

## ModernTO: Unlocking Eight City-Owned Properties

**Date:** February 18, 2022

**To:** The Board of Directors of CreateTO

**From:** Chief Executive Officer

**Wards:** All

### REASON FOR CONFIDENTIAL INFORMATION

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The Confidential Attachments to this report relate to both a proposed or pending acquisition or disposition of property belonging to the City, or one of its Agencies, or Corporations, and a position, plan or instruction to be applied to negotiations carried on or to be carried on by or on behalf of the Board of Directors of CreateTO and City of Toronto.

### SUMMARY

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The purpose of this report is to outline to the CreateTO Board, Executive Committee and City Council a recommended portfolio strategy that optimizes city-building opportunities on the eight City-owned properties that are targeted to be unlocked through the ModernTO program and as outlined in Table 1. Following review and input from the CreateTO Board, this report will be forwarded to Executive Committee and City Council for approval.

This project was initiated through the ModernTO: [City-Wide Real Estate Strategy and Office Portfolio Optimization Report \(EX9.2\)](#). Through that report, City Council identified eight City-owned properties as currently underutilized and as opportunities for unlocking value and addressing City needs and city-building objectives. CreateTO was directed to report back on recommended directions and city-building opportunities for these eight properties.

The consolidation and modernization of the City's office portfolio through the ModernTO program has created a unique opportunity to redevelop and repurpose eight strategically important City-owned real estate assets with an estimated total market value of approximately \$450M. In order to unlock and leverage value to address City needs and city-building objectives, CreateTO, in conjunction with CREM, City Planning and other City agencies and divisions, has undertaken a preliminary due diligence and site visioning process on these eight properties which included some or all the following

key steps: preparation of relocation strategies for existing occupants; internal stakeholder consultation; prioritization of portfolio-wide city-building objectives; preliminary development due diligence including preparation of conceptual massing plans; and, preparation of business plans and implementation strategies.

The result of this due diligence and visioning process as applied to these eight properties is a recommended portfolio strategy that attempts to balance key city-building priorities while ensuring that these benefits will be generated through a financially sustainable strategic model that helps to support the Workplace Modernization Program and other key strategic City initiatives. Specifically, the identified city-building objectives and outcomes that are proposed to be prioritized across the portfolio of eight properties to be unlocked through the ModernTO program are as follows:

- **Creation of Affordable Housing:** The inclusion of a minimum average of 33% affordable housing over all residential redevelopment opportunities within the ModernTO portfolio.
- **Financial Sustainability:** The adherence to the strategic investment policy as outlined in recent council direction through the City-Wide Real Estate strategy – Next Phase of Implementation (EX27.4).
- **Public Realm Improvements:** All of the proposed redevelopments are to include public realm improvements and/or streetscape enhancements.
- **City Service and Institutional Improvements:** The inclusion of city service improvements, such as Paramedics Multi-Hubs and future institutional uses.
- **Maintenance or Enhancement of Employment Opportunities:** Within the portfolio of eight sites, employment and office uses will be maintained or enhanced through the proposed redevelopments.
- **Adaptive Re-Use of Heritage Resources:** Three properties within the portfolio have currently been identified as heritage resources. Those resources are to be adaptively re-used as part of any proposed redevelopment options.
- **Sustainable Development:** Any redevelopment within the ModernTO portfolio will be required to meet, at a minimum, Tier 2 of the Toronto Green Standards – Version 4.

Opportunities for each site will be determined with input from local councillors, impacted communities, impacted City divisions, current occupants, and external partners. The proposed portfolio strategy envisions multiple implementation approaches across the eight ModernTO properties, dependent upon the site context, available redevelopment opportunities and proposed outcomes to be achieved over the next five to seven years.

This report recommends the adoption of specific visions and implementation strategies for the following five properties that are available for repurposing or redevelopment in

the short-term: 610 Bay Street, 277 Victoria Street, 931 Yonge Street, 18 Dyas Road, and 95 The Esplanade. While additional due diligence and consultation will be undertaken for the three properties that are not proposed to be immediately unlocked and are to be redeveloped on a long-term basis, which include 33 Queen Street East, 75 Elizabeth Street and 1900 Yonge Street. For these properties, the timing of the real estate opportunity is being delayed due to other significant infrastructure projects currently being undertaken or under review including transit expansion impacting 33 Queen Street East, utility/power upgrades impacting 75 Elizabeth Street, and local master plans and transit operational needs impacting 1900 Yonge Street. The ability to unlock value at these locations will follow once these important initiatives have been completed or are potentially better understood and coordinated.

The next phase of work for the eight sites, following adoption of this report, will be to undertake public information sessions on the redevelopment properties identified to be unlocked in the short-term. This consultation will occur prior to the submission of any planning applications. Also included in the next phase will be follow up reports outlining more detailed proposed visions for the three long-term development properties, as those sites are closer to being unlocked.

## RECOMMENDATIONS

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The Chief Executive Officer, recommends that the Board of Directors of CreateTO:

1. Recommend that City Council adopt the following proposed city-building objectives to be prioritized across the portfolio of eight properties to be unlocked through the ModernTO program:
  - **Creation of Affordable Housing:** The inclusion of a minimum average of 33% affordable housing over all residential redevelopment opportunities within the ModernTO portfolio.
  - **Financial Sustainability:** The adherence to the strategic investment policy as outlined in recent Council direction through the City-Wide Real Estate strategy – Next Phase of Implementation (EX27.4).
  - **Public Realm Improvements:** All of the proposed redevelopments are to include public realm improvements and/or streetscape enhancements.
  - **City Service and Institutional Improvements:** The inclusion of City service improvements, such as Paramedics Multi-Hubs and future institutional uses.
  - **Maintenance or Enhancement of Employment Opportunities:** Within the portfolio of eight sites, employment and office uses will be maintained or enhanced through the proposed redevelopments.

- **Adaptive Reuse of Heritage Resources:** Three properties within the portfolio have currently been identified as heritage resources. Those resources are to be adaptively reused as part of any proposed redevelopment options.
  - **Sustainable Development:** Any redevelopment within the ModernTO portfolio will be required to meet, at a minimum, Tier 2 of the Toronto Green Standards – Version 4.
2. Recommend that City Council approve the development strategy / vision on the following five properties to be developed in the short term as outlined in Appendix A: 610 Bay Street, 277 Victoria Street, 931 Yonge Street, 18 Dyas Road, and 95 The Esplanade.
  3. Recommend that City Council forward this report to the Boards of the Toronto Transit Commission, Toronto Parking Authority and Toronto Community Housing Corporation for information,
  4. Recommend that City Council authorize the Chief Executive Officer, CreateTO, in consultation with Corporate Real Estate Management and the Housing Secretariat, to issue a Request for Expression of Interest (REOI) to the development and not-for-profit community for the redevelopment of 610 Bay Street and 130 Elizabeth Street that prioritizes the delivery of affordable housing, a Paramedics Multi-Hub, and adaptive heritage reuse while adhering to the City's strategic investment policy as outlined in Attachment 1. Following the offering, the Chief Executive Officer, CreateTO will report back to the CreateTO Board and City Council with the recommended strategy and proposed business case, which will be conditional upon consultation with the local community.
  5. Recommend that City Council authorize the Chief Executive Officer, CreateTO in consultation with the Executive Director Corporate Real Estate Management to negotiate the disposition of 277 Victoria Street to the entity identified in Confidential Attachment 3 at market value, subject to the following conditions:
    - a) The proponent to conduct additional community consultation in addition to what is required as part of the development application approval process
    - b) The proponent to maintain "The Works" in its current form until an accommodation strategy is developed and implemented
    - c) The proponent to include additional retail commercial space on the first and second floors, include replacement for the Sam the Record Man sign and consideration for any other heritage merits of the site (condition to be fulfilled upon rezoning approval)
    - d) The proponent to work with City Planning to incorporate public realm improvements along Victoria Street north of Dundas Street
    - e) City Council approval of the negotiated terms and conditions of sale
  6. Recommend that City Council authorize the Chief Executive Officer, CreateTO in consultation with Corporate Real Estate Management and the Housing Secretariat to undertake a market offering process for 931 Yonge Street immediately following the re-zoning of the property that prioritizes the creation of

affordable ownership housing, delivery of public realm improvements and adheres to the City's strategic investment policy as outlined in the proposed vision and to report back to the CreateTO Board with the recommended proponent for City Council approval.

7. Direct the Chief Executive Officer, CreateTO to work with the Medical Officer of Health Toronto Public Health and in consultation with Chief Planner and Executive Director City Planning, Executive Director Corporate Real Estate Management, General Manager Shelter, Support and Housing Administration, Executive Director Social Development, Finance and Administration and other divisions as required to create a working group to develop the real estate strategy and public consultation framework for the accommodation of "The Works" from 277 Victoria Street and to engage local health partners in the process.
8. Direct the Chief Executive Officer, CreateTO to work with the Chief Planner and Executive Director City Planning, Executive Director Economic Development, General Manager Transportation Services, Executive Director Corporate Real Estate Management, Executive Director Social Development, Finance and Administration and other divisions as required to create a working group to explore improvements to the public realm, traffic flow, and pedestrian and cycling mobility at the Yonge-Dundas precinct in line with the yongeTOmorrow plan and other planning frameworks in consultation with the Yonge-Dundas Square, Downtown Yonge BIA, Ryerson University and other local stakeholders in this process as part of any redevelopment at 277 Victoria Street and direct the Chief Executive Officer, CreateTO to report back in the second quarter of 2023 with an implementation plan and identified budget requests.
9. Direct that the information contained in Confidential Attachments 1, 2, 3 and 4 remain confidential in its entirety as it relates to both a proposed or pending acquisition or disposition of property belonging to the City, or one of its Agencies, or Corporations, and a position, plan or instruction to be applied to negotiations carried on or to be carried on by or on behalf of the Board of Directors of CreateTO and City of Toronto.

## **FINANCIAL IMPACTS**

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As outlined in the ModernTO – Workplace Modernization Program Business Case and Implementation Plan Update Report in November 2020, there are multiple financial benefits that will be realized from the implementation of the Workplace Modernization Program including reductions in annual operating costs, reductions in annual capital costs, reductions in the City's state of good repair (SOGR) backlog; and, the unlocking of land value for city-building purposes.

It is proposed that the estimated \$450 million market land value of the eight properties being unlocked is to be leveraged in order to achieve identified city-building objectives within the ModernTO program. The majority of this land value is to be reinvested directly into the unlocked properties in order to achieve on-site objectives such as affordable housing and City service, infrastructure and public realm improvements, while 20% of

the land value is to be allocated towards a City Land Acquisition Reserve Fund as per recent council direction through the City-Wide Real Estate strategy – Next Phase of Implementation (EX27.4). Additional details of how this value is proposed to be leveraged to achieve city-building objectives is included in Confidential Attachment 1.

Costs to implement the proposed recommendations are funded through the approved ModernTO Office Optimization Program and have been included in the 2022 Capital Budget. These costs include estimated design, planning application, and approval fees, marketing and commission costs associated with the redevelopment of these properties as well as current estimated costs associated with the relocation of the existing non municipal office uses from these sites in order to fully unlock these properties.

CreateTO continues to evolve the relocation strategy as these properties are unlocked and will continue to update forecasted costs and opportunities associated with the relocation of the non municipal office uses as this project progresses.

Currently identified site specific financial impacts to other City divisions, agencies and corporations that will occur as a result of the repurposing and redevelopment of these eight properties are summarized in Confidential Attachment 1.

## **EQUITY IMPACT STATEMENT**

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One of the key goals of this program is to leverage City-owned land assets in order to achieve key city-building objectives, including the creation of new affordable housing, improvements to City infrastructure and services and significant public realm improvements.

Access to good quality, safe, affordable housing is an important determinant of health and improves the socio-economic status of individuals, families, and communities as a whole. The proposed vision for this portfolio includes the creation of affordable housing opportunities for households with diverse income levels, while enhancing important community infrastructure such as paramedic services, institutional uses and streetscape / public realm enhancements.

Additionally, as the eight sites are unlocked, incorporating social procurement principles in the market offering process will encourage local hiring and create employment, training and apprenticeship opportunities for people experiencing economic disadvantage, including those from equity-deserving groups.

Adopting a transit-oriented development approach also provides an opportunity to create complete communities with a range of housing options and increased opportunities for low-and-moderate income individuals to live and work locally. While locating affordable housing near high-order transit services will reduce travel times and costs for individuals and families, and provide greater access to employment and education opportunities and services.



## DECISION HISTORY

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At its meeting on October 9 and 10, 2021 City Council adopted EX27.4 “City-wide Real Estate – Next Phase of Implementation” which included a City Council direction on the implementation of a strategic investments policy:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX27.4>

At its meeting on November 3, 2020 Executive Committee adopted EX18.2 “ModernTO Workplace Modernization Program Business Case and Implementation Plan” which provided an update regarding the implementation of the ModernTO program originally adopted by City Council in 2019, including more aggressive targets for overall space reduction staff mobility ratios.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX18.2>

At its meeting on October 29 and 30, 2019 City Council adopted EX9.2 “ModernTO – City-Wide Real Estate Strategy and Office Portfolio Optimization” which directed the Deputy City Manager, Corporate Services to report back with a detailed business case and an execution plan for completing office optimization in primary office buildings and city-building opportunities to be pursued for eight properties unlocked through portfolio consolidation: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX9.2>

At its meeting on October 2, 3 and 4, 2017, City Council adopted EX27.12 “City-Wide Real Estate – Delegated Authorities Framework and Transition Plan”, which established a framework for centralizing City-wide real estate authorities with the new City-wide real estate model approved by City Council in May 2017:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX27.12>

## COMMENTS

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### Background

#### **ModernTO: Workplace Modernization Program**

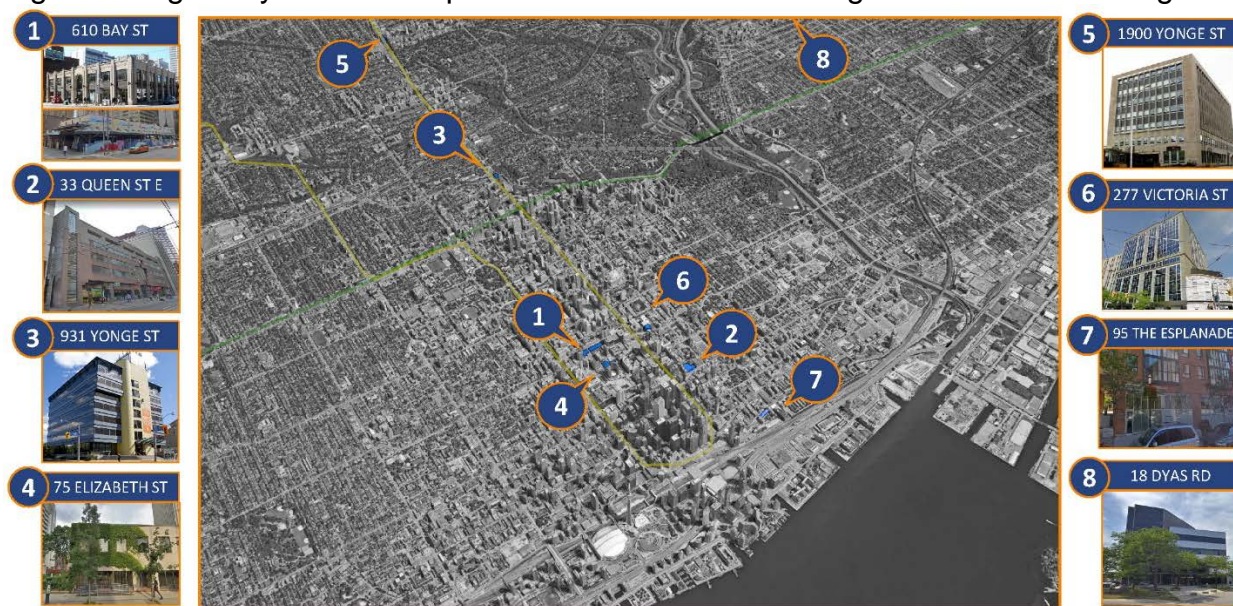
Following City Council direction on ModernTO: the City-Wide Real Estate Strategy and Office Portfolio Optimization in October 2019, the Workplace Modernization Program was established in order to facilitate the delivery of an efficient and modernized City office portfolio while realizing key city benefits and targets, including reduced environmental impacts and operating costs, improved talent retention and attraction, and significant investments into the City’s core, transit-oriented civic hubs.

As part of the ModernTO initiative, eight City-owned real estate assets were identified by City Council as currently underutilized, with opportunities to unlock value and address City needs as the current City office uses are re-located from these properties. These eight city assets are summarized below in Table 1 and Figure 1.

Table 1: Eight Properties to be Unlocked through ModernTO Program

Property Address	Current Use(s)	Site Area	Location
<b>610 Bay Street &amp; 130 Elizabeth Street</b>	Toronto Coach Bus Terminal	5,123 m2	Ward 11
<b>33 Queen Street East</b> (Including 50 and 55 Richmond Street East)	Public Parking Garage, Offices	3,494 m2	Ward 13
<b>931 Yonge Street</b>	City Offices	834 m2	Ward 11
<b>75 Elizabeth Street</b> (Including 85 to 91 Elizabeth Street, 8 and 10 Hagerman Street, 1 Foster Place and 500 Bay Street)	City Offices, Open Space	1,872 m2	Ward 10
<b>1900 Yonge Street</b>	City Offices, Transit Infrastructure	3,414 m2	Ward 12
<b>277 Victoria Street</b> (Including 38 Dundas Street East)	Offices, Community Services	1,516 m2	Ward 13
<b>95 The Esplanade</b> (Including 105 and 115 The Esplanade)	City Offices	N/A	Ward 10
<b>18 Dyas Road</b>	City Offices and Warehouse	10,380 m2	Ward 16

Figure 1: Eight City-Owned Properties to be Unlocked through the ModernTO Program



Through the ModernTO Workplace Modernization Program, a large component of the existing occupants and services on the eight subject properties are to be accommodated within the City's core civic hubs (including City Hall, Metro Hall, Scarborough Civic Center, North York Civic Center, and the new Etobicoke Civic Center). However, in many cases, there are existing occupants and services that are not specifically captured through the Workplace Modernization Program (i.e. non-office uses) and require additional relocation strategies. Significant coordination and due



diligence has been conducted in order to determine: (a) when the existing office uses can be relocated through the Workplace Modernization Program and (b) what existing non-office uses and occupants on the sites cannot be accommodated through the Workplace Modernization Program and require separate relocation and accommodation strategies.

## City-Wide Real Estate Portfolio Strategy

The City-Wide Real Estate Portfolio Strategy was adopted by City Council in October 2019. This strategy is designed to provide an overall framework to optimize the City's real estate portfolio with the aim of optimizing the City's primary real estate asset classes in order to utilize the real estate more efficiently and to create new city-building opportunities.

The City-Wide Real Estate Portfolio Strategy has helped inform and guide the visioning process on these eight properties by establishing overall strategic objectives for the City's real estate portfolio, such as integration, modernization, intensification and rationalization. Through the integration and modernization of the City's office portfolio, it has created the opportunity to rationalize the portfolio and unlock properties for intensification in order to maximize city-building opportunities.

In addition, the City-Wide Real Estate Strategy helps to inform overall portfolio objectives by defining value creation within the public sector real estate context. Within the context of City real estate assets, "value" is maximizing benefits to the City by balancing city-building objectives (i.e. desired economic, social, cultural, environmental, and community outcomes), service requirements (i.e. multiple user groups delivering direct service to residents) and financial drivers (i.e. cost control, revenue and return on investments).

## Visioning Process

In order to establish proposed visions for the eight properties in the ModernTO portfolio that maximizes value to the City and optimizes potential city-building opportunities, an approach was undertaken to try to answer the following key fundamental questions with regards to the ModernTO portfolio:

- **City-building Goals:** What are the broader overall city-building and strategic goals that can be prioritized within the portfolio? (i.e. affordable housing solutions, employment creation, environmental sustainability, etc.)
- **Divisions & Agency Needs:** What are the specific, identified City service and infrastructure needs that can be accommodated on each of these properties? (i.e. paramedic, fire, police services, library services, public realm improvements, etc.)
- **Risk Assessment:** When and how can these properties be unlocked for repurposing and redevelopment? (i.e. What existing uses need to be relocated? What external factors may impact proposed development timing?)

- **Planning Context:** What is the redevelopment and repurposing potential for each property? (i.e. What is the land use context and regulatory framework, what is the potential height and massing? How can the existing structures be reconfigured and repurposed, how can adaptive reuse of heritage assets be accommodated, what condition are they in?)
- **Implementation & Delivery:** What is the strategy to implement these visions? (i.e. Partnerships with public, private and non-profit sectors? Market offerings to leverage private sector resources? How to structure transactions to ensure City-led objectives are met?)
- **Fiscal Context:** What is the financial model and are funding solutions practical? (i.e. How can this program be financially sustainable? How can the land value of these strategic assets be leveraged to achieve City goals and objectives?)

To begin to answer these fundamental questions a significant visioning and due diligence process was undertaken which focused on two main streams that have been proceeding concurrently. The first stream focused on determining overall city-building objectives for the portfolio and the prioritization of those objectives and outcomes based on identified city needs and strategic City portfolio objectives. The second stream focused on the individual properties in order to conduct detailed due diligence on the planning context, servicing constraints, heritage preservation opportunities, existing building condition, site availability and other key factors that impact the potential development and repurposing opportunities on each site.

The key processes that have been undertaken in the visioning and due diligence process are outlined below:

- **Consultation:** Discussions with key stakeholders including senior City leadership, local councillors, City divisions and impacted building occupants to inform the overall portfolio objectives and site specific needs (*Stream 1: Portfolio-wide Analysis*). Community consultation plans are also outlined for each site, which vary based on site directions.
- **Prioritization:** Prioritization of city-building objectives and portfolio outcomes based on the optimization of operational, financial and strategic value on each property and within the portfolio as a whole (*Stream 1: Portfolio-wide Analysis*)
- **Relocation Planning:** Preparation of relocation strategies for each site, focusing on relocating uses that are not being reaccommodated through the Workplace Modernization Program, in order to fully unlock properties and determining timelines for potential redevelopment (*Stream 2: Site Specific Analysis*)
- **Due Diligence & Site Planning:** Procurement of a professional consulting team including architects, civil engineers, traffic and heritage in order to conduct due diligence on each of these properties to understand potential development constraints or impacts. (*Stream 2: Site Specific Analysis*)

- **Conceptual Designs:** Preparation of conceptual architectural designs to determine development potential for each site (proposed massing, land use, urban design features, heritage impacts, public realm impacts etc.) and key principles to be incorporated into design (*Stream 2: Site Specific Analysis*)
- **Business Plan Development:** Preparation of preliminary business plans including conducting financial due diligence on proposed development concepts and determining model for implementing proposed vision. (*Stream 2: Site Specific Analysis*)

These key processes have then informed the preparation of proposed implementation strategies for each property in order to unlock, repurpose and redevelop these sites and achieve overall portfolio objectives. These strategies were prepared while taking into account the conceptual vision of the site and resulting development potential and city-building opportunities to be prioritized, as well as a proposed business plan and timing to unlock the property.

## Portfolio Approach and Key Program Objectives

In keeping with the principles outlined in the City-Wide Real Estate Portfolio Strategy, a portfolio wide approach was taken with the eight properties being unlocked through the ModernTO program. The goal of this approach was to determine overall city-building objectives for the portfolio and establish how those outcomes could be prioritized and implemented based on identified city needs and long-term strategic city objectives.

In order to identify and prioritize long-term strategic objectives and site specific City needs, consultation was conducted with key stakeholders including senior City leadership, the City Building Committee, the Mayor's Office, local councillors, City divisions and impacted building occupants. Additionally, strategic objectives have also been informed by key City policy documents, including but not limited to the City of Toronto's Official Plan, Secondary Plans, the City-Wide Real Estate Portfolio Strategy, the HousingTO Action Plan 2020-2030, and the TransformTO Climate Action Strategy.

Through this consultation and policy review, the following key program objectives and needs have emerged and are being prioritized within the ModernTO portfolio:

- **Affordable Housing:** The HousingTO Action Plan 2020-2030 has outlined a target of approximately 40,000 new affordable housing units to be created in the City of Toronto in this decade. As identified in the ModernTO: City-Wide Real Estate Strategy report, in order to achieve these targets from City-owned land a "housing lens" is to be applied to the City-wide real estate portfolio and that has been the approach on ModernTO. For the eight sites in this portfolio, affordable housing has been identified as a key priority in all cases where (1) appropriate planning context exists for residential uses and (2) where residential redevelopment would be financially and operationally feasible. In addition, the majority of the properties in this portfolio are located in close proximity to higher-order transit making them suitable for mixed-use, mixed income, Transit Oriented Development (TOD).

- **Financial Sustainability:** The ModernTO program has been designed to be financially sustainable. As such, these eight properties will adhere to the strategic investment policy as outlined in recent council direction through the City-Wide Real Estate strategy. Additionally, through the maintenance and use of existing City assets the program proposes to realize significant cost avoidance related to:
  - Acquiring land for a new downtown Paramedics multi-hub facility, which is proposed to be co-located at the 610 Bay St residential development,
  - Avoiding land acquisition and new construction costs for a Paramedics multi-hub facility by repurposing 18 Dyas Rd. for Paramedic Services,
  - Relocation of fuel station from Oriole Yard to 18 Dyas Rd unlocking additional housing density and appropriate site planning for the Housing Now development at 251 Esther Shiner Blvd. and,
  - Acquisition or leasing costs for community and city service uses at 95 The Esplanade.
- **Infrastructure and Service Improvements:** As part of the consultation process, these properties were brought forward to the Operational Program Management Committee (OPMC). This committee consists of City divisions and agencies and allows for an opportunity to identify potential service or operational needs that can be accommodated on these properties. These uses, along with specific infrastructure and public realm improvements were identified and incorporated into the visions for the eight sites.
- **Maintaining and Enhancing Employment Opportunities:** As identified in the TOCore: Downtown Plan, and the Yonge-Eglinton Secondary Plans, it is a priority of the City to ensure that employment uses are prioritized as part of any redevelopment within the downtown and mid-town areas. As such, this program will ensure that, while existing office uses are being relocated from these eight properties, as part of the proposed development visions, the amount of employment space will be maintained or enhanced through the unlocking and redevelopment of these properties.
- **Promoting More Sustainable Development:** In 2019, City Council voted unanimously to declare a climate emergency and accelerate efforts to mitigate and adapt to climate change. As such, the proposed vision aims to promote more sustainable development within the ModernTO program by adopting the key directives of the TransformTO climate action strategy including a minimum of Tier 2 of Toronto Green Standards – Version 4.
- **Adaptive Reuse of Valued Heritage Structures:** Many of the sites within this portfolio contain structures with potential heritage value. The proposed visions for these properties, therefore incorporate their adaptive reuse wherever possible.

The main objective of this report is to propose a vision for the eight sites that maximizes value creation for the City in order to achieve desired city-building objectives and needs identified above, while ensuring that the program remains financially sustainable.

## Relocating Current Uses

The Workplace Modernization Program focuses on modernizing the City's office portfolio and as such, all of the municipal office uses within these eight properties are to be relocated to core civic hubs through this program. In the case of 931 Yonge Street, the existing use on the property is for a single municipal office tenancy and this property will be fully unlocked once those office uses are relocated. In the case of the other seven properties, there are additional existing uses within these properties that require separate accommodation strategies and/or new service delivery strategies in order to fully unlock these properties for city-building purposes. Significant coordination and due diligence has been conducted in order to determine: (a) when the existing office uses can be relocated through the Workplace Modernization Program and (b) what existing non-office uses and occupants on the sites require separate relocation and accommodation strategies.

Table 2 outlines the key existing uses and occupants on the eight properties, including both municipal office and non-office uses. The table outlines proposed estimated timing for the re-accommodation of the existing occupants in order to unlock the properties and also provides additional next steps that are still required in order to finalize accommodation strategies on a portion of the properties.

Table 2: Re-accommodation Strategies for the Existing Uses on the Eight Properties

Property	Current Principal Uses	Re-accommodation Strategy	Estimated Timing
610 Bay Street & 130 Elizabeth Street	1) Former Coach Bus Terminal Operations (recently vacated) 2.) TPA Parking Lot	1) Operations relocated to new CIBC Square GO Bus Terminal 2) Parking will not be replaced on-site	1) 2021 2) N/A
277 Victoria Street	1) Toronto Public Health Head Office 2) "The Works" Harm Reduction Program, Dental Office, and Clinics	1) Toronto Public Health to be relocated through the ModernTO Workplace Modernization Program 2) "The Works" to be accommodated within the defined catchment area prior to any redevelopment on site.	1) 2024 2) Pending finalization of accommodation strategy
931 Yonge Street	1) Toronto Community Housing (TCHC) Head Office	1) TCHC offices to be relocated through the ModernTO Workplace Modernization Program	1) 2023
18 Dyas Road	1) City Office Uses 2) City Non-Office Uses 2) Warehouse and Storage Facility	1) City Offices to be relocated through the ModernTO Workplace Modernization Program 2) City Non-Office Uses to be relocated to other non-office space in consultation with CREM 3) Warehouse facility to be relocated within the City's industrial portfolio	1) 2024 2) 2024 3) 2024
95 The Esplanade	1) Toronto Building Dept. Office Uses 2) St Lawrence Market Office Uses	1) Toronto Building to be relocated through the ModernTO Workplace Modernization Program 2) St Lawrence Market office uses to be relocated to the North Market building	1) 2023 1) 2024



33 Queen Street East	1) Toronto Parking Authority (TPA) Head Office 2) 623 Space Above-grade Parking Garage 3) Commercial Office Uses	1) TPA to be relocated through the ModernTO Workplace Modernization Program 2) Parking to be partially replaced on-site 3) Not being replaced on site	1) 2025 2) Through development 3) N/A
75 Elizabeth Street	1) City and Agency Offices 2) Third Party Office Uses 3) Diversity Garden	1) City and Agency Offices to be relocated through the ModernTO Workplace 2) Third Party Office uses to be relocated to other office space in consultation with CREM 3) Diversity Garden to be replaced on-site	1) 2024 2) 2024 3) Through development
1900 Yonge Street	1) Toronto Transit Commission (TTC) Head Office 2) TTC Master Control Centre 3) Transit Enforcement Office	1) TTC offices to be relocated through the ModernTO Workplace Modernization Program 2) The Master Control Centre is to be relocated to a new designated location in 2028. 3) Transit Enforcement Office to be relocated in consultation with CREM	1) 2025 2) 2028 3) 2026

In many cases the timing and availability of the property for redevelopment and repurposing are key drivers of the portfolio strategy and of the recommendations outlined in this report for the following reasons.

- 1) The timing of when these sites are available for redevelopment has a potentially significant impact on the program from a cash flow, service delivery and business plan perspective. The proposed timing to unlock various properties may impact the prioritization of city-building objectives on those sites.
- 2) The timing has a significant impact on the proposed implementation plans and report recommendations since it may not be desirable to lock-in proposed visions and/or begin potential market offering processes on a site that may not be available for redevelopment until many years in the future; as City needs, the regulatory context and market conditions will likely change significantly over that time.
- 3) Based on the timing of when each of these eight sites may become available for redevelopment, CreateTO and the City of Toronto can prioritize development, planning and financial staff resources towards sites that are unlocked for redevelopment earlier.

## Timing of Opportunities

Due to these timing considerations and constraints, this report currently recommends the adoption of specific visions and implementation strategies for five properties that are available for repurposing and redevelopment in the short-term, including:

- 610 Bay Street & 130 Elizabeth Street

- 277 Victoria Street
- 931 Yonge Street
- 18 Dyas Road
- 95 The Esplanade

For the remaining three properties that are to be unlocked in the long-term, this report should be taken as an update, with recommendations for additional visioning and consultation for a future report to council for specific direction on the following properties:

- **33 Queen Street East** – more time needed to consider impacts of Ontario Line construction
- **75 Elizabeth Street** – more time needed to accommodate Toronto Hydro “Power Downtown Toronto” infrastructure upgrades
- **1900 Yonge Street** – more time needed to relocate Master Control Centre and conduct broader master planning in the area and deliver Midtown Parkland improvements

For these properties, the timing of the real estate opportunity is being delayed due to other significant infrastructure projects currently being undertaken or under review including transit expansion impacting 33 Queen Street East, utility/power upgrades impacting 75 Elizabeth Street, local master plans and transit operational needs impacting 1900 Yonge Street. The ability to unlock value at these locations will follow once these important initiatives have been completed or are potentially better understood and coordinated.

## Planning Context and Site Design

A fundamental driver of potential value creation within the ModernTO portfolio and the resulting ability to maximize city-building objectives on these properties, is the planning context of the property and the corresponding development potential for each site. For the properties being unlocked through the ModernTO program, extensive development due diligence was conducted on each of the properties in order to determine potential use, proposed massing, heritage preservation opportunities, urban design features, and public realm improvements.

A key principle of the City-wide Real Estate Portfolio strategy includes the intensification and integration of uses on City real estate assets in order to maximize the city-building potential within the City’s real estate portfolio. It was through this lens that initial proposed massing concepts were prepared that seek to optimize the potential of these properties while respecting planning policy and neighbourhood context. In addition, the majority of the properties are located in close proximity to higher-order transit nodes. With the focus of the City’s intensification strategy on Transit Oriented Development (TOD) and the prioritization of growth where transit and other infrastructure currently exists or is planned, this also extensively influenced the preferred conceptual massing designs.

The majority of the sites fall within the TOCore (Downtown) Secondary Plan and Midtown in Focus (Yonge-Eglinton) Secondary Plan areas and as such particular consideration is needed to be undertaken to follow policies in these plans.

These Plans provide policy and design direction and identify where intensification should occur. As such, the conceptual designs concentrate the greatest density and heights in Mixed Use Areas identified for growth. The proposed public realm concepts on certain sites also contribute to policies for the Civic Precinct, Health Sciences District and specific Character Areas.

These Plans also call for commercial office space replacement on any sites currently containing office uses. Early direction received from City Planning advised CreateTO to consider the sites as a “portfolio of properties”; as opposed to replacing office gross floor area per site. As such, CreateTO identified the most appropriate commercially viable sites to “replace” the office (non-residential) uses.

As part of the due diligence undertaken, CreateTO engaged architectural consulting teams to prepare conceptual massing options that took into account the planning policy context, site constraints, heritage considerations and potential programmatic requirements. The planning exercise was informed by establishing key guiding design principles for each site that are to be incorporated into the future redevelopment on these properties.

In addition to the architectural teams, CreateTO also engaged other key consultants, including civil, structural engineers and transportation engineers, landscape architects, heritage architects and environmental consultants, in order to conduct detailed due diligence on these properties to help better understand the redevelopment or repurposing potential of these properties, and to help identify potential site constraints and financial impacts.

## **Stakeholder Engagement**

The recommendations contained within this report represent proposed visions and outcomes for these properties based on strategic City priorities as identified through internal stakeholder engagement, the in-force regulatory framework and significant design and feasibility due diligence work.

As these high-level visions are translated into proposed site specific redevelopment concepts, a significant step in the process that is to be prioritized will be community consultation. There will be a fulsome community engagement plan as part of the planning application process and prior to any proposed land transaction on each of the re-development properties. This proposed consultation process will supplement the statutory community consultation protocol undertaken as part of the standard planning application process, and include the local communities, key community stakeholders and any other members of the general public.

Indigenous engagement in the planning processes is central to fulfilling the City’s commitment to the Truth and Reconciliation Commission’s calls to action, and is to be prioritized through the community consultation process and through the planning

process on the sites that are proposed for redevelopment. An Indigenous engagement specialist will be retained to lead engagement with Indigenous communities with the aim of building long-lasting partnerships.

In 2022, community consultation will be conducted on the three projects identified as short-term development opportunities (610 Bay St & 130 Elizabeth St, 931 Yonge St and 277 Victoria St) and this consultation process will likely continue into 2023. As 18 Dyas will be a City services site, community consultation is not planned on this site specifically but it will be part of the broader information sessions. Once the proposed use for the existing space at 95 the Esplanade is determined, a community consultation will be scheduled but staff are still undertaking this work.

In 2023, community consultation is targeted to begin for the three remaining development properties that are identified for long-term development. This consultation process will likely continue into 2024 and beyond.

## Proposed Directions and Outcomes

### Portfolio Outcomes

The result of this due diligence and visioning process as applied to the eight properties in the ModernTO portfolio is a recommended portfolio strategy that attempts to balance key city-building priorities such as affordable housing, community infrastructure, public realm improvement and enhanced institutional and employment uses, while ensuring that these benefits will be generated through a sustainable strategic model that helps to support the Workplace Modernization Program and other key strategic City initiatives. Specifically, the seven identified city-building objectives and outcomes that are proposed to be prioritized across the ModernTO portfolio are outlined in Recommendation 1 in this report and include:

- Creation of Affordable Housing
- Financial Sustainability
- Public Realm Improvements
- City Service and Institutional Improvements
- Maintenance or Enhancement of Employment Opportunities
- Adaptive Re-Use of Heritage Resources:
- Sustainable Development

Opportunities for each site will continue to be refined with input from local councillors, impacted communities, current occupants, City divisions, and external partners.

In addition to identifying key city-building objectives, a major priority throughout the due diligence process was to determine timing as to when these properties could be unlocked and therefore become available for potential redevelopment or repurposing. In many cases the timing and availability of the property are key drivers of the portfolio strategy and of the recommendations outlined in this report. This report recommends the adoption of specific visions and implementation strategies for five properties that are available for repurposing and redevelopment in the short-term (610 Bay Street & 130

Elizabeth St, 931 Yonge Street, 277 Victoria Street, 18 Dyas Road and 95 The Esplanade), and recommends additional visioning and consultation for the three properties that are available on a long-term basis (33 Queen Street, 75 Elizabeth Street and 1900 Yonge Street).

## **Site Specific Direction and Proposed Outcomes**

Based on the estimated timeline to unlock these properties, the eight properties have been divided into two key groups, sites available in the short-term and sites with longer-term redevelopment potential. For the five properties identified for short-term redevelopment and repurposing, this report contains proposed high-level preferred visions with recommendations to proceed with implementation strategies starting in 2022. For the three sites that are available to be unlocked in the long-term, this report should be considered as an update report with recommendations for the visions and proposed outcomes which continue to be updated and refined and these will be brought back to the CreateTO Board and City Council at a future date.

Appendix A outlines the proposed site specific directions, visions and proposed outcomes and implementation strategies that are being explored on the five short term properties.

Appendix B outlines the high level update on the proposed visions, outcomes and timing on the three properties to be unlocked in the long term.

In conclusion, this report aims to identify and prioritize city-building objectives and outcomes across the eight properties that are to be unlocked through the ModernTO program. These prioritized outcomes have been identified through an initial consultation process with key internal stakeholders and the crucial next step in the process is to conduct community consultation based on the site visions identified in this report. The report also identifies timing considerations and constraints on the eight properties, and recommends the adoption of specific visions and implementation strategies for five properties that are available for repurposing and redevelopment in the short-term, while, for the three properties identified as long-term, the timing of the real estate opportunity is yielding to higher priorities for city-building, including transit expansion, utility/power upgrades, local master plans and transit operational needs. The overall goal of the recommended portfolio strategy outlined in this report is to prepare a financially responsible plan that maximizes and optimizes city-building opportunities on the eight City-owned properties that are being unlocked through the ModernTO program.

## **CONTACT**

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**SIGNATURE**

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Vic Gupta  
Chief Executive Officer  
CreateTO

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## **ATTACHMENTS**

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**Attachment 1** – Site Specific Proposed Visions for Properties to be Unlocked in the Short Term

**Attachment 2** – Update on Proposed Visions for Properties to be Unlocked in the Long Term

**Confidential Attachment 1** – High-Level Financial Summary

**Confidential Attachment 2** – Accommodating The Works

**Confidential Attachment 3** – Name of Entity - 277 Victoria Street Disposition

**Confidential Attachment 4** - Preliminary Conceptual Massing

## **Attachment 1 – Site Specific Proposed Visions for Properties to be Unlocked in the Short Term**

### **610 Bay Street and 130 Elizabeth Street**

#### ***Proposed Vision***

A mixed-income, mixed-use development to include affordable housing, a Paramedics Multi-Hub and employment opportunities with a preference for life science and biomedical uses that take advantage of this property's unique location within the Health Sciences District. The proposed re-development will also include adaptive re-use of the heritage bus terminal, streetscape improvements and financial returns consistent with the strategic investment policy adopted by council. It is proposed that a Request for Expression of Interest (REOI) be issued to the development and not-for-profit community for the re-development of this site that will prioritize the delivery of the identified city-building priorities on this site while promoting creative and aspirational visions for this property.

#### ***Timing and Process to Unlock Property***

Until recently, the property was being used as a coach bus terminal by the Toronto Coach Terminal Inc (TCTI). With the re-location of coach bus operations to New Union Station Bus Terminal at CIBC Square the property is now vacant. While the property will be proceeding through a market offering and a planning approval process, an interim use associated with Paramedic Services has been identified for the vacant building at 610 Bay Street. The 130 Elizabeth Street property is being analyzed for a possible demolition if the interim parking solution can be supported through a business case analysis.

#### ***Identified City-Building Priorities***

The key city-building priorities currently identified for this site include the creation of affordable housing, the delivery of a Paramedic Services Multi-Hub and the promotion of employment / office uses associated with the life science and biomedical sectors consistent with this property's location within the Health Sciences District as identified in the Downtown Plan. Other city-building priorities include public realm improvements along Edward and Elizabeth Streets, as well as the need to generate project funding consistent with the strategic investment policy adopted by council, all while ensuring adaptive re-use of the existing heritage bus terminal.

We are currently proposing to issue a Request for Expression of Interest (REOI) to the development and not-for-profit community for the redevelopment of 610 Bay Street and 130 Elizabeth Street. The REOI process will be designed to promote creative and innovative proposals that aim to achieve the identified city-building priorities while promoting design excellence and encouraging respondents to partner with and integrate the project into the local community, which contains Canada's largest research hub and one of the ten largest biomedical clusters in the world. The REOI process will be partially modelled on other successful offering processes designed to encourage creative and aspirational design visions.

### ***Proposed Implementation Plan***

- This property will be offered through an REOI offering that will prioritize the delivery of affordable housing, a Paramedics Multi-Hub, adaptive heritage re-use and adhere to the City's strategic investment policy.
- Following the offering, the Chief Executive Officer, CreateTO will report back to the CreateTO Board and City Council with the recommended strategy and proposed business case, which will be conditional upon consultation with the local community by the proponent prior to and throughout the development application approvals process.
- A proponent led re-zoning process is proposed for this site, so that flexibility can be maintained for creative solutions, which can maximize the amount of affordable housing that can be delivered with other key City benefits. The conceptual massing design and due diligence work undertaken by CreateTO will be made available to the proponent through the REOI process to inform their proposal.
- A community consultation process will be required prior to and as part any proponent-led development application approvals process.

### ***Proposed Community Consultation Process***

A CreateTO-led public information session will be held prior to the issuance of the Request for Expression of Interest for the redevelopment of these properties. Proposed architectural designs and concepts will be prepared by the selected proponents and they will conduct a consultation process targeted for 2022, which will supplement the statutory community consultation protocol undertaken as part of the standard planning application process. Consultation will include the local communities, key community stakeholders and other members of the general public. This consultation process will likely continue into 2023.

## 277 Victoria Street

### ***Proposed Vision***

A high-rise, mixed use, institutional development with retail and or community space on the ground and second floors. The site specific guiding principles developed for this site include capitalizing on a unique location adjacent to Yonge-Dundas Square while incorporating streetscape and public realm improvements, potential adaptive heritage reuse and fostering sustainability.

### ***Timing and Process to Unlock Property***

This property has many existing uses in addition to being the Toronto Public Health headquarters that require separate accommodation strategies and/or new service delivery strategies in order to fully unlock it for city-building purposes. Toronto Public Health headquarters will be re-located through the ModernTO program, while the accommodation of “The Works” program is a critical component of any future redevelopment of this property. Accommodating this program will not only require the cooperation and coordination of municipal divisions and agencies, but will require the support and agreement of their provincial and federal counterparts that have regulatory approval authority. Other uses include a dental clinic and Tuberculosis and STI programs and other medical service clinics which would each require separate entrances and specific service delivery strategies. Confidential Attachment 2 contains further details on the preliminary accommodation strategy for “The Works” program.

Redevelopment of this property could potentially begin by Q3 2024, however the timing would be contingent upon when all the uses could be successfully accommodated and relocated.

### ***Identified City-Building Priorities***

City-building priorities identified as part of any proposed redevelopment opportunity on this site include the reaccommodation and preservation of existing city services, the preservation of employment uses, all while capitalizing on its unique location adjacent to Yonge-Dundas Square. Re-developing this site provides the opportunity to explore improvements to the public realm, traffic flow, and pedestrian and cycling mobility at the Yonge-Dundas precinct in line with the yongeTOmorrow plan and other planning frameworks.

### ***Proposed Implementation Plan***

- Upon approval of this report by City Council, staff are proposing to negotiate the sale of 277 Victoria Street to the entity identified in Confidential Attachment 3 at market value, and to report back to City Council in 2022 regarding the details on the negotiation and recommended manner of sale, which are expected to include conditions outlined below:
  - The proposed entity to conduct expanded community consultation over and above what is required as part of the planning process;
  - The proposed entity to maintain “The Works” in its current form until a suitable relocation plan is established;



- The proposed entity to include additional retail commercial space on first and second floors, include replacement for the “Sam the Record Man” sign and consideration for any other heritage merits of the site (condition to be fulfilled upon rezoning approval)
- The proposed entity to work with City Planning to incorporate public realm improvements along Victoria Street north of Dundas Street and along the Dundas Street frontage
- City Council approval of the negotiated terms and conditions of sale

### ***Proposed Community Consultation Process***

A CreateTO-led public information session will be held prior to proceeding with any negotiated transaction on this property. Following a proposed transaction, architectural designs and concepts will be prepared by the proponent and they will conduct community consultation targeted for 2022, which will supplement the statutory community consultation protocol undertaken as part of the standard planning application process. This consultation will include the local communities, key community stakeholders and any other member of the general public. This consultation process will likely continue into 2023.

## 931 Yonge Street

### ***Proposed Vision***

A mixed-income, high-rise residential development to include affordable ownership housing. Guiding design principles for this vision include minimized shadows on adjacent parks and green spaces, enhanced public realm and street frontage opportunities, optimizing the site to achieve appropriate density and creating a compelling view terminus, while fostering sustainability.

### ***Timing and Process to Unlock Property***

The site is currently the head office for the Toronto Community Housing Corporation (TCHC), the sole occupant with a small retail unit at the base of the building. The property is proposed to be fully vacated through the ModernTO workplace optimization program, with TCHC head office relocating to the civic center network. Vacant possession is expected by Q4 2023.

### ***Identified City-Building Priorities***

City-building priorities for this site include the creation of affordable ownership units, delivery of public realm improvements, and financial returns consistent with the strategic investment policy adopted by council. The existing THCH office use is being re-accommodated within the City's existing civic space through the ModernTO program, however new office and employment uses are proposed to be constructed on other sites within the ModernTO portfolio to ensure office replacement across the portfolio and to allow for long-term employment growth in the core of the City.

### ***Proposed Implementation Plan***

A CreateTO led re-zoning process is proposed to begin in Q2 2022 based on the proposed vision for this property, followed by a market offering process in Q1/Q2 2023 that would prioritize the delivery of affordable ownership housing.

### ***Proposed Community Consultation Process***

A CreateTO-led consultation process is proposed in 2022 prior to and as part of the development application process, which will supplement the statutory community consultation protocol undertaken as part of a typical development application process and include the local communities, key community stakeholders and other members of the general public. This consultation process will likely continue into 2023.

## 18 Dyas Road

### ***Proposed Vision***

The property is proposed to be repurposed for new City uses with Paramedics North/Central Multi-Function Station Hub as the preferred primary use. City staff have identified a shortage of employment lands within the City's portfolio to support industrial uses such as Paramedics Multi-Function facilities, which necessitates retention of this site to support City service delivery. The proposed concept will also house a fuel station to be relocated from 251 Esther Shiner Blvd (Oriole Yards - a Phase 2 Housing Now site). The relocation of the fuel depot will provide additional land at Oriole Yard that will be made available for the development of more housing units. The fuel station is required to be maintained in proximity to Oriole Yard to service City Fleet, making 18 Dyas a very suitable alternative being less than 3km away (or a 7 minute drive) from its current location.

### ***Timing and Process to Unlock Property***

While the property is being kept for City use, the current office uses are proposed to be consolidated into other City office locations. In addition the site contains City non-office uses and a warehouse facility, which are to be relocated within the City's industrial portfolio in consultation with CREM.

Interim uses include election office uses within the warehouse for the 2022 Municipal election. Vacant possession of the office spaces is expected in Q1 2024, with a partial move in by Paramedic Services earlier on.

### ***Identified City-Building Priorities***

Relocation of the Paramedics North/Central Multi-Function Station Hub together with housing the fleet fuel station from Oriole Yards. Relocating the fuel station off of Oriole Yards, a significant Housing Now site, is a critical element that will allow proper Block Context Planning of the site to deliver affordable housing and various other city-building uses. Relocating these uses to this property will result in significant capital cost avoidance such as land acquisition and new building construction for a new multi-function facility. The current built form at 18 Dyas is considered suitable to accommodate the Paramedics use, subject to interior renovations.

### ***Proposed Implementation Plan***

A complete relocation strategy for all the current office and non-office uses is still being finalized. Vacant possession of the office use is expected in 2024. Public consultation is not currently proposed on this site as it will stay in City ownership.

## 95 The Esplanade

### ***Proposed vision***

The Property is proposed to be repurposed for City services, entrepreneurship or incubator space, or for a not-for-profit below market rent tenant. With the retail / commercial market depressed due to COVID-19 impacts, the proposal for this site is to keep it for City uses and revisit a sale option in approximately five to ten years, or when the retail market supports a more favourable business case.

### ***Timing and Process to Unlock Property***

It is estimated that the existing occupants will be relocated through the ModernTO program in early 2024.

### ***Identified City-Building Priorities***

*Current being identified*

### ***Proposed Implementation Plan***

Office use is being relocated to Metro Hall / Civic Centres, St. Lawrence Market administrative uses are being relocated to the St. Lawrence Market North building which is under construction. Vacant possession is expected in Q2 2024. Public consultation is not currently proposed on this site as it will stay in City ownership.

## **Attachment 2 – Update on Preliminary Visions for Properties to be Unlocked in the Long Term**

### **33 Queen Street**

#### ***Update on Preliminary Vision***

The current preliminary vision contemplates a high-rise mixed use residential development to include affordable rental housing, office uses and delivering on other city-building objectives including partial replacement of public parking below grade. This site is located in close proximity to higher order transit and making it very suitable for mixed use high density, transit-oriented development.

#### ***Timing and Process to Unlock Property***

The site consists of three city-owned properties: 33 Queen Street East, 50 Richmond Street East and 58 Richmond Street East. The TPA head office and an above grade parking structure with 645 parking spots are located at 33 Queen Street East along with retail tenants at grade. Staff from the TPA head office on 50 Richmond Street East are to be relocated through the ModernTO workplace optimization program to Metro Hall, while the Toronto Paramedic Services Station located at 58 Richmond Street East, is proposed to be integrated with the future Paramedic Services Multi-Hub envisioned for the 610 Bay Street site. All current uses that are being relocated offsite are targeted to be moved by 2025.

#### ***Identified City-Building Priorities***

City-building priorities currently being explored include the delivery of affordable housing, office replacement targeted to medical uses / life sciences, underground public parking replacement to support hospital uses, public realm improvements, adaptive reuse of heritage structure and inclusion of a mid-block connection between Queen and Richmond Streets as a Publicly Accessible Space.

#### ***Proposed Implementation Plan***

The development timing of this site could be significantly impacted as a result of the Ontario Line Construction (Q2 2023 – Q4 2027). In addition to the potential impact from below grade construction, a significant impact will be at Queen Station, where there will need to be a full closure of Queen Street between Victoria and Bay streets to vehicular traffic from May 2023 to November 2027. Construction staging will also be a challenge if a redevelopment is proposed during this time frame. CreateTO will continue to work closely with the City's Transit Expansion Office as well as Metrolinx to determine what the implications to the site would entail as the transit expansion project would need to be prioritized over the development of this site.

CreateTO will also continue to work with local impacted stakeholders to determine the impact that re-development of this property and the resulting potential reduction in public parking spaces will have on this neighbourhood. This includes detailed parking demand studies and the exploration of potential business plan and partnership opportunities to include significant public parking underground as part of a re-development of this property.

CreateTO currently envisions taking the site through a development application process in 2024 and then a market offering possibly in 2025 subject to limitations posed by the Ontario Line Construction schedule.

***Proposed Community Consultation Process***

A public consultation process will be conducted by CreateTO based on plans that more closely reflect the ultimate design and closer to when this site gets re-developed.



## 75 Elizabeth Street

### ***Update on Preliminary Vision***

Long-term vision will identify uses for the site in connection to civic/institutional uses closely aligned with City Hall as a landmark City facility and the head office of City government. This site could be suitable for a mixed-use, high-rise building with residential commercial and community uses and new parkland.

### ***Timing and Process to Unlock Property***

A portion of the property at 75 Elizabeth Street will be occupied by Hydro One for construction staging purposes, in support of the “Power Downtown Toronto” initiative until 2026. Accordingly the detailed vision and community consultation process for this site has been deferred to 2023 at the earliest. Existing City occupants are proposed to be relocated through the ModernTO workplace optimization program and the park area is proposed to be maintained in the new development. Current users also include non-municipal uses, which are to be relocated to other office spaces in consultation with CREM.

### ***Identified City-Building Priorities***

Currently envisioned key city-building priorities for this site include Civic / Institutional uses, new parkland and public realm improvements.

### ***Proposed Implementation Plan***

Detailed vision and community consultation process deferred to 2023 at the earliest. Public information sessions will be held ahead of any planning applications, led by CreateTO and based on plans that more closely reflect the ultimate design and closer to when this site is to be redeveloped.

### ***Proposed Community Consultation Process***

A public consultation process will be conducted by CreateTO based on plans that more closely reflect the ultimate design and closer to when this site gets re-developed.

# 1900 Yonge Street

## ***Update on Preliminary Vision***

The current preliminary vision contemplates a potential high-rise mixed use residential development to include affordable rental housing and delivering on other city-building objectives including replacement of office space and adaptive re-use of heritage assets. It is currently proposed that the redevelopment of this property is to occur in conjunction with a potential opportunity to explore decking options over the adjacent Davisville Yards. As per the Yonge-Eglinton Secondary plan a one hectare park has been prioritized in this area, and options to include that in a decking concept at Davisville Yard are being explored by CreateTO and City Planning.

## ***Timing and Process to Unlock Property***

In addition to the existing office uses, this site includes a TTC Master Control Centre, which is proposed to be relocated to a newly constructed facility which is currently scheduled for completion in 2028. Current uses also include a Transit Enforcement Office to be relocated in consultation with CREM in 2025-2026. This site is being viewed as a long-term development opportunity due to the timing to relocate the TTC Master Control Center and the need to yield to transit operational needs.

## ***Identified City-Building Priorities***

Currently envisioned key city-building priorities for this site include the delivery of affordable housing, office replacement, preservation and repurposing of heritage structures and public realm improvements including opportunities to explore and support decking options over the adjacent Davisville Yards.

## ***Proposed Implementation Plan***

CreateTO and City Planning are collaborating and working in partnership with the TTC, PF&R, Heritage Planning, Transportation and other City divisions and agencies on a combined development concept plan for the McBrien Site located at 1900 Yonge Street and decking feasibility study of the Davisville Yard ("Yard"). The Davisville Yard Feasibility study examining the opportunity to create new parkland and potential other development opportunities by decking over the existing TTC yard and rails is expected in Q3 2022. This will include a conceptual design for the McBrien Building and how it fits into the local area context. The more detailed concept is planned for 2023 following initial community consultation.

## ***Proposed Community Consultation Process***

A public consultation process will be conducted by CreateTO and City Planning based on plans that more closely reflect the ultimate design and closer to when this site gets re-developed. Detailed vision and community consultation process is proposed for 2023 at the earliest as the initial feasibility study is completed.