario Regulation 598/06, as applicable.

- **Not-for-profit** refers to a federally or provincially incorporated not-for-profit organization.

- **Nominal Rent:** a type of Below Market Rent that allows the City to offer a deeply subsidized rental rate, while still meeting the legal requirements for a commercial lease.

- **Request for Expressions of Interest (REOI)** refers to a notice issued by the City that invites applications for a Community Space in an available Community Space.

- **Rough Order of Magnitude (ROM)** estimate refers to an early, informal, and broad estimate of project costs derived from comparative research and industry standards, and not from expert cost analysis. The ROM estimate for the Black Box Programming Space provides a ballpark figure to help applicants understand the possible scope of costs. It's a starting point for budgeting and strategic planning, not a detailed cost analysis.

- **Social Purpose Enterprise** refers to a program or service delivered by a Tenant in a Community Space, where the primary purpose is part of the social, health, community centre, cultural, or recreational services being provided by the Tenant but which may generate revenue ancillary to that purpose and which revenue is solely used to support the Tenant's program, administration, operating or capital costs.

- **Sublease Acknowledgement Agreement** refers to an agreement entered into amongst the City, a Head Tenant and a Subtenant in respect of the sublease.

- **Subtenant** refers to an organization that subleases a portion of Community Space from the Head Tenant.

- **Tenant** refers to an organization that leases Community Space.

D. HOW TO APPLY

Applicants must email creativespace@toronto.ca to request an application package.

Completed applications must be submitted to creativespace@toronto.ca by **11:59 PM** on **Monday, March 23, 2026.**

Complete and email (in one single email) all **REQUIRED ATTACHMENTS:**

- ✓ **Application Form** (complete and attach, including all required attachments)

- ✓ **Budget Form** (complete and attach Excel Budget Form - complete Sheets 1, 2, and 3)

- ✓ **Audited financial statements (for the past two years)**, signed by the Auditor and authorized representative of the Board of Directors (attach PDF)

- ✓ **Signed Declaration of Compliance with Anti-Harassment/Discrimination Legislation & City Policy Form** (attach PDF)

Only one application per applicant will be accepted. Applications must be signed (e-

signatures accepted).

Accessibility: Accommodation of accessibility support requests (e.g., documents in alternate formats, sign- language interpreters, off-hour meetings) is available to ensure groups can fully participate in the process. Please note that deadline extensions will not be possible. For accessibility accommodation please contact creativespace@toronto.ca.

Eligibility Criteria:

Eligible applicants must be:

- ✓ Registered not-for-profit corporations (may not be a subsidiary or a related entity of a for-profit corporation or a for-profit social enterprise)
- ✓ Toronto-based organizations that provide arts & cultural or creative industries programs and services to Toronto residents
- ✓ In good financial standing (minimum two years audited financial statements required)

REOI Application Types:

Recognizing a wide range of space needs and organizational capacities, the City will accept two types of applications from eligible organizations:

1. **Head Tenant:** one eligible non-profit organization (Head Tenant) will lease, operate, and program the Hub, including the design, completion, management and operation of the Black Box Programming Space. The Head Tenant may opt to select eligible subtenants, who would also be assessed as part of the REOI application, or select subtenants at a later date through an open and transparent REOI process approved by the City. Subtenant lease agreements must be in a format approved by the City, and all Subtenants would be required to sign a Sublease Acknowledgement Agreement with the Head Tenant and the City. The Head Tenant may opt to dedicate selected Hub units for the purpose of short-term rentals for not-for-profit creative and cultural programming. Short-term rentals must be offered in compliance with the terms and conditions of the Lease Agreement, and rental agreements must be in a format approved by the City.

2. **Collective Hub Tenancy:** a collective, co-operative, or collaborative group of multiple (two or more) eligible non-profit organizations who will lease, operate, and program specific units within the Hub, and manage shared areas collaboratively. Each organization would enter into a Lease agreement and Service Agreement with the City, for used of their leased area, as well as a Hub co-location governance agreement signed by all Hub tenants, to set out the terms and conditions of Hub governance, including cost sharing for property management and related costs, a conflict resolution processes, and shared Hub management obligations.
    - One sole eligible not-for-profit organization (the Blackbox Tenant) must be designated as part of the REOI application to design, complete, manage, and operate the Black Box Programming Space. The Blackbox Tenant may enter

into short-term rental agreements for the Blackbox Programming Space in a format approved by the City.

Mandatory Information Session and Site Tour:

Applicants must attend an REOI information session and an in-person site tour (see Appendix C for details). The information sessions and site tours will provide important details on the REOI application process, such as the terms of the lease agreement, Municipal Capital Facility Agreement, projected operating costs, and technical specifications. The REOI application form will include a field for City staff to confirm your attendance at a site tour.

Additional informational and networking sessions will be offered as part of the REOI process. Applicants are encouraged to attend REOI workshops and networking events, but only the information session and site tour are mandatory.

City Support for Applicants:

The City is deeply committed to ensuring the success and long-term sustainability of the Hub and is committed to providing:

- **Due Diligence License Agreement:** The City will provide a due diligence gross rent license agreement for a term of one year before requiring the Tenant(s) to enter into a long-term lease agreement. This due diligence period will allow the tenant(s) to complete pre-construction and financial planning towards the completion of the Blackbox Programming Space and any facility fit outs. The Due Diligence period will provide a fixed, subsidized monthly rent, which will allow the Tenant(s) to defer taking on the full operating costs for the Hub, as detailed below.

- **Below-Market Rent:** a rental cost charged by the City to lease Community Space that is below the market rate identified by the City for that space or a comparable space.

- **Long-Term Lease:** The City will provide a 10-year lease term with option to renew for an additional 10 years, in order to allow the Head Tenant security of tenure and maximize the value of its investment in capital improvements to the Hub.

- **Black Box Completion Assistance:** the City is committed to working with the Tenant to complete the black box programming space, including providing support for fundraising and technical assistance towards its design and completion. The specific nature and extent of these resources will need be determined at a later phase of Hub planning, based on final design drawings, engineering, architectural and cost analysis, which will be led by the Tenant(s).

- **REOI Application Support:** The City will present a series of REOI information sessions (see Appendix C for details), site tours, networking opportunities, and workshops on topics relevant to the REOI Application, as well as one-on-one application support. Info sessions and workshops are intended to provide detailed information about the REOI application process, help applicants understand key topics related to cultural hub governance, operation and artist-sensitive management, capital fundraising and planning, and provide additional information on budget development and how to apply.

- **Capital Project Support and Permit Navigation:** The City will assemble a subject matter expert team led by Economic Development and Culture, Corporate Real Estate Management, and other divisions as needed to assist the Tenant in navigating any permit and licensing requirements as well as capital fundraising efforts and capital grant applications.

REOI Key Dates:

The following timeline is subject to change at the sole discretion of the City, and appropriate written notice of any changes will be provided to those who have registered for an information session and/or site tour.

- Monday November 24, 6-8pm: REOI Information Session & Site Tour #1
- Monday December 1, 6-7:30pm: Capital Projects Panel
- Monday December 8, 6-7:30pm: Creative & Cultural Hub Operating & Governance Models Panel
- Monday January 12, 6-8pm: REOI Information Session & Site Tour #2
- Thursday January 22, 6-7:30pm: Property Management for Arts Spaces
- Monday February 2, 6-8pm: REOI Budget Workshop
- Monday March 23, 2026 (11:59 pm): Application deadline
- May 2026: Applicant notification
- Summer-Fall 2026: Develop execute Due Diilgence License Agreement
- January 1, 2027: Estimated earliest occupancy date

Visit the City's Properties for Lease webpage for event registration links: https://www.toronto.ca/business-economy/doing-business-with-the-city/properties-for-lease/.

E. BASIC RENT AND OPERATING COSTS

The Hub is owned by the City, with the City acting as landlord. The Hub will be leased through a Below Market Rent Lease Agreement is "*net and carefree to the City*", meaning that, while the City will charge a nominal fee in lieu of market rent, the Tenant(s) will be responsible for paying all operating costs, to be paid as "additional rent" as outlined in the Lease Agreement. The following cost breakdown is provided to help support applicants in estimating operating costs for their REOI application budget (see sheet one: 5-Year Operating Budget). However, costs will vary widely, depending

on the needs of the Tenant(s), the use of the space, inflation, cost escalation and other factors. The following estimates are provided based on the best information available.

Nominal Rent

The Hub will be offered on a Nominal Rent basis, meaning that the City will only charge the Head Tenants $2 per year in lieu of fair market rent. The total rent for the full term of the lease ($20 plus HST(would be paid by the Head Tenant to the City at the time of the lease execution. The Lease Agreement would be net and carefree to the City, so the Tenant will be responsible to pay for its own ongoing operating costs as “Additional Rent”.

Additional includes, but is not limited to, a proportionate share of the Condominium Shared Facilities costs, utilities, cleaning and repairs and maintenance, as further detailed below. Operating costs include a proportionate portion of the Condominium Shared Facilities costs and Utilities costs, as detailed below.

Additional Rent

The Tenant(s) will be responsible for paying “additional rent”, which includes all annual operating costs for the facility. Additional rent will include all separately metered utilities (hydro), and a proportional share of the Shared Facilities Costs (costs shared with the residential condominium corporation and commercial condominium) including centrally metered utilities (water, gas, geothermal), non-residential garbage removal, external window cleaning, snow and ice removal, fire and life safety systems, etc. (see Appendices B and D). Additional Rent will be billed at an estimated rate calculated by the City, and accounts will be reconciled annually to ensure any overpayments or underpayments are credited or debited to the Tenants’ account accordingly.

Utilities

Hydro, meaning hydroelectricity, is separately metered and will be billed directly to the Tenant(s). Actual hydro costs may vary widely, depending on how the Tenant uses the space. The City shall not be responsible for any hydro costs or arrears. Applicants should allow for inflation in their Operating Budgets. Hydro costs are estimated at approximately $60,000/year (based on 2025 costs and accounting for inflation and cost escalation).

Geothermal refers to the extraction of thermal energy from the earth to heat and cool a building using a sustainable and low-emission system. Geothermal costs are paid directly to the condominium corporation based on a proportional portion of the overall building as well as the shared facilities. Geothermal costs have not yet been determined by the condominium corporation.

Water costs will be paid directly to the condominium corporation based on a proportional portion of the overall building as well as the shared facilities. Water costs have not yet been determined by the condominium corporation.

Gas costs will be paid directly to the condominium corporation based on a proportional share of the overall building costs as well as shared facilities. Gas Costs have not yet been determined by the condominium corporation.

Shared Facilities Costs

Shard Facilities Costs are costs related to the maintenance of areas that are shared with the residential condominium corporation and commercial condominium. Shared Facilities Costs include a proportional portion of:

- Utilities
- Fire and life safety (FLS) system: regular maintenance and repair
- Non-residential garbage removal
- Shared facilities: Fire and Life Safety maintenance and repair, cleaning, pest removal, maintenance and repair of shared facilities, including shared hallways and stairwells

The City is currently in the process of determining shared facilities costs with the condo corporation and will provide a more accurate estimate when costs are confirmed.

Taxes

The Tenant is responsible for the payment of any applicable taxes. However, the City intends to designate the Hub as a Municipal Capital Facility (MCF), subject to the passing of a by-law by Toronto City Council. An MCF designation would exempt the Hub from taxation for municipal and school purposes under section 252 of the City of Toronto Act, 2006 and O. Reg. 598/06. If the MCF by-law is passed, the Tenant will enter into an MCF agreement as an appendix to their Lease Agreement, exempting the facility from municipal and school taxes contingent upon continued eligibility, asset out in the MCF agreement.

Please note: the main-floor cafe/lobby space may be used for a social enterprise business (cafe, store, etc.), so long as any profits are cycled into operating the Hub. If the cafe/lobby space is used for a social enterprise business, that portion of the property will be reassessed and designated as commercial by Municipal Property Assessment Corporation (MPAC), and commercial taxes will apply. Please factor any social enterprise tax costs info your budget.

Insurance

For the term of the license and lease, the Tenant(s) will be required to purchase and maintain in force:

- Commercial General Liability: not less than $5 million per occurrence.

For the construction of the Black Box Performance Space, the Tenant will be required to purchase and maintain in force:

- Commercial General Liability: not less than $5,000,000.00 per occurrence;
- Wrap Up: Commercial General Liability ($10,000,000) – covers all contractors, subcontractors, etc.;

- Contractors All Risk: covers damage or loss of construction materials, equipment, etc.; and
- Automobile: not less than $5,000,000 per occurrence.

Ongoing Repairs and Maintenance

The Tenant will be responsible for all ongoing basic repairs and maintenance. Maintenance and repair costs can vary widely. The City's repair and maintenance costs for 2025 were approximately $60,000, including regular elevator maintenance and repairs, plumbing, electrical, HVAC, and other repair costs (see Appendix B for a detailed cost breakdown).

Budgeting for Capital and Fit-up Costs (including Black Box Programming Space)

The following information is provided to help support applicants in developing a rough order of magnitude capital budget estimate for the REOI Budget Form. However, capital costs will vary widely, depending on the customization needs of the Tenant. The most substantial cost will be the completion of the Black Box Programming Space. Some additional fit-ups or leasehold improvements to the facility may also be proposed, such as floor polishing or coverings, finishings, furnishings, fixturing, and equipment, etc. Some applicants may wish to propose more extensive customization, such as adding or removing walls, creation of additional units, etc.

Please note that any leasehold improvements must be approved by the City. A successful application does not constitute construction approval.

Please provide a detailed estimate of expenses and revenues related to all capital costs in the Budget Form (sheet two). Costs can be estimated based on industry standards, such as the 2025 Altus Canadian Cost Guide (free to access).

- The Hub (with the exception of the Black Box Programming space) is in base building condition, with HVAC, geothermal, unfinished concrete floors, all doors, finishings, drywall, elevator with inspection certificate, and paint.
- Any major capital repairs (determined by the City's Corporate Real Estate Management (CREM) to be 'capital' in nature), will be undertaken by the CREM's Facilities Management (FM) department and covered by the City. A list of typical Capital vs. Maintenance costs is attached as Appendix D.
- It is the responsibility of the Tenant to cover all costs associated with any additional fit-ups, or leasehold improvements (interior renovations and customization), as well as any furnishings, fixturing, and equipment, including completion of the black box programming space and the additional side space
- Capital costs may vary widely, depending on black box programming space design as well as specific needs related to programming requirements for the Hub. Cost estimates should be included in the REOI budget form (sheet two: Capital Budget). Applicants must demonstrate financial capacity for any planned leasehold improvements. Applicants can use the Altus Canadian Cost Guide referenced above. Any leasehold improvements require written authorization

from the City and can begin no earlier than the occupancy date as set out in the Lease Agreement.

F. REOI APPLICATION ASSESSMENT PROCESS

All REOI applicants must contact City staff to confirm eligibility before proceeding with an application. Please contact staff well in advance of the REOI deadline, at least 6 weeks in advance of the deadline, and preferably before the end of 2025.

All eligible applications will be screened for completion and eligibility by City staff, before being submitted for adjudication to an Advisory Committee comprised of City staff and community members, if required, selected and managed by the City's Economic Development and Culture Division.

The Advisory Committee will assess each eligible application according to the assessment criteria, submit final application scores, and make a consensus-based recommendation on a Tenant or group of Tenants, as well as provide a shortlist of highly recommended applicants, in the event that the top scoring applicant withdraws.

The successful applicant(s) will be selected at the absolute discretion of the City. The recommendations of the Advisory Committee will not oblige the City to negotiate or execute an agreement with the recommended organization, or any organization, should the applicants be deemed not to be suitable by the Advisory Committee or the City. Any award of an agreement resulting from this REOI will be contingent upon approval by City Council and must be carried out in accordance with the by-laws, policies, and procedures of the City. By responding to the REOI, applicants acknowledge and agree that the decisions of the City are final.

Assessment Criteria

Applications will be assessed based on their eligibility and the following REOI assessment criteria. The application will be scored out of 100 points. A minimum score of 75 points is required to be considered an 'application of merit'.

1) Hub Vision (25/100 point)

Applicants should provide a clear artistic vision and programming plan for the Hub that will be feasible and sustainable over the lease term. The City is looking for bold, imaginative proposals to help shape a facility that celebrates and connects our creative and cultural communities. Applicants should present a clear vision that reflects inclusivity and creativity, along with a governance model that supports collaboration, transparency, accessibility, and affordability. While not required, we are excited to see innovative ideas – whether in programming, design, or operations – that push boundaries and showcase Toronto as a leading centre of creativity and innovation.

Applications will be assessed on:

- The creative and artistic merit of the proposed Hub programming,

- The impact of the proposed tenancy on the applicant and subtenant organizations,
- The impact of the proposed programs and services on the cultural sector and creative industries,
- The impact of the proposed programs and services on the city, more broadly
- Design and programming vision for the Black Box Programming Space.

2) Community Impact and Service Delivery (25/100 points)

Applicants must demonstrate how their proposed Hub programming will impact their own organization(s), the local community, the creative and cultural sectors, and the city, more broadly. Applicants must demonstrate how their proposed Hub programming will provide accessible, affordable, welcoming, and safe space for the cultural and creative industries, residents and artists. Applicants must also demonstrate how they align with the City's objective to help provide affordable, accessible, and welcoming cultural space and community programs and services and how they will help to eliminate barriers to cultural space, services, and programs faced by Indigenous, Black and equity-deserving residents and artists. Applicants must also demonstrate how they align with the City's objective to help provide affordable, accessible, and welcoming cultural space and community programs and services.

Applications will be assessed on:

- Strength and feasibility of the applicant's artistic vision and programming plan for the Hub,
- The impact of the proposed programs and services on the city, more broadly
- The strength of the applicant's proposed programming partnerships with local communities, equity-deserving communities, grassroots groups, and organizations.
- The quality of the organization's anti-racism, accessibility, equity, and inclusion processes and policies, including representation of equity-deserving communities within the organization's leadership, staff, board, and communities served, and plans to reduce systemic, affordability and accessibility barriers to services, and programs.

3) Organizational and Financial Capacity (50/100 points)

Applicants must demonstrate strong organizational capacity, governance, financial position, and fiscal oversight. Applicants must demonstrate they are in good financial standing and not in default under any existing leases, service agreements, or other agreements with the City, and have limited risk of insolvency or bankruptcy. Applicants should demonstrate substantial experience in managing space, subtenants and rentals, and undertaking successful capital projects, or provide plans to build capacity, within a reasonable amount of time, for these skills. Applicants must provide feasible and realistic operating and capital budgets, including development of the Black Box Programming Space. Applicants must provide a long-range forecast for the development of the property (fit-ups, black box, other capital improvements) as well as long-term financial planning for the property.

Applications will be assessed on:

- Strength of organizational, policy, governance, and operational structures,
- Capacity and qualifications of the Board of Directors, demonstrating functional expertise in the organization's program and service areas, as well as legal and fiscal oversight,
- Overall organizational capacity to manage the Hub, including experience in managing space, subtenants, rentals, and capital projects
- Feasibility of the project plan for the design and completion of the black box space
- Demonstration of ongoing financial good standing, financial capacity, and a positive cash position through the applicants' audited financial statements,
- The extent to which the operating and budget demonstrates financial capacity, good financial planning, a stable revenue mix, and ability to manage operational costs,
- The extent to which the capital budget demonstrates financial capacity, good financial planning, a viable capital fundraising plan, and ability to manage capital costs.

Application evaluation results are the property of the City and are subject to the *Municipal Freedom of Information and Protection of Privacy Act* (the Act). Evaluation results may be subject to public release under the Act. City Council and individual members of the City Council have the right to view the responses, provided that their requests have been made under the Act.

G. LICENSE, LEASE AND SERVICE AGREEMENTS

License Agreement

The City will provide a due diligence gross rent license agreement for a term of one year before requiring the Tenant(s) to enter into a long-term lease agreement. This due diligence period will allow the tenant(s) to complete pre-construction and financial planning towards the completion of the Blackbox Programming Space and any facility fit outs. The Due Diligence period will provide a fixed, subsidized monthly rent, which will allow the Tenant(s) to defer taking on the full operating costs for the Hub

Lease Agreement

The Lease Agreement between the City and the Tenant will set out the terms and conditions for use of the Hub. These include, but are not limited to:

- Net Lease: Tenant to pay all costs, including maintenance and repair, utilities, shared facilities costs, fit-ups, capital improvements, etc.
- Term: The City intends to offer a 10-year lease term with an option to renew on the same terms and conditions for an additional 10 years. The renewal option may be exercised at the tenants discretion, subject to continued eligibility.
- Use: use of premises, prohibited uses, permits and licenses.
- Insurance: Commercial General Liability, All Risks, Construction, etc.
- Overhold provisions: allowing lease to continue on month-to-month basis following the end of the term during negotiation of renewals.
- Basic Rent: Market rental rate is waived. Tenant will pay a Nominal Rent of $20 for the 10-year term.

- Additional Rent: describes operating costs, including utilities and shared facilities costs (fire and life safety systems, snow and ice removal, shared area costs, etc.), and the cost reconciliation processes.
- Tenant's tax obligations: Tenant responsible for realty taxes, information on the Municipal Capital Facilities designation and tax exemption.
- Leasehold Improvements: construction, use, management of leasehold improvements, City consent and approval, Construction Act surety bonds, security, holdback, building permit, capital project approvals, Fair Wage and Labour Trades contractual obligations, construction liens, inspections, etc.
- Assignment and subletting: Tenant may not transfer or assign the Lease without Landlord's consent. Any subtenants must be approved by the City, subleases must be in a form approved by the City and must be eligible incorporated not-for-profit organizations (not a subsidiary or related entity of a for-profit corporation).
- Tenant's Maintenance and Repair obligations: Tenant shall maintain in a state of good repair the interior of the Premises, as would a prudent owner, including regular preventative maintenance.
- Landlord's Capital Maintenance and Repair obligations: Landlord shall be responsible for major capital costs for the structure and external components.
- Liability, Release, and Indemnity: City shall not be held liable.

Authorization from Toronto City Council is required to execute the Lease Agreement, including approval of all Tenants and Subtenants.

Service Agreement
The Service Agreement is a companion document to the Lease. The Service Agreement will (a) lay out the programs and services offered by the Tenant(s) at the Hub, (b) the conditions for offering the space so that the activities and programs of the Tenant(s) remain consistent with the City's priorities, (c) the organizational eligibility criteria to be maintained throughout the Tenancy, and (d) the annual reporting requirements to be maintained by the Tenant(s).

Key terms of the Service Agreement include:
- The Tenant(s) shall continue to meet the eligibility criteria set out in the REOI, and in the Lease Agreement.
- The Tenant(s) will notify the City of any changes that may result in it being ineligible.
- The Service Agreement commences and terminates on the same dates as the Lease Agreement. Thus, the Service Agreement shall automatically terminate upon termination of the Lease Agreement.
- The Tenant(s) will provide the City with annual detailed updates on its services and programming to assist the City in determining its ongoing eligibility.
- The Service Agreement does not create or lead to any partnership or joint venture between the parties (the City and the Tenant(s).

APPENDIX A: HUB PROSPECTUS

Address	32 Lisgar St, Toronto ON
Intersection	Queen Street West, Dovercourt
Neighbourhood	Ward 9 - Davenport
Space Specifications	• Total square footage: 30,284 ft2 (~2,813 m2) • Number of units: 22 units • Number of floors: 3 floors • Main Floor: The main entrance, lobby, accessible washroom, and unit #1 are located at grade, with a dedicated entrance. • Second Floor: Units 2-19, large multi-stall universal washroom, additional accessible washroom, elevator lobby, large hallways, open space, and unfinished black box space • Third Floor: Units 20-22, elevator lobby, and hallway • Accessibility: AODA compliant with accessibility features, including automatic door openers at the entrance, first and second floor accessible washrooms with automatic doors and large changing tables on main and second floor, two elevators (a north passenger elevator, and a south freight elevator), and extra wide hallways and doors.
Occupancy Date	January 1, 2027 (Estimated)
Due Diligence License Period	January 1-December 31, 2027 (TBC)
Lease Term	10-years (estimated January 1, 2028-December 31, 2037 – TBC).
Renewal Option	Option to renew on the same terms and conditions for another 10-year period (estimated January 1, 2038 – December 31, 2047). Renewal at the Tenant's discretion, subject to the Tenant remaining eligible and in good standing.
Zoning	More information about the Site-Specific Zoning By-law can be found here: https://www.toronto.ca/legdocs/bylaws/2012/law0804.pdf. For use by a charitable institution, non-profit institution, cultural and arts facility, community services and facilities, or other community or social agency acceptable to the City of Toronto.
Basic Rent	Basic rent will be $20 CAD for a 10-year term.
Additional Rent	A proportional portion of the shared facilities costs, billed to the City by the condominium corporation, will comprise Additional Rent. Additional Rent will be paid to the City in monthly installments of Estimated Additional Rent, then reconciled at year end. Any overpayment will be refunded to the Tenant, based on actual costs. Any underpayment will be paid to the City. See Appendix B for a detailed cost estimate. Please note that shared facilities costs may vary, depending on utilities usage. Estimated costs provided may not accurately reflect future operating costs. See Appendix B for estimated costs.

Utilities	Utilities (hydro) are paid by the Tenant(s) as part of Additional Rent. Utilities (water, gas, and geothermal) costs are paid by the condominium corporation, paid by the City, and will be charged to the Tenant(s) as part of Additional Rent. See Appendix B for estimated costs.
Insurance	For the term of the license and lease, the Tenant(s) will be required to purchase and maintain in force: • Commercial General Liability (TBC): not less than $5 million per occurrence. For the construction of the Black Box Performance Space, the Tenant will be required to purchase and maintain in force: • Commercial General Liability (TBC): not less than $5,000,000.00 per occurrence; • Wrap Up (TBC): Commercial General Liability ($10,000,000) – covers all contractors, subcontractors, etc; • Contractors All Risks (TBC) – covers damage or loss of construction materials, equipment, etc; and • Automobile: not less than $5,000,000 per occurrence. Certificates of Insurance will be required by the City before the license or lease agreement(s) can be signed.
Blackbox Programming Space Construction	Completion of the Blackbox Programming Space and any additional leasehold improvements (i.e.: fit ups, furniture, fixturing, equipment) will be the responsibility of the Tenant, and will require review, approval, and written consent by the City. Costs may vary widely, depending on the needs of the Blackbox Tenant. Architects and cost consultants will need to be engaged during the Due Diligence period to estimate costs. Applicants may wish to use the Altus 2025 Canadian Cost Guide to estimate construction costs for the purpose of the REOI application, but more accurate costs will be required before the City and the Blackbox Tenant enter into a long-term Lease Agreement. The City recognizes that early construction cost estimates may not be accurate and is committed to supporting the Tenant through the Blackbox due diligence and construction phases by providing administrative and technical support and permit navigation. An initial ROM Blackbox cost estimate must be submitted as part of the REOI Budget Form (Capital Budget, sheet two).
Fit Ups & Other Leasehold Improvements	Any fit-ups or other leasehold improvements will be the responsibility of the Tenant and must be included in the REOI Budget Form (Capital Budget, sheet two). Any leasehold improvements will require review, approval, and written consent by the City.

APPENDIX B: HUB COST ESTIMATES

Estimated Annual Operating Costs – Due Diligence Period

The City will provide a Due Diligence License Agreement for a term of one year (January 1, 2027-December 31, 2027 TBC) before requiring the Tenant(s) to enter into a long-term lease agreement. This Due Diligence period will allow the tenant(s) to complete pre-construction and financial planning towards the completion of the Blackbox Programming Space and any facility fit outs. The Due Diligence period will provide a fixed, subsidized monthly rent, which will allow the Tenant(s) to defer taking on the full operating costs for the Hub, as detailed below.

Cost Description	Cost Estimate (2027)
Gross License Fee – One Year (payable in monthly payments of $10,000/month)	$120,000

Estimated Annual Operating Costs – Lease Period

Operating costs will vary widely, according to use. Costs include, shared facilities costs with the condominium corporation (a proportional portion of centralized utilities, shared facilities maintenance, administration, fire and life safety for shared facilities, garbage removal, insurance for shared facilities, etc.), property management, security, separately metered utilities (hydro), utilities shared with the condo (water, gas, geothermal), insurance, repairs (carpentry and odd jobs), regular facility maintenance (facility fire and life safety, Technical Standards and Safety Authority (TSSA) required monthly elevator safety maintenance and annual certification, electrical, heating, ventilation and air conditioning (HVAC), plumbing, mechanical), emergency repairs, and other operating costs. Below is an estimate of the shared facilities costs based on the City's annual operating costs for 2025. Any estimated operating costs for future years should include assumptions for inflation and cost escalation, as well as a contingency for any unforeseen repairs and maintenance costs. These costs do not include the City's capital work on the facility.

Cost Description	Cost Estimate (modeled on 2025 costs)
Shared Facilities Costs	TBC
Utilities: Hydro	$60,000
Facilities Maintenance	$60,000
Total Estimated Annual Operating Costs (excluding shared facilities costs)	**$120,000**

Estimated Black Box Programming Space Completion Costs (based on Altus Cost Guide)

Please note that the following information is presented as a rough order of magnitude cost range. The Altus Canadian Cost Guide is published annually and presents a snapshot of market costs for a range of facility types, including Performing Arts Facility and Museum/Gallery construction costs.

Black Box Programming Space Construction - Rough Estimate	Low End Cost Estimate	High End Cost Estimate
Performing Arts Facility	$2,611,320	$3,528,060
Museum/Gallery	$1,833,480	$3,333,600

APPENDIX C: REOI INFORMATION SESSIONS, SITE TOURS AND WORKSHOPS

To register for information sessions, site tours and workshops, please visit the City's Properties for Leases Webpage. Please contact creativespace@toronto.ca with any questions.

Please note that all applicants must attend one of the mandatory two information sessions and site tours.

Information Session and Workshop Schedule:

- Monday November 24, 6-8pm: REOI Information Session & Site Tour #1
- Monday December 1, 6-7:30pm: Capital Projects Panel
- Monday December 8, 6-7:30pm (TBC): Creative & Cultural Hub Operating & Governance Models Panel
- Monday January 12, 6-8pm: REOI Information Session & Site Tour #2
- Thursday January 22, 6-7:30pm: Property Management for Arts Space
- Monday February 2, 6-8pm: REOI Budget Workshop

REOI Information Session and Site Tour #1
Date & Time: Monday, November 24, 6-8pm
Location: 32 Lisgar, Atrium (2nd floor)
Registration: Capacity is limited, please RSVP via Eventbrite
Description: The City of Toronto invites interested and eligible not-for-profit arts organizations to attend the 32 Lisgar Creative & Cultural Hub REOI Information Session & Site Tour. This session will include a detailed overview of the REOI Guidelines and application process, information on upcoming workshops, a facility tour, and an opportunity for applicants to network. Refreshments will be provided.
Facilitators: Ben Macintosh, Manager, Cultural Partnerships; Erika Hennebury, Senior Cultural Affairs Officer, Office for Cultural Space; and Anthea Foyer, Sector Development Officer, Creative Technology
Accessibility information: The Atrium at 32 Lisgar is located on the second floor. The main entrance facing the park has an accessible automatic door. There are accessible bathrooms on the main floor and second floor. All bathrooms are universal. There is a water fountain near the bathrooms on the second floor. Please contact creativespace@toronto.ca with any requests for accessibility support or food allergies.

Capital Projects Panel Discussion
Date & Time: Monday, December 1, 6-7:30pm (online)
Registration: Eventbrite
Location: Online
Description: This panel discussion is intended to help applicants better understand some of the key considerations in completing the Black Box Programming Space at 32 Lisgar. Panelists will share insights on planning, budgeting, project management, and fundraising for capital construction projects.

Facilitators: Erika Hennebury, Senior Cultural Affairs Officer, Office for Cultural Space and Anthea Foyer, Sector Development Officer, Creative Technology
Panelists: Itah Sadu and Jean-Jacques Rousseau (Blackhurst Cultural Centre), Franco Boni (Regent Theatre), Kendra Fry (Creative Collisions)
Accessibility information: This workshop will be presented online in a webinar format. Closed captioning will be available. Please contact creativespace@toronto.ca with any accessibility needs.
Recording: this panel will be recorded and can be made available to anyone who can't attend.

Creative and Cultural Hub Operating and Governance Models Panel Discussion
Date & Time: Monday, December 8, 6-7:30pm
Registration: Eventbrite
Location: Online
Description: This panel discussion will provide an overview of collaborative operating and governance models for creative and cultural hubs to help inform how applicants can develop their plans for managing the Hub.
Facilitators: Erika Hennebury, Senior Cultural Affairs Officer, Office for Cultural Space and Anthea Foyer, Sector Development Officer, Creative Technology
Guest Panelists: Racheal Prince (Progress Lab, Vancouver), Brian McBay (221A, Vancouver), Deeter Schurig (CSPACE, Calgary), and Myriam Achard (PHI, Montreal).
Accessibility information: This workshop will be presented online in a webinar format. Closed captioning will be available. Please contact creativespace@toronto.ca with any accessibility needs.
Recording: this panel will be recorded and can be made available to anyone who can't attend.

REOI Information Session and Site Tour #2
Date & Time: Monday, January 12: 6-8pm
Location: 32 Lisgar, Atrium (2nd floor)
Registration: Capacity is limited, please RSVP via Eventbrite
Description: This information session will include a detailed overview of the REOI Guidelines, application form, budget form, and application assessment process and timeline, and a facility site tour.
Facilitators: Erika Hennebury, Senior Cultural Affairs Officer, Office for Cultural Space, and Anthea Foyer, Sector Development Officer, Creative Technology
Accessibility information: The Atrium at 32 Lisgar is located on the second floor. The main entrance facing the park has an accessible automatic door. There are accessible bathrooms on the main floor and second floor. All bathrooms are universal. There is a water fountain near the bathrooms on the second floor. Please contact creativespace@toronto.ca with any accessibility needs or food allergies.

Property Management for Arts Space
Date & Time: Thursday, January 22, 6-7:30pm
Registration: Eventbrite
Location: Online
Description: This panel discussion will delve into some of the considerations and nuances of artist-sensitive property management with experienced leaders in multi-tenant arts facility management and operations.

Facilitators: Erika Hennebury, Senior Cultural Affairs Officer, Office for Cultural Space and Anthea Foyer, Sector Development Officer, Creative Technology
Guest Speakers: Olga Schellenberg, Director, Community Services, ArtHubs Toronto
Recording: this information session will be recorded and can be made available to anyone who can't attend.

REOI Budget Workshop
Date & Time: Monday, February 2, 6-8pm
Location: Online
Registration: Eventbrite
Description: This hands-on budget workshop will walk you through the REOI budget form. Attendees will receive a budget orientation, then will join breakout groups to develop a mock application budget in teams, concluding with brief presentations and discussion. This is a participatory workshop. Microsoft Excel is an asset, but you can still participate if you do not have Excel. This workshop will be fun and informative and is intended to help you to better understand the operating budget development process**.**
Facilitator: Erika Hennebury, City of Toronto, Office for Cultural Space
Accessibility information: This workshop will be presented online and will involve participation, breakout sessions, and small group work. Microsoft Excel will be used. Closed captioning will be available. Please contact creativespace@toronto.ca with any accessibility needs or food allergies.
Recording: The presentation component of this workshop will be recorded and can be made available to anyone who can't attend.

APPENDIX D: CAPITAL AND MAINTANENANCE FRAMEWORK

The following framework is presented to help illustrate the typical types of capital repair and maintenance costs that may arise, and how responsibility and payment may be assigned under the long-term Lease Agreement. Please note that this chart is presented to help inform applicants and does not constitute an agreement. Final details on capital repair and maintenance cost assignment and service request protocols may change as the City finalizes the terms and conditions of its Cost Sharing agreements and will be reflected in the Lease Agreement.

Repair Type	Tenant Responsibility	City Responsibility	Condo Responsibility
Interior Custodial	Yes		
Shared Facilities and Exterior Custodial			Yes (covered under “Additional Rent”)
Light Bulbs	Yes (easy to reach locations)	Yes (if not safely reachable by tenant – note: covered under “Additional Rent”)	Yes (Exterior and Shared Facilities only - covered under “Additional Rent”)
Ceiling Fan repair or replacement		Yes (requires lift - covered under “Additional Rent”)	
Emergency Plumbing	Maybe (consult City on scope)	Maybe (only if deemed Capital in nature through a City assessment)	
Standard Plumbing	Yes		
Fire & Life Safety		Yes (Interior only - covered under “Additional Rent”)	Yes (Shared Facilities only - covered under “Additional Rent”)
Electrical	Yes (City permission required)		
Repair or Replacement of Doors, Locks and Windows	Yes (Interior only, City permission required)	Yes (Exterior only, covered under “Additional Rent”)	
HVAC Maintenance, Repair, Replacement		Yes (Capital)	
Repair or Replacement of Doors, Walls, Locks and Windows		Yes (Capital)	

Elevator maintenance, repair, annual certification		Yes (Capital)	
Internet	Yes		
Commercial Waste Removal			Yes (covered under “Additional Rent”)
Construction Waste Removal	Yes		
Exterior Maintenance, Cleaning, and Snow and Ice Removal			Yes (covered under “Additional Rent”)
Pest Control	Yes (Interior only)		Yes (Exterior and Shared Facilities only – covered under “Additional Rent”)