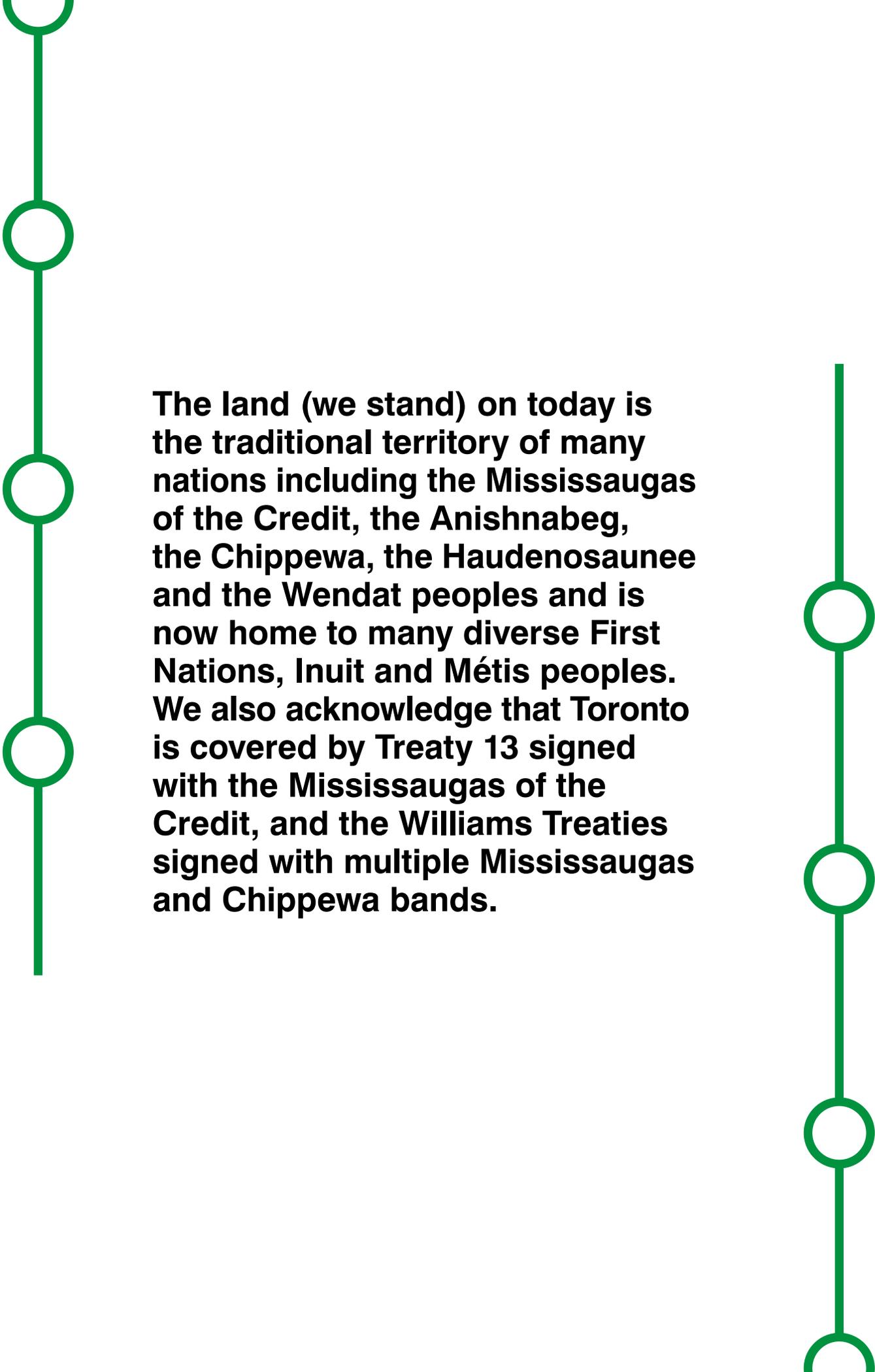


# On Solid Ground

TTC Real Estate  
Investment Plan 2022-2036







**The land (we stand) on today is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.**

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# From the TTC Chair

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As Chair of the TTC Board, I am very proud to share On Solid Ground: TTC Real Estate Investment Plan 2022-2036. This plan, which captures the TTC's real estate portfolio and requirements, is the first of its kind for the organization and is closely tied to the Capital Investment Plan 2022-2036, Making Headway.

When the TTC introduced its first Capital Investment Plan in 2019, we provided our stakeholders with valuable insights into the TTC's base capital needs over a 15-year period. On Solid Ground highlights the real estate investments required that will form the backbone of transit in Toronto for decades to come.

Torontonians are familiar with the TTC's 75 subway stations, its bus and streetcar loops, and the nearly 10,000 transit stops across the city. However, our transit system is supported by a much larger real estate portfolio, mostly hidden from public view. This plan allows us

to see all types of property required for service delivery at a glance – bus garages and subway yards, carhouses and training facilities, and office space. For the first time, the TTC has captured these real estate requirements through an integrated, strategic outlook.

The Real Estate Investment Plan lays out core investment principles to guide the TTC's real estate decisions, and includes capital projects and additional initiatives that are proactive in nature, such as collaborating with third party developers to secure increased transit connections. In partnership with CreateTO, this work allows the TTC to continue transforming and modernizing our transit network to meet the changing demands of our riders.

The last two years have emphasized the TTC's critical role in the day-to-day lives of our customers who rely on transit to get them where they need to go. Employing a consistent, innovative approach to managing our real estate portfolio is a key component to ensuring the TTC continues to meet the needs of our riders.

I want to thank all of our partners for their continued support as we look toward unlocking new opportunities for transit in Toronto.

A handwritten signature in black ink that reads "Jaye Robinson". The signature is fluid and cursive.

**Jaye Robinson**  
TTC Chair

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# From the Chief Executive Officer

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In January 2018, when the TTC published a new Corporate Plan, we made clear that our top priority was to transform for financial sustainability. One year later, we made progress on that agenda by introducing our inaugural Capital Investment Plan (CIP), which provided a full and clear view of the TTC's long-term capital requirements and funding needs.

Now, we are taking another important step forward by issuing the TTC's first-ever Real Estate Investment Plan. Closely linked with the CIP, this Plan provides a comprehensive strategic view of the TTC's entire property portfolio as well as our expected real estate activity through 2036.

It's easy to miss just how vast and complex TTC real estate is – or how essential it is to keeping our city moving. Beneath our integrated network of bus, streetcar, Wheel-Trans and subway service is a deeply interconnected

and carefully protected real estate portfolio spanning hundreds of acres and many millions of square feet, all managed in close partnership with CreateTO.

A strategic approach to real estate is crucial as the TTC enters its second century and Toronto gets denser and more complex around us. Real estate is frequently the first thing that must be in place for major capital investments to proceed – whether we're redesigning stations, building new storage for a growing fleet, or planning for major system capacity improvements.

Thinking strategically about real estate also unlocks new opportunities. It helps us use existing properties to their fullest potential before acquiring new ones and incorporates resiliency into our real estate assets. And it allows the TTC to more effectively advance broader priorities for Toronto, from supporting transit-oriented affordable housing to greening properties as part of TransformTO's ambitious climate targets.

Equipped with this Plan, and in collaboration with CreateTO, TTC real estate will continue to provide an invaluable, flexible, and sustainable foundation for transit in Toronto.

**Richard J. Leary**  
Chief Executive Officer  
Toronto Transit Commission



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**If buses, subways,  
and streetcars are  
Toronto's circulatory  
system, then our real  
estate portfolio is the  
backbone.**

**Our customers are most familiar with the TTC's 75 subway stations, its bus and streetcar loops, and the nearly 10,000 transit stops found across the city. But our transit system is supported by a much vaster real estate portfolio, mostly hidden from public view.**

Subway yards, streetcar carhouses, bus garages, maintenance shops, warehouses, offices, training facilities – these properties exist to provide our customers with efficient, safe, seamless, and reliable transit service.

It's critical that our real estate portfolio is aligned with the evolving needs of our fleet and transit network. This is the difference between lagging behind the basic demands of a modern fleet, and anticipating the future. It's the difference between hundreds of people at work in temporary trailers for long periods, and colleagues working in appropriate office space. It's the difference between seas of parking and a greener portfolio that is optimized

for the TTC's highest and best use. Real estate always underpins capital investment, whether we are improving our fleet, facilities, or system infrastructure. Fleet upgrades that deliver new streetcars or electrified buses, for instance, also require modified facilities. And given the lengthy lead times and costs involved in real estate acquisition, properties required for capital projects or to preserve options for major system improvements must be pursued far in advance.

For the first time, the TTC is taking an integrated and strategic long-term approach to managing its real estate assets and property requirements.

# This is the TTC's first-ever Real Estate Investment Plan. It is a powerful tool for seizing opportunities, reducing costs, and achieving our service objectives.

Since 2018, the TTC has been adopting best practices for integrated planning and management of its capital investments. This Plan extends that strategic outlook to real estate. It enables us to optimize our current portfolio by putting assets to their highest and best use for TTC purposes. It also allows us to acquire the right properties in the right places at the right times. Aligned and in partnership with CreateTO, which manages the City of Toronto's portfolio of real estate assets, this Plan ensures that our property investments support the transit system while also supporting our city.

Our Plan is grounded in a comprehensive overview of the TTC's real estate assets. It allows us to see, at a glance, all types of

property required for service delivery: stations and terminals, bus garages and subway yards, carhouses and training facilities and office space.

But it is also a strategic roadmap. It offers a clear vision of our anticipated property requirements for the next 15 years. And it lays out the core investment principles that will guide our real estate decisions to ensure that those needs and desired outcomes are met.

With clear timelines as well as visibility to investments that remain unfunded, this Plan is a tool for planning and managing costs, meeting our legal obligations, and securing more sustainable funding.



## What types of investments are included in this Plan?

This Plan lays out our real estate needs for the next 15 years. It includes expected new real estate acquisitions, plans for redeveloping and optimizing existing properties to their highest and best use for TTC purposes, exploring opportunities to expand and improve function of our assets, and real estate projects that support City-building.

## How does the Real Estate Investment Plan relate to the Capital Investment Plan?

Many investments in the Capital Investment Plan also require investments in property. This document captures those real estate requirements. But as an integrated strategic outlook, it also includes projects that do not require capital investment by the TTC but are proactive in nature, such as collaborating with third party developers to secure increased transit connections.

## Why doesn't the Real Estate Investment Plan include specific projected costs?

Shifts in the real estate marketplace can be dramatic and difficult to predict, especially over a 15-year time horizon. Instead of telegraphing potential purchase prices to the market, this Plan clarifies priorities and positions the TTC to take advantage of market opportunities as they arise.

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# TTC Real Estate At-A-Glance

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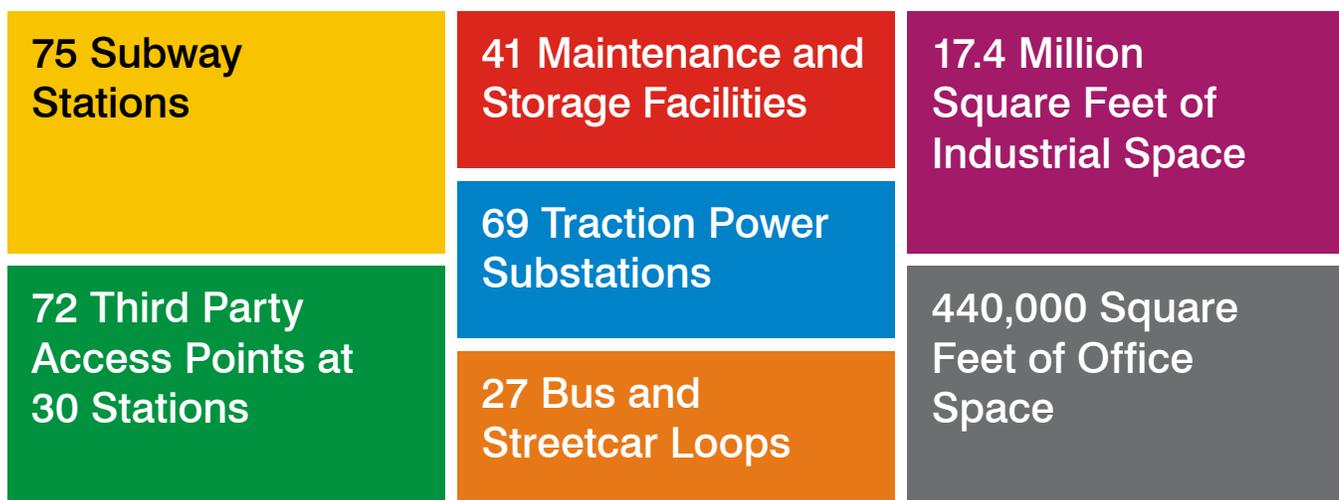
**With millions of square feet spread across hundreds of sites, the TTC's real estate portfolio is vast and complex. Most of it goes unnoticed by our riders.**

Every one of the TTC's 75 subway stations is a highly valuable piece of real estate that serves as a focal point for the surrounding community. But the underlying property requirements for a station go far beyond what our customers see, including above and below-grade property needed to support system improvements, protect the integrity of the system, and enable improvements for customer safety and transit operations.

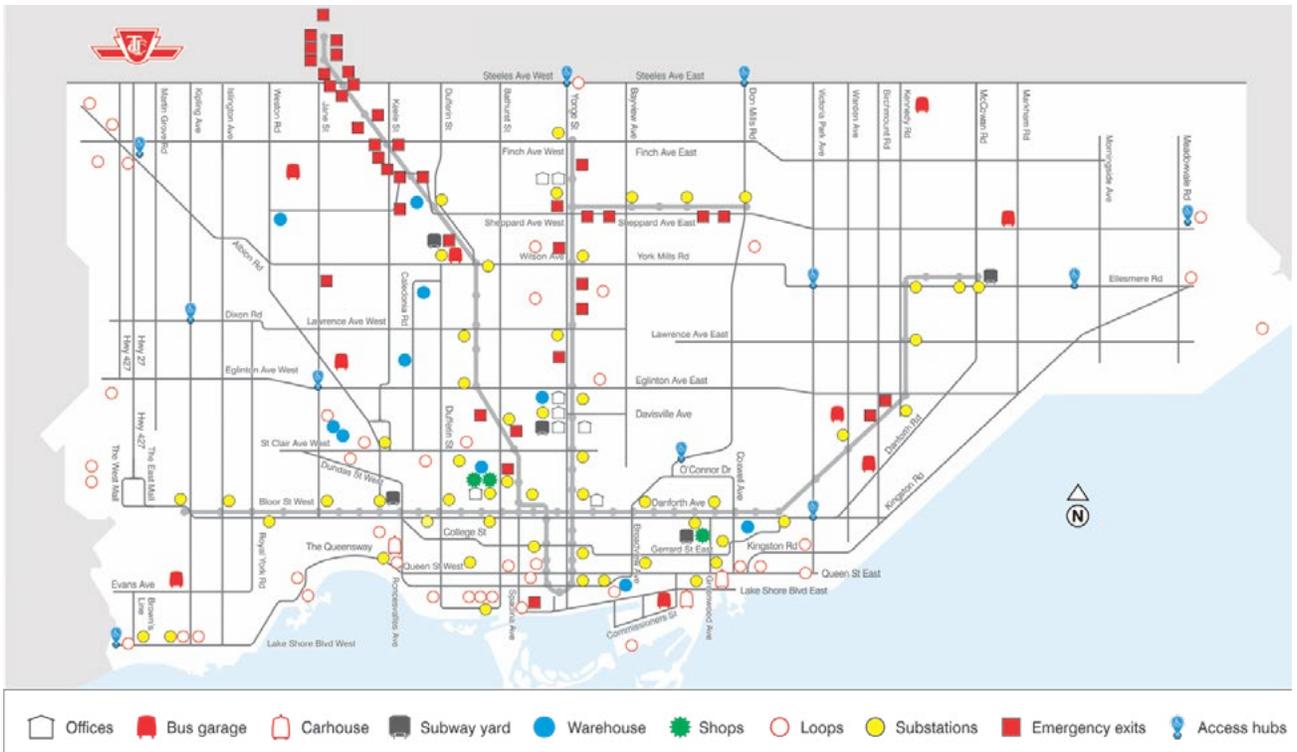
Our portfolio also includes an extensive network of substations, which provide electricity for the traction power that runs both subway trains and streetcars, as well as station lighting, ventilation, emergency exits, escalators, and elevators.

Even further behind the scenes are the facilities that store and maintain our thousands of buses, streetcars, and subway trains. Altogether, our operational facilities represent 17.4 million square feet of industrial space across nearly 400 acres in Canada's densest urban centre.

The entire transit network is supported by office space that houses almost 2,000 staff across the city, including the TTC's headquarters at 1900 Yonge Street, nine leased office locations, and seven construction offices.



**TTC Properties Map**



TTC customers are most familiar with our stations and transit stops across the system, but they're less aware of the vast but largely-invisible network of offices, storage and maintenance facilities, and other buildings that are required to keep the transit system moving.

# Challenges

The TTC's unusual needs and responsibilities mean that we confront challenges that other property owners don't.



## **Complex property needs in a constrained urban context**

Unusual in size, type, or location, the properties we require are severely constrained by the density of the city and are rarely available in a fragmented, competitive market. Property for subway tunnels, for instance, or for large facilities in close proximity to the transit services they support, are not commonly available.



## **Operating within the public service**

The TTC operates as part of the large, complex machine that is the City of Toronto. Our needs must be balanced against those of other City agencies and programs, and we are bound both by funding and by approval processes that require long lead times.



## **Negotiating and coordinating with developers, utilities, and other agencies**

Whether we are dealing with developments situated directly over and adjacent to subway tunnels or construction projects that require changes to municipal utilities, every investment requires careful negotiation and coordination with third party developers, property owners, utility companies, and other City and government agencies. This adds considerable complexity to space, operations, and maintenance—as well as meeting TTC’s delivery deadlines and budgets.

# Opportunities

**Working with CreateTO, other City agencies, and third party developers, we have the ability to make living in Toronto more seamless.**



## **New opportunities to move customers better and faster**

Real estate investment underpins the most critical opportunities to improve movement around the City, from expanding Bloor-Yonge Station to laying the groundwork for the Waterfront East LRT. As a result, it will be easier to reach more parts of our City, and beyond, faster.



## **Incorporating resiliency to advance sustainability**

Coordinated real estate investment by the TTC is critical to support the City's sustainable agenda. TTC is growing its electrification infrastructure to support eBus and other new technologies to operate a cleaner more efficient fleet. Greening our properties and reducing greenhouse gas emissions from the construction and operation of our buildings advances the TransformTO climate agenda.



## **Advancing City priorities**

TTC's investments in real estate can assist to advance key City priorities. Our investments also play an essential role in supporting the City's Housing Now initiative on TTC property, and delivery of Vision Zero (road safety), MoveTO (traffic congestion), ModernTO (optimized office space), and ActiveTO (active transportation).



## **Leveraging third party developments to meet TTC's needs**

Integrating transit connections through third party developments is a win for customers, for the developer, and for the TTC. Our new third party entrance connection policy ensures that every new transit connection provides accessible, barrier-free access for customers.

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## Strategic Vision & Investment Principles

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**Our objective is to have a strategically managed and optimized real estate portfolio that meets TTC's current needs and ensures sustainable growth**

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# Investment Principles

## Optimize existing property before acquiring new property

We will achieve the TTC's highest and best use of existing real estate assets before seeking to acquire new property.

## Acquire property rather than expropriate

We will strive to acquire properties further in advance of use, instead of relying upon expropriation. This builds better community relationships with the people we serve. It is also faster and more cost-effective.

## Own property rather than lease

We will restrict the use of leased premises, where possible, to fixed duration projects. Acquiring properties for extended use reduces rent-related operating costs in the future while ensuring greater stability.

## Separate acquisition from construction timing

We will develop clear, longer-term timelines for acquisition, separately from construction timing, to better account for market availability, design, financing and approvals

## Include “back of house” support and training needs

All requirements for new property assets will take into account training needs and associated administrative support.

## Integrate resilience into projects and processes

Properties will be planned for the long-term in mind, meet the evolving needs of the TTC, minimize our impact on the environment, and deploy measures to improve operational resiliency.

## Maximize value creation opportunities for TTC surplus properties in partnership with the City including CreateTO

When properties are no longer needed for core TTC activities, we will support other opportunities for value-creation, such as City-building initiatives and Housing Now developments undertaken in cooperation with CreateTO and other municipal agencies.

## Provide flexible and sustainable solutions that support innovation

Our property solutions will be designed with an eye on the future. We will work to maintain flexibility to support system growth, embrace opportunities to support sustainable growth, and encourage innovative projects across the TTC and the City of Toronto.

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# Facilities Plan

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How can our real estate strategy provide a network of fully-utilized facilities across the city to house, maintain, and support current and future fleet sizes and technologies?

**By optimizing existing facilities prior to acquiring new ones.**

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## Progress

Site confirmed for new Major Control Centre in 2019

New Materials and Procurement Warehouse opened in 2020, consolidating 500,000 square feet of storage space

McNicoll Bus Garage opened in 2021

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# Key Considerations

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Locate facilities to minimize deadheading and prioritize uses that support the facility

Maximize use of existing facilities to support the fleet prior to acquiring additional land

Assess cross-system facilities to meet the variety of needs, and ensure best use

Ensure safe storage of all materials to reduce emissions and environmental impacts

Minimize emissions, maximize energy efficiency and decarbonization, and ensure operational resiliency

# Implementation

## Optimize Existing

**To modernize, increase garage capacity, and delay need for 10th garage**

- > Modernize garages to accommodate electrification infrastructure and potentially expand capacity at other existing bus garages
- > Implement improvements to facilities based on results of energy audits, decarbonization studies, and climate resiliency studies

**To increase train storage and maintenance capacity at existing facilities**

- > Study potential increased capacity at Davisville Yard to store more trains closer to downtown by 2028
- > Study best way to expand Wilson Complex to increase train storage by 2028
- > Study potential increased capacity at Greenwood Yard, Carhouse and Shop to store new Line 2 trains by 2030



## Acquire Land

**To ensure sufficient maintenance and storage in time for planned growth and expansion**

- > Property for northern subway maintenance and storage facility by 2023 to enable construction by 2031
- > Acquire additional land to ensure sufficiently large western yard by 2022, to increase Line 2 capacity in 2034
- > Tenth garage through a property acquisition undergoing due diligence

**To replace leased space in 6 locations with permanent, owned locations**

- > Accommodate 340,000 square feet for Carl Hall, Caledonia, Don Roadway Cartwright and loss of space at Eglinton (Yonge) and Danforth Garages

## Explore Opportunities

**To make best use of Hillcrest Complex**

- > Complete the Hillcrest Complex Maximization Study to establish the long-term vision for the complex, meeting the needs of the users, and identifying additional uses

**To provide space for optimized training**

- > Study and make recommendations for optimal indoor and outdoor training space, for increased efficiencies and improved training

## Support City-building

**To enable City plans for a Housing Now development and consolidated police station**

- > Vacate storage from Danforth Garage and relocate TTC divisional offices within the redevelopment



# Key Priority Projects

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## Acquiring Sites for New Subway Yards: Securing Our System's Future

Planned capacity enhancement for Lines 1 and 2 alongside future transit expansion, will require a subway fleet that is as much as 60 percent larger by the mid-late 2030s. To meet the demands of our growing fleet, we will need more subway yards and maintenance facilities on very large, hard-to-come-by parcels of industrial land close to our subway lines. Work to acquire these properties must begin a decade or more before the facilities are needed for service, to accommodate long lead times for requirements definition, acquisition, approvals, design, financing, and construction.

For this reason, the TTC is continually looking at strategic acquisitions of land to serve long term needs. Additional capacity for train maintenance and storage along Line 1 is needed by 2031 in advance of new subway train delivery. Later in the 2030s, a second yard serving Line 2 will be needed near the western end of Line 2. The 73-acre site of a former Canadian Pacific Railway Yard was acquired in 2018, but further land will be needed.

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## **Redeveloping Hillcrest Complex: Making Smart Use of TTC Facilities**

As one of the TTC's oldest properties, Hillcrest Complex, now houses nine large operational facilities and office buildings, including bus and streetcar shops, training facilities, parts storage, and subway operations.

Hillcrest Complex's large 32 acre size and convenient location close to downtown make it prime real estate for TTC purposes. It is ideally located, adjacent to a streetcar line, to service several streetcar routes, making it advantageous for storage and repair work while minimizing deadheading costs.

Over many decades, the use of Hillcrest has evolved in an uncoordinated way. We can make higher and better use of Hillcrest for TTC purposes. Developing a plan to address issues, incorporate new technologies, maximize utilization, and modernize buildings, will establish the necessary framework for Hillcrest Complex and ensures it meets TTC's existing and future needs.

## **Upgrading Greenwood and Davisville Subway Yards: Supporting a Modernized Subway**

The 37-acre Greenwood Yard, stores and maintains the entire Line 2 subway fleet. The smaller Davisville Yard, located next to TTC headquarters at the intersection of Yonge and Davisville, serves a critical function on Line 1: it can dispatch up to 12 trains into service downtown, minimizing deadheading costs that would accompany travelling to Wilson Complex.

With the increased throughput made possible by capacity enhancements and Automatic Train Control, Greenwood and Davisville Yards – the two yards closest to downtown – will play an even more important role in efficiently storing and maintaining trains as well as quickly launching them into service. A larger fleet of modern trains requires more storage space, different track configurations, and modernized maintenance bays and equipment. As TTC Headquarters is vacated and redeveloped by the City, there may be opportunities to improve Davisville Yard and expand storage capacity. Meanwhile, upgrades at Greenwood Yard could improve the future efficiency of Line 2 and potentially delay the need for a second yard at the western end of the line.

# Key Priority Projects

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## **Electrification:** Charging an All-Electric Fleet and Decarbonizing Facilities

TTC's Innovation and Sustainability Program includes the greening of fleet and facilities by the Net Zero target of 2040.

### **Green Fleet**

TTC's current fleet of 60 electric buses is the largest green fleet in North America. TTC will continue to lead in the adoption of zero-emissions vehicles by deploying charging infrastructure at its garages.

Three of our garages have already been modified to charge our first electric buses, and feasibility studies are underway to confirm the requirements for full electrification.

Further, we've entered a landmark agreement with Toronto Hydro and Ontario Power Generation (OPG) to implement electrification infrastructure for all 2,000+ of TTC's city buses and 200+ Wheel-Trans buses.

### **Green Facilities**

One of the largest sources of greenhouse gas emissions in Toronto is from the heating of large buildings. With over 17 million square feet of facilities and close to 400 acres of land, the greening of TTC's real estate is critical to a Net Zero future.

A pilot project is underway at TTC's Greenwood Complex to identify the investments of supporting improved energy efficiency, decarbonization, renewable energy generation, and resiliency against extreme climate events.

## **Leaving Danforth Garage: Collaborating to Deliver City Priorities**

Located at the intersection of Danforth and Coxwell, Danforth Garage was originally a streetcar carhouse dating back to 1915. In the 1960s, it became an east end hub for the bus fleet as a garage storing more than 130 buses. It shut down in 2002 after more than 30 years, replaced by newer garages.

Since then, Danforth Garage has served a number of important purposes for the TTC, including housing a divisional office and providing much-needed storage space. Now, with CreateTO, the site is being redeveloped to become a catalyst for regeneration and place-making in this area of the city, including a new consolidated station for Toronto Police Services and a Housing Now affordable housing development. TTC's divisional office will remain on site, but the TTC will work together with CreateTO to find a new location for 50,000 square feet of storage space.



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# System Plan

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How can our real estate strategy enable a safer and more accessible network of stations, stops, and bus and streetcar loops that can meet the needs of a changing fleet?

By leveraging third party development opportunities to help meet system strategies and needs, and acquiring property in anticipation of future needs

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## Progress

Completed new bus terminal design at Islington Station, enabling Housing Now development and an accessible subway station

Easier Access program completed at 8 more stations since 2019 with 2 more complete by the end of 2022

Construction underway at 6 new third party entrance connections, with 27 more in various stages of development

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# Key Considerations

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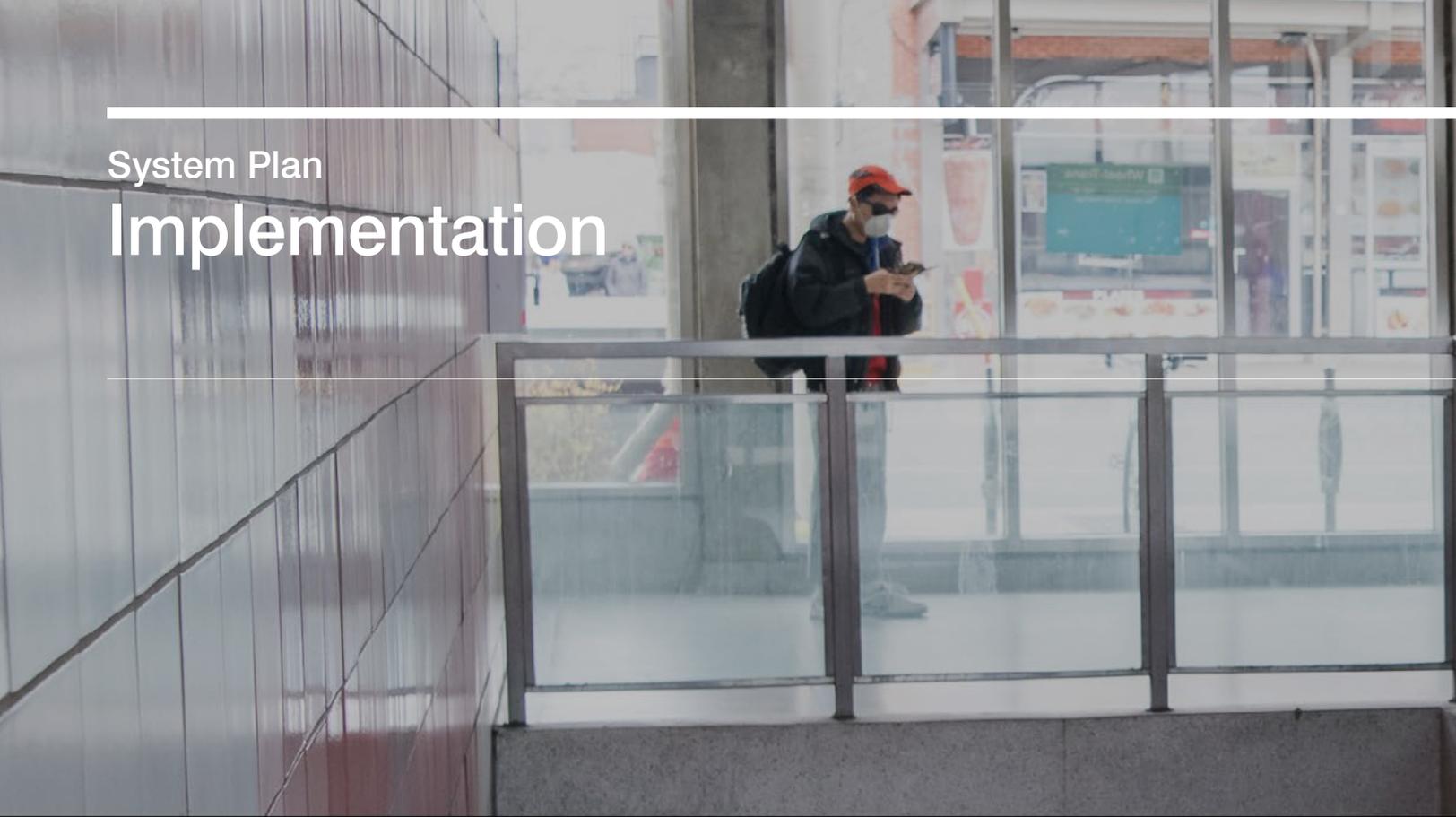
Acquire property to enable growth and expansion far in advance of when required

Address complex planning, operations, maintenance and compliance with third party developments

Achieve AODA-compliance by 2025

Have safe, reliable, and seamless connections between transit modes

# Implementation



## Acquire Land

### To make all stations AODA-compliant by 2025 and safer in case of fire

- > Property for easier access projects at remaining 16 stations by 2022, as part of the Easier Access III and Second Exits programs
- > Property by 2026 to improve fire ventilation in Line 1 tunnels by 2029

### To relieve bottlenecks to capacity enhancement on Lines 1 and 2

- > Property by 2023 to enable the Bloor-Yonge Station expansion by 2031, which will substantially increase capacity at the TTC's greatest chokepoint
- > Property by 2024 to enable expansion of the concourse at King Station by 2028, as well as property for upgrades to St George Station by 2029

### To accommodate our growing fleet of longer streetcars

- > Property by 2022-2023 for expanded or new streetcar loops, including Broadview Station, Park Lawn GO Station, Exhibition-Dufferin Gate

### To prepare the way for planned transit expansion

- > Ongoing property needed for intermodal connections for new lines, including Eglinton Crosstown, Ontario Line, and Yonge North Subway Extension
- > Property needed for the Waterfront East LRT to be ready by 2029, including fire ventilation, an electrical substation, a streetcar loop, and access connections through third party developments
- > Ongoing property protection to enable the westerly subway extension of Line 2 by 2041



## Support City-building

### To make better use of real estate around stations

- > Coordinate the transition of TTC commuter parking at Warden, Islington, Victoria Park and Wilson Stations in support of City redevelopment initiatives

### To provide more accessible connections and enable redevelopment by the City

- > Construct new bus depots at Warden and Islington Stations by 2025, providing accessible connections and enabling Housing Now projects
- > New Eglinton bus terminal by 2026, in coordination with third party redevelopment at Yonge and Eglinton

# Key Priority Project

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## Laying the Groundwork for the New Bloor-Yonge Station: Coordinating with Third Party Developments for a Capital Megaproject

Constructed in 1954, Bloor-Yonge Station connects Lines 1 and 2 below one of Toronto's most iconic intersections. Routinely overcrowded prior to the pandemic, it is a bottleneck for the entire transit system: when it is too crowded, trains can't pick up and drop off quickly enough to realize capacity improvements.

For future transit expansion projects like the Yonge North Subway Extension and the Ontario Line to succeed, the station must first be improved to accommodate significant ridership growth. This \$1.5 billion megaproject includes a second platform for Line 2, more spacious public areas, more staircases and escalators, and a new electrical substation nearby.

Expanding the TTC's most crowded station underneath one of the city's busiest intersections is a complex puzzle. To minimize disruption, the TTC must carefully consult with property owners and tenants. Working around or readjusting utilities will demand coordination with the City as well as property owners. Close collaboration with third party developers, in particular, could reduce construction costs while producing improved public spaces with seamless transit access through their developments. Property acquisition has already begun, to enable early works in 2022 and main station construction starting in 2024.



SUBWAY



EMERGENCY EXIT

NORDSTROM  
Rack  
NORDSTROM

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# Office Space Plan

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**How can our real estate strategy efficiently provide modern, fit-for-purpose office space that meets varied needs?**

**By consolidating corporate office space as part of ModernTO, eliminating the use of long-term leased space, and transforming TTC's office culture.**

# Key Considerations

---

Plan space to be adaptable to meet current and changing business needs and evolving technologies

Ensure that growth initiatives include additional supporting office space

Co-locate functional services with interdependencies to create synergies

Improve business continuity and readiness for natural disasters or emergencies

# Implementation

## Support City-Building

**To enable the City to gain more value from prime real estate**

- > Transfer the TTC's long-time headquarters at 1900 Yonge to the City by 2028-29, to enable highest and best use and value creation by CreateTO

**To make better use of public funds while upgrading office space**

- > As part of ModernTO, consolidate staff working at 1900 Yonge and at 9 leased office spaces across the city into a small number of City Centres shared with other municipal agencies, starting in 2022 and completed by 2028

## Explore Opportunities

**To meet the needs of specialized users**

- > Seek a long-term solution for Transit Enforcement and Revenue Protection staff by 2025
- > Explore best use and modernization of office space as part of redevelopment study of Hillcrest Complex
- > Reincorporate divisional offices within the CreateTO-initiated redeveloped Danforth Garage property



McNicoll Bus Garage

# Key Priority Project

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## Moving On From 1900 Yonge and Consolidating Office Space: Modernization and Efficiency with ModernTO

Since 1958, the administrative headquarters of the TTC has been the seven-storey, 120,000 square foot McBrien Building at 1900 Yonge Street, directly over Davisville subway station. Today, the building is outdated, cramped, and in need of repair – and it has been identified by the City as an underutilized asset.

In 2019, CreateTO developed a City-wide real estate strategy to unlock value and deliver new efficiencies for municipal government. This included ModernTO, an ambitious office modernization plan that will consolidate the

City's offices in civic hubs for government administration. 1900 Yonge was identified as a site that could be put to higher and better use by the City.

As part of ModernTO, staff at 1900 Yonge and the TTC's nine leased office locations across the city will be consolidated at two existing City Centres, where new modernization investments are being made. As a result, TTC staff will benefit from more modern office space, shared with other City divisions and agencies.

# Appendix

## Real Estate Investment Implementation Timeline

The Real Estate Investment Implementation Timeline highlights the programs, projects and initiatives in support of our Capital Investment Plan, and key proactive initiatives to support the principles and goals of this Real Estate Investment Plan.

Funded

Unfunded

2022

2023

- eBus Charging Systems Feasibility Study
- New Major Control Centre
- New bus depots through Warden Station and Islington Station redevelopments
- Western Yard – Property for Train Maintenance and Storage Facility
- Line 1 CEP – Train Maintenance and Storage Facility Capacity
- Replace existing leased space at Carl Hall, Caledonia, Don Roadway, and Cartwright, and loss of space at Eglinton (Yonge) and Danforth Garages through acquisition of property undergoing due diligence
- Broadview Station Loop Expansion
- Easier Access Phase III
- Spadina North Entrance Temporary Easements
- Dundas West Permanent Easements
- 10th Garage

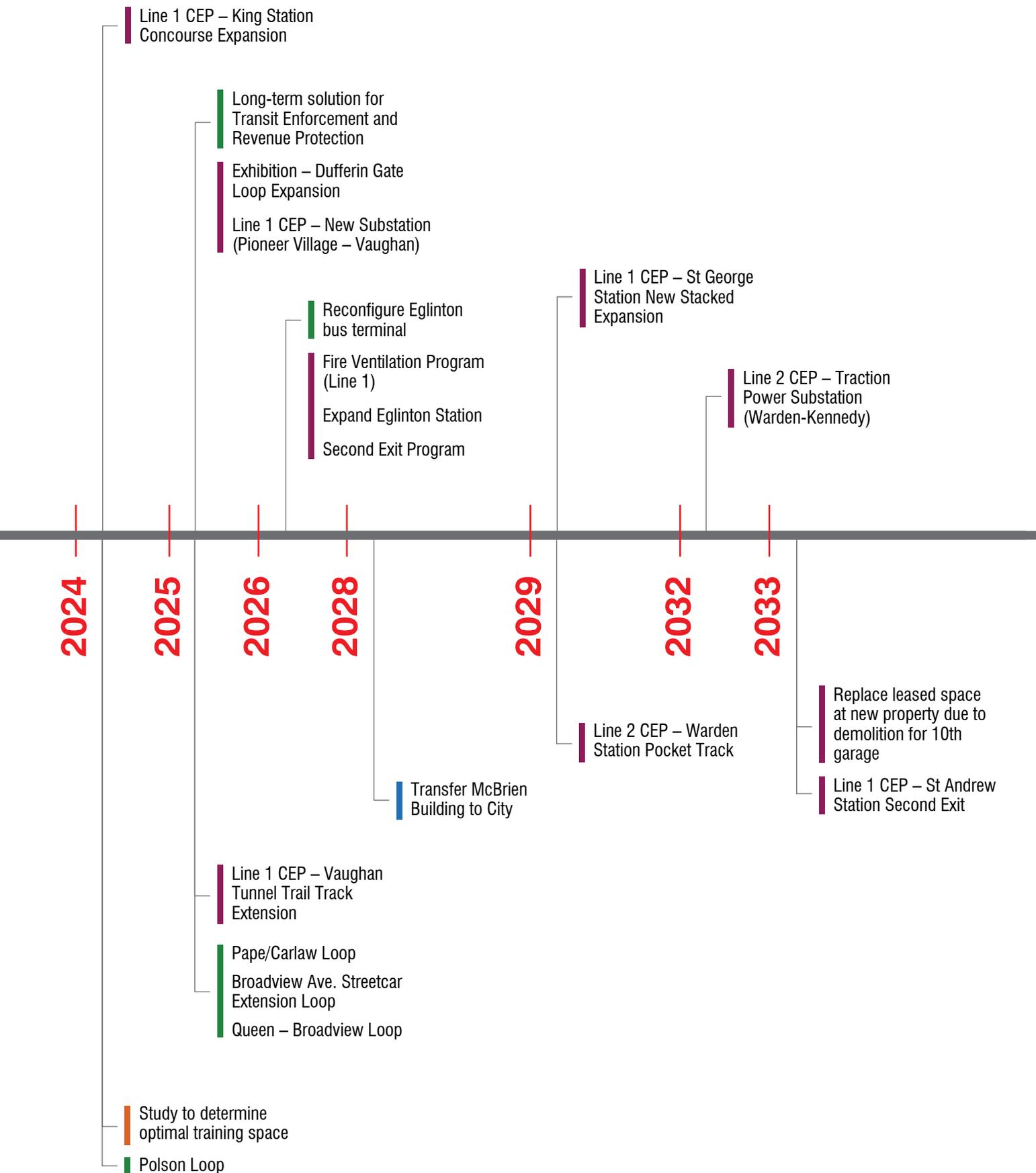
Bloor-Yonge Capacity Improvement Project

- Hillcrest Complex Maximization Study
- New Wheel-Trans Facility at 388 Evans
- Western Yard – Yard Access Connection
- Interim bus terminal until Scarborough Subway Extension in operation
- Update Entrance Connection Guide
- Work with CreateTO to relocate PPUDO at Victoria Park Station
- Implementation of ModernTO consolidation of TTC offices

Port Lands Flood Protection  
Landform Interim Bus Loop  
Park Lawn GO Station Loop

### Legend

OPTIMIZE EXISTING
ACQUIRE LAND
EXPLORE OPPORTUNITIES
SUPPORT CITY-BUILDING



# Appendix

## Real Estate Investment Implementation Timeline

TTC’s programs, projects and initiatives are at various stages of development. Many are in the early planning stages, some are identified initiatives for future consideration, and others are continuously underway, or ongoing, to reflect their strategic nature.

### Legend

OPTIMIZE EXISTING
ACQUIRE LAND
EXPLORE OPPORTUNITIES
SUPPORT CITY-BUILDING

## Planning stages

### Funded

- New connections with Union Station and third party developments for Waterfront East LRT extension
- Line 2 CEP – Greenwood Yard, Carhouse, and Shop upgrades and modifications

### Unfunded

- Line 1 CEP
  - Upgrades and expansion to Wilson Yard
  - Davisville Yard upgrades and modifications
- Line 1 CEP
  - Markdale Emergency Service Building
  - Lytton Emergency Service Building

- Waterfront East LRT:
  - Fire Ventilation
  - Fan Plant
  - Substation Facility
  - Distillery loop/streetcar railway underpass
  - Acquisition of Property with Waterfront Toronto for at-grade section
- Runnymede Station Permanent Easements
- Finalize end of service date for McCowan carhouse and future use
- Quantify surplus property once Line 3 Scarborough is out of service
- Re-incorporate Divisional offices within the redeveloped Danforth Garage
- Determine uses that cannot be accommodated through ModernTO consolidation and find long-term solution

# Future planning initiatives

## Unfunded

- Assess expansion potential of bus garages to accommodate new technologies and changing fleet requirements
- Eliminate use of trailers and storage containers
- Warehouse and storage rationalization and utilization
- Review operational office space to ensure that uses support the facility in an efficient manner
- Implement TTC's Digital Connectivity Strategy and the City's ConnectTO initiative
- Implement energy audits, decarbonization studies, renewable energy studies, and climate resiliency studies to scope TTC's Green Facility Program
- Work with CreateTO to:
  - Coordinate commuter parking
  - Assess parking at Finch Station
- Value creation at SW corner of Yonge St. and Eglinton Ave. W
- Explore value creation opportunities at:
  - 7 Jackes Ave. and 16 Summerhill Ave.
  - 44 Jackes Ave. and 33 Rosehill Ave.
  - 15 Price St.
  - 15 Dundonald St.
  - 21 Pleasant Blvd.
  - 1155 Yonge St.
  - 33 Bloor St E.
  - 2 Bloor St W.

- Dundas St. W. (Crossways)
- Find permanent location for Structures group presently at Davisville

# Ongoing initiatives

## Funded

- Work with Metrolinx to integrate LRT/Transit Expansion programs

## Unfunded

- Monitor highest and best use of business support space
- Ensure third party compliance with development and maintenance agreements
- Additional bus and streetcar loops
- Intermodal connections for future LRT and subway lines
- Acquisition through third party developments:
  - Protecting existing system
  - Line 2 Westerly Subway Extension
- Maximize training space utilization through shared usage with City partners
- Monitor station functionality and expand to meet increased capacity
- Monitor departmental structures and growth
- Locate construction offices within proximity to construction projects
- Monitor compliance of third party obligations
- Execute required agreements for future third party developments
- Ensure a robust antennae network to support TTC's communications infrastructure

