



annual **2015**  
**report.**  
TORONTO CITY PLANNING

# chief planner's message

When the New York Times ranked Toronto as one of the top ten places to visit in 2016, it became clear that people are catching on to what we've known for a long time. Toronto is an exceptional city – and not just for tourists – but also for the nearly 3 million people who choose to call it home. In 2015, the Economist Intelligence Unit tallied up their urban quality of life indexes and ranked Toronto as the world's best city to live in.

These trends have not gone unnoticed as new residents and companies continue to move into the city. For the first time in many years, growth within Toronto is outpacing that in the suburbs around it – bringing both opportunities and challenges that must be addressed through proactive planning.

City Planning leads and partners in an innovative culture, guiding growth and development through excellence in planning and influential policy. From broad city-wide initiatives such as reviewing the Official Plan, to advancing local urban interventions such as Project: Under Gardiner and the Weston Cultural Hub, our work significantly impacts the lives of local residents.

In this year's Annual Report, we've chosen to showcase a selection of prominent projects that embody the essence of city building in Toronto. By turning these pages, you will see tangible examples of our commitment to placemaking, innovation, and interdivisional collaboration.

In reflecting on all the great work accomplished over the past year, I'm reminded of our unique opportunity to be part of something ambitious, transformative, and revolutionary – the opportunity to rethink the way we grow, connect, and build this city. But make no mistake – we have a tremendous amount of work ahead of us. While this won't be an easy task, I'm confident that with creativity and courage, we will build on our successes, learn from our challenges, and continue to improve life in the city for all Torontonians.



Jennifer Keesmaat

**Jennifer Keesmaat**  
Chief Planner & Executive Director



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2015

# INPUT

City Planning is driven by the inputs it receives on a daily basis from the public, developers, Council, and standing committees. The volume of work handled by City Planning is unprecedented among municipalities in Canada.

27

new council-initiated study work program requests

254

new development projects received

3,980

committee of adjustment applications

2,157

heritage permit applications

6,391

planning and heritage applications in 2015

# PEOPLE

City Planning continued to expand new initiatives to connect with the people of Toronto. In 2015, we launched the Toronto Planning Review Panel - a representative body of randomly selected residents who will advise on important city building issues.



340

non-statutory community consultations

17,951

residents consulted



33,000+

@jen\_keesmaat / @CityPlanTO twitter followers



17,625

interactions with the application information centre

1 million+

page views of city planning website



29

planners in public spaces (PiPS) events

1,800+

PiPS participants

2

chief planner roundtables

500

participants online & in person

# PROCESS

Robust and meaningful conversations with stakeholders is at the heart of the planning process. Through collaboration, we work to implement the pillars of the Official Plan, balance community interests, and strengthen liveability in Toronto.



509

reports to committees & council

39

section 37 agreements

43

official plan amendments



75,710

employment survey respondents



20

city building studies

41

projects submitted to the design review panel



12

design review panels

8

development application OMB appeals submitted



460

committee of adjustment OMB appeals submitted

# OUTPUT

Inputs into City Planning are shaped by our team and the public to form the tangible elements of city building that define the outputs of our Division. Toronto's future growth, resilience, and success are fundamentally impacted by the work we do.

83 %

of development is occurring within targeted growth areas

15

developments seeking TGS Tier 2 status

542,843 m<sup>2</sup>

approved non-residential space

123

approved projects

9,848

approved residential units

\$57 million

of secured section 37 benefits

12

civic improvement projects completed

9

public art installations unveiled



# city planning division

With a complement of 373 staff, our professionals are deeply committed to advancing Toronto's Official Plan, the City's key guiding document that translates Council's vision into the tangible actions that shape the way we grow. The Official Plan is grounded by four pillars that provide the underlying framework for all work undertaken by our Division.

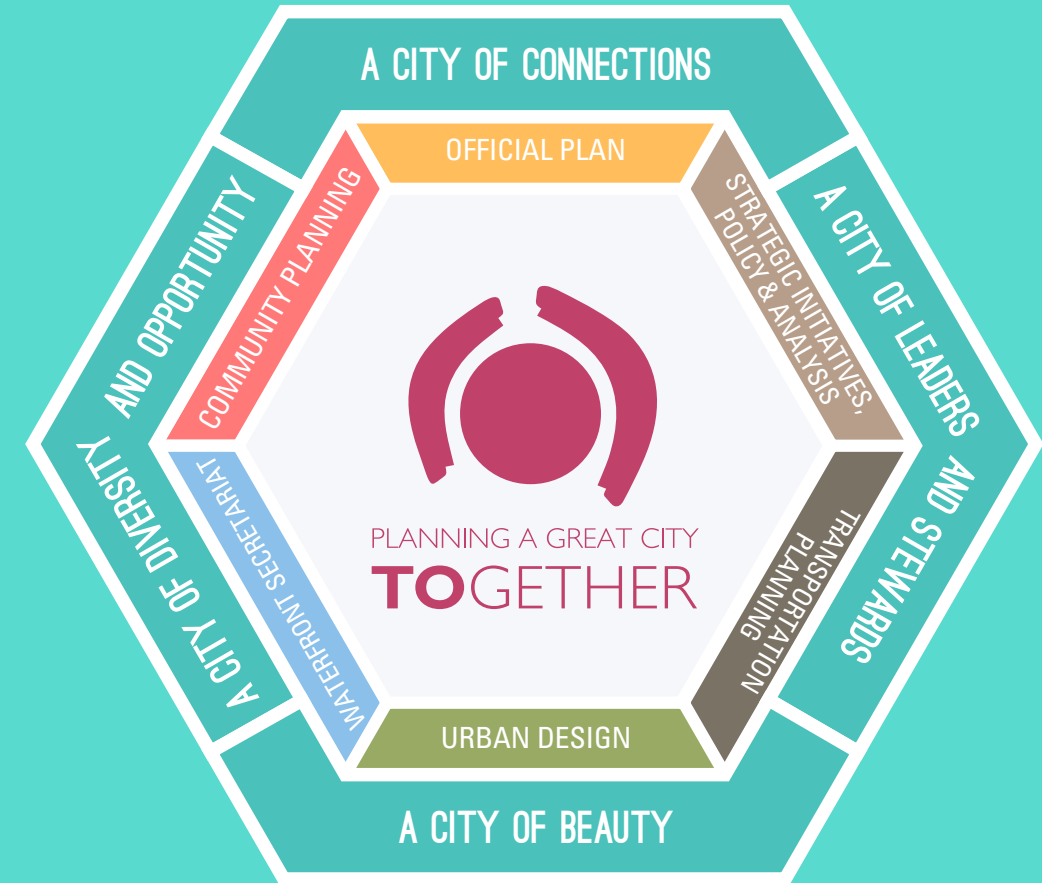
A **City of Diversity and Opportunity** that meets the ambitions of residents with the opportunities they need to achieve them.

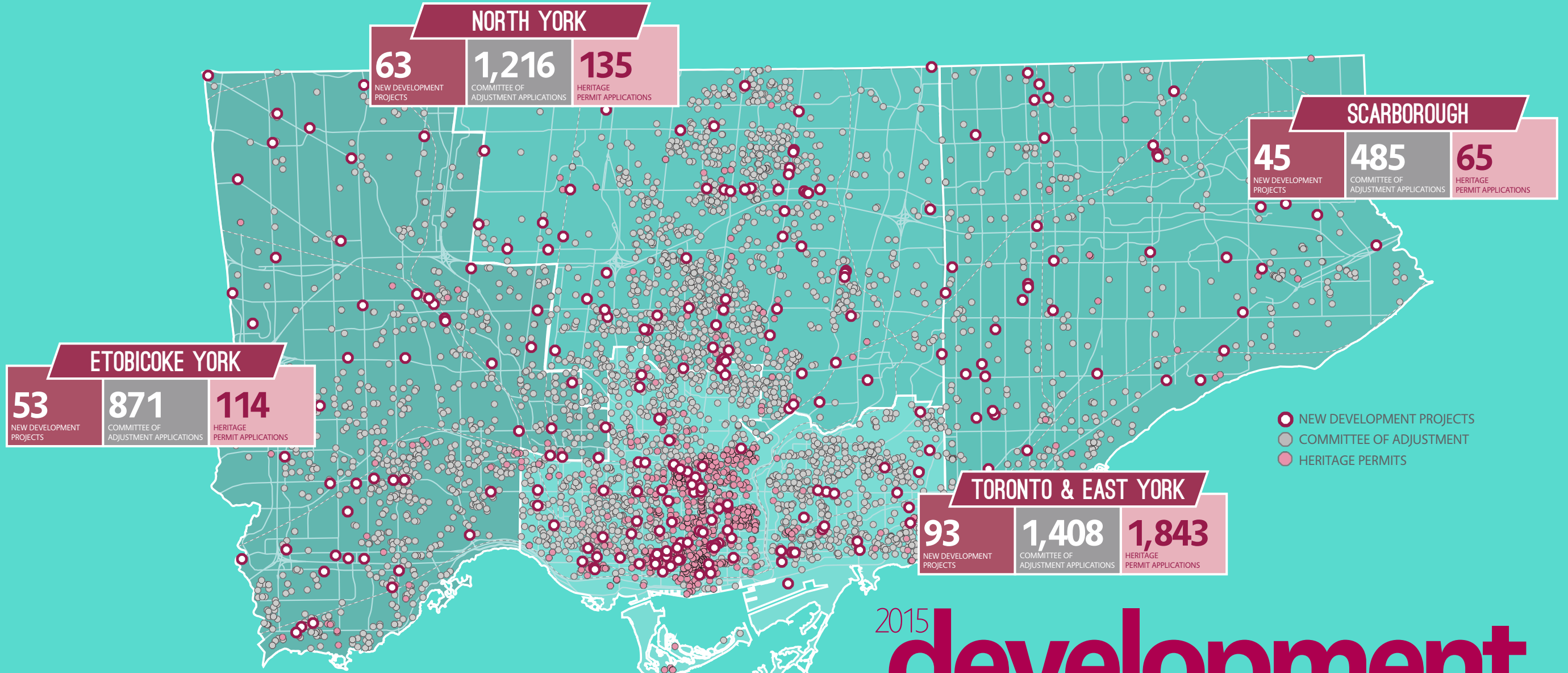
A **City of Connections** that affords abundant access throughout Toronto and beyond.

A **City of Beauty** that astonishes through its human-made and natural environments.

A **City of Leaders and Stewards** that inspires us to take ownership in shaping the communities we live and work in.

Our Division is structured under eight functional units, including four Community Planning Districts that span Toronto's geography. All units collaborate closely with each other, providing expert input on development applications, studies, and emerging priorities. Meaningful partnerships with other City Divisions, Agencies, and public stakeholders ensure we build a Toronto where families, businesses, and the urban economy thrive. From site-specific Committee of Adjustment applications to city-wide Official Plan policies, our Division is committed to planning a great city, TOgether!





# 2015 development review

# waterfront secretariat

The Waterfront Secretariat provides leadership in the pursuit of Council's waterfront revitalization priorities. It partners with Waterfront Toronto, the federal and provincial governments, community stakeholders, local businesses, Toronto and Region Conservation Authority, Toronto Port Lands Company, Build Toronto, PortsToronto, and numerous City Divisions to deliver revitalization projects. These initiatives attract private sector investment, create new neighbourhoods, and enable unprecedented access for residents and visitors to the waterfront.

The Waterfront Secretariat achieved a series of major project milestones in 2015. As long-term planning efforts and infrastructure investments start to yield tangible results, the significant changes happening on Toronto's waterfront are becoming increasingly visible.



“As leaders and partners in an innovative culture, we build a great city through excellence in planning and influential policy.”

Aerial view of Corktown Common and West Don Lands

## **WATERFRONT 2.0**

A comprehensive strategic review of the waterfront was completed this year by City Planning, setting the stage for Council’s endorsement of a second phase of revitalization and advancing “Waterfront 2.0” funding discussions with the federal and provincial governments. The Mayor’s Call to Action will formalize intergovernmental relationships on the Waterfront 2.0 priorities: Port Lands flood protection, waterfront transit, land servicing, and public realm enhancements.

## **ACTION ON THE WATERFRONT**

Working with Waterfront Toronto and government partners, the team propelled the completion of the Pan Am & Parapan Am Athletes’ Village, bringing international attention to the renewal of Toronto’s waterfront. Two major real estate projects, Great Gulf’s Monde and Hines/Tridel’s Aqualina, are now under construction with a third development at the site plan approval stage. A revitalized Queens Quay West opened in the spring of 2015, providing a greatly improved pedestrian and cycling experience on the waterfront.

## **FORT YORK BRIDGE**

In collaboration with Build Toronto, City Planning helped advance the highly anticipated Fort York Pedestrian and Cycle Bridge which will link King Street West and Liberty Village to the Fort York neighbourhood. A design-build contractor was selected in 2015 with construction of the bridge planned to begin in spring 2016.

## **PROJECT: UNDER GARDINER**

The City was recently gifted an extraordinary \$25 million donation from the Judy and Wilmot Matthews Foundation for a bold new vision beneath the western Gardiner from Strachan Avenue to Spadina Avenue. Leveraging the ongoing rehabilitation of the expressway, the project will transform the area into a continuous multi-use trail complete with a festival, market, and programmatic spaces. Project: Under Gardiner will knit a number of existing and planned waterfront destinations while supporting the diverse recreation needs of 70,000 residents in seven of Toronto’s newest neighbourhoods.

# transportation planning

Urban mobility continues to be one of the most pressing challenges facing the City of Toronto. The Official Plan's transportation policies directly impact how the Greater Toronto Area grows and how we connect with adjacent municipalities.

To expand mobility choices, City Planning's Transportation Planning Section worked actively to accelerate major rapid transit projects including SmartTrack, the Scarborough Subway, and the Relief Line. Transportation Planning is also working in coordination with Metrolinx on delivering the next Big Move projects such as Finch West LRT and Sheppard East LRT. Transportation projects are inherently complex, often necessitating a strategic approach that balances the interests of multiple levels of government, agencies, and public stakeholders. To navigate this complexity, Transportation Planning staff provide evidence-based analysis and undertake inclusive stakeholder engagement. As construction continues on the Eglinton Crosstown and the Toronto-York Spadina Subway Extension, the next generation of transformational rapid transit network expansion is already taking shape.



“We implement Toronto’s Official Plan for a sustainable, connected city of neighbourhoods where life and business flourish.”

Roncesvalles Avenue near Marion Street



ConsumersNext visioning workshop sketch by participants

## COMPLETE STREETS GUIDELINES

Transportation Planning and Urban Design are working with the Transportation Services Division to develop Complete Streets Guidelines for Toronto to provide a more holistic approach for how streets are designed. This work builds on many of the City’s existing policies, guidelines, and recent successful street design and construction projects. The Complete Streets Guidelines aim to prioritize the

demands placed upon our streets, and will be applied as they are constructed, reconstructed, or otherwise improved. In 2015, the overarching principles and draft content for the Guidelines were developed in consultation with other Divisions, stakeholders, and the public. The completed Complete Streets Guidelines are expected to be brought to Council in mid-2016.

## DISTRICT PLANNING SUPPORT

Transportation Planning undertakes technical analysis and planning to create comprehensive transportation frameworks for growing areas of Toronto. These strategies seek to enable transportation access to future residents and workers by integrating mobility options with the area’s built form, open spaces, and infrastructure networks. By planning for movement proactively, the Section delivers the Official Plan vision of a comprehensive and high quality affordable transportation system that allows people to move around

the city quickly and conveniently. In 2015, Transportation Planning supported a range of major initiatives that included the Port Lands Acceleration Framework, Midtown in Focus, ConsumersNext, and the Sherway Area Study. Moving forward, planning for an enhanced downtown surface transportation network as part of the TOcore Study and initiating the Scarborough Centre Transportation Master Plan will be key priorities.

# urban design

2015 marked the 50th anniversary of City Hall and the 25th anniversary of the Toronto Urban Design Awards. These milestones remind us of the important role urban design plays in shaping the image of the city and in providing remarkable settings for public life.

The Urban Design Section helps to translate planning policy into liveable and memorable places, rooted in our collective history, with inspired, high-quality buildings, streetscapes, open spaces, and public art. From the detailed design of local civic improvement projects to the development of city-wide policy and guidelines, the Urban Design Section works across the Division to influence all stages and aspects of city building.

The Section's multidisciplinary team, comprised of Heritage Preservation Services, Civic Design, Graphics & Visualization, and District Urban Design staff, provides expertise on major planning initiatives. Ongoing work program priorities for Urban Design include Complete Streets, coordination on green infrastructure, transit expansion, Official Plan Review, and the TOcore Study. Within the Community Planning Districts, Urban Design is integral to development review, area studies, policies and guidelines, and OMB hearings. The Section is also responsible for overseeing the Design Review Panel, the Toronto Public Art Commission, and the Toronto Preservation Board and Panels.



“We Plan TO  
by taking a leading role  
in City Building.”

560 King Street West, a Toronto Urban Design Awards winner for 2015



## TORONTO URBAN DESIGN AWARDS

Led by Civic Design with Graphics & Visualization, and fully funded through private sponsorship, the biennial Awards highlight the best in city building, placemaking, and urban design vision from across Toronto. Out of an impressive 90 entries, 20 jury-selected winners were announced and celebrated at the 25th anniversary event in September 2015 at the Palais Royale.

## ST. LAWRENCE NEIGHBOURHOOD HCD

In 2015, Council designated the St. Lawrence Neighbourhood Heritage Conservation District (HCD) using the new HCD procedures in the Official Plan. Led by Heritage Preservation Services, along with FGMDA Architects, community planners, urban designers, other City Divisions, and local stakeholders, the St. Lawrence HCD designation will preserve historic character and manage change within the original Town of York.



## NEW DEVELOPMENT NOTICE SIGNS

Development notice signs posted on properties are viewed by hundreds of thousands of people every year, acting as a vital source of information for residents and a portal into City Planning. Working together with the Chief Planner’s Office, the Business Performance & Standards Unit, as well as other stakeholders, Graphics & Visualization developed a new design with clear, simplified language, recognizable iconography, and better direction to online information.



## CIVIC IMPROVEMENT PROJECTS

Civic Designers work with interdivisional and external partners to enhance the design quality and environmental sustainability of capital works projects. In 2015, the Civic Improvement Program delivered 12 placemaking initiatives. The range of projects includes new parkettes, bridge improvements, heritage restoration, “near the Gardiner” open space enhancements, and industry-leading projects for green infrastructure.

# strategic initiatives, policy & analysis

City Planning's Strategic Initiatives, Policy & Analysis (SIPA) Section develops and implements planning policies pertaining to land use, jobs, housing, the natural environment, and community services. SIPA supports Council's decision-making with policy advice on provincial initiatives such as growth management, greenbelt protection, and Planning Act reform. SIPA works to ensure that City Planning interests are reflected in emerging policies and programs of other Divisions, and leads a number of corporate initiatives within the City of Toronto. In addition to providing internal expertise in research, mapping, and information, SIPA collaborates with other Divisions and external stakeholders, playing a strategic role in developing approaches to planning issues.

With attention to the bigger picture, emerging issues, and trends, SIPA ensures that the Division proactively responds to city building challenges in pursuit of implementing Toronto's Official Plan.





**“We Plan TO  
by creating policy that  
balances a city-wide vision  
and neighbourhood interests.”**

Don River with Evergreen Brick Works in the background

## **FINCH AND SHEPPARD LRT CORRIDORS – STUDY PRIORITIZATION APPROACH**

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City Planning partnered with Metrolinx and three of Toronto’s universities to analyze new rapid transit corridors from demographic, employment, real estate market, social equity, and city building perspectives. The goal is to ensure an updated planning framework is established to leverage infrastructure investment prior to the opening of the transit routes.

## **HOUSING OCCUPANCY TRENDS 1996–2011**

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To better understand the significant ongoing changes in Toronto’s housing landscape, SIPA undertook a detailed analysis of the influence of demographics, lifestyle preferences, and market trends on housing demand in the city. This report examines the aging population, the shift into higher density housing, changes in household type and size, and continuing challenges in housing affordability for renters and owners.

## **ACTIVE LEADERSHIP IN DEVELOPMENT REVIEW**

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Active Leadership in Development Review Interdivisional Workshops were held across the city to launch Toronto’s Development Team approach to development review. The workshops were undertaken to encourage continued collaboration, creative problem solving, and conflict resolution for a better city building outcome. This initiative reached over 400 staff members in 16 business units in 8 Divisions.

## **OFFICIAL PLAN AMENDMENTS FOR NEIGHBOURHOODS AND ENVIRONMENT POLICIES**

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New policies have been approved for the natural environment, climate change, green infrastructure, and Environmentally Significant Areas. Council also approved updated policies to protect existing neighbourhoods and enable limited infill on sites with apartment buildings. The revisions will implement the Tower Renewal Program by promoting retrofits of older apartment buildings, as well as permitting institutional and small-scale retail uses.

community planning

# Etobicoke York

From skating the Colonel Sam Smith Trail, skiing in Centennial Park, or cycling through the Humber River Valley Trail System, Etobicoke York's unique diversity of experiences is attracting new residents to the District. This growth is driving intensification in evolving nodes along the shores of Lake Ontario, and in other locations with excellent transit accessibility. Accommodating these growth pressures while protecting the District's stable neighbourhoods requires a strong foundation of long-range policy that supports a comprehensive development review process.

When recently faced with a significant staffing shortage, the Etobicoke York District pulled together to rebuild the team, creating a new energy that will provide the framework for success in the years ahead. District staff achieved major milestones in 2015, including providing input into the review of expanded gaming at Woodbine Racetrack, handling a significant volume of Committee of Adjustment applications, negotiating the OMB settlement of the Mimico-by-the-Lake Secondary Plan, and finding an innovative resolution to rental housing replacement at 2800 Bloor Street West.



“We Plan TO  
by facilitating a culture  
of continuous learning.”

Rendering of the Weston Cultural Hub



## WESTON CULTURAL HUB

### ECONOMIC AND CULTURAL CATALYST

Building on five years of planning and consultation, the Weston Cultural Hub advanced rapidly in 2015 towards implementation. The Hub is expected to act as a catalyst for further local investment and cultural growth in an area identified by the City of Toronto as being underserved by services, amenities, and employment opportunities.

### FEATURES

The Weston Cultural Hub will include a large creative programming space, affordable housing, and 26 live-work units for artists and their families. The Hub will also feature new open spaces that will help draw visitors to the neighbourhood by hosting an enhanced Weston Farmers' Market and providing opportunities to display local art.



### PARTNERSHIPS

The project illustrates the potential of harnessing partnerships and development potential to achieve monumental change. The Weston Cultural Hub is a joint collaboration between Rockport, Artscape, the local community and Councillor, and multiple Divisions and Agencies throughout the City.



### INNOVATIVE SOLUTIONS

A diverse range of funding sources, including proceeds from the sale of a Toronto Parking Authority lot, Section 37 and parkland cash-in-lieu contributions, development charges, federal and provincial housing subsidies, and operating grants from Rockport and Artscape will enable the \$10 million complex to be built and operated with minimal impact on the City's budget.

Scarborough is on the cusp of transformative change. Through a renewed commitment to an optimized transit plan that includes SmartTrack, an express subway, and LRT, coupled with an increased focus on intensification, the District has a generational opportunity to capitalize on its full long-term potential.

Scarborough serves as a launching ground for many emerging artists, holds the unofficial title as the “best ethnic food suburb”, and will soon be the location of Canada’s first national urban park along the Rouge River. To harness this growing momentum, Scarborough District is building on opportunities to strengthen public services through landmark projects such as the Pan Am Sports Centre, Guild Inn/Bickford House, and the Scarborough Civic Centre Library. Additionally, staff continue to focus on diversifying and expanding employment through the Steeles-Redlea Regeneration Area Study, and by planning for job growth around future rapid transit nodes.

community planning

# Scarborough



“We Plan TO  
by embracing innovation.”

Scarborough Civic Centre Library, designed by LGA Architectural Partners,  
Phillip H. Carter Architect, and Scott Torrance Landscape Architect

## **SCARBOROUGH CIVIC CENTRE LIBRARY**

In 2015, the Toronto Public Library celebrated the opening of its 100th branch, located adjacent to the heritage designated Scarborough Civic Centre. The building complements the existing Civic Centre while enhancing public space connections. City Planning staff from all disciplines worked collaboratively to deliver this project in a timely manner from proposal to construction.

## **THE GUILD INN/BICKFORD HOUSE**

After years of underutilization, the City has partnered with Dynamic Hospitality and Entertainment to adaptively reuse the Guild Inn/Bickford House – a heritage site located above the Scarborough Bluffs. With input from Community Planning, Urban Design, and Heritage Preservation Services, site plan approvals are now in place for a new banquet hall, restaurant, and community centre. Construction on the project commenced in November 2015.

## **BIRCHCLIFF QUARRY LANDS**

After over a decade of public debate, a large portion of the Birchcliff Quarry Lands has been approved for subdivision and redevelopment. The remediated brownfield lands will be transformed into a new neighbourhood oriented around a network of streets with reconfigured public parklands. All units on site will meet Toronto Green Standard Tier 2, the City's highest level of environmental performance.

## **STEELES-REDLEA REGENERATION**

The Steeles-Redlea Regeneration Area Study establishes a planning framework, with supporting urban design guidelines, that sets the parameters for future growth. As one of the newly designated Regeneration Areas, the Study considered land use conflicts, transit improvements, and new office employment. At the request of the Planning and Growth Management Committee, further consultation will occur with industrial operators, the local community, and land owners to provide a greater level of compatibility.

With an expanding rapid transit network, redevelopment in targeted areas, and some of the region's largest institutions and shopping destinations, North York continues to grow and evolve. Successfully managing change in this context is a critical challenge that requires proactive planning. In response, North York District is developing new Secondary Plans, protecting employment lands, and undertaking long-range planning in preparation for the Toronto-York Spadina Subway Extension, the Eglinton Crosstown, and other future LRT lines. City Planning staff have worked actively to set the framework for complete neighbourhoods along the existing Yonge and Sheppard lines. To better manage local intensification, guidelines for development are being implemented including the approved Bayview Townhouse Design Guidelines Study and the planned Willowdale Neighbourhood Urban Design Guidelines.

community planning

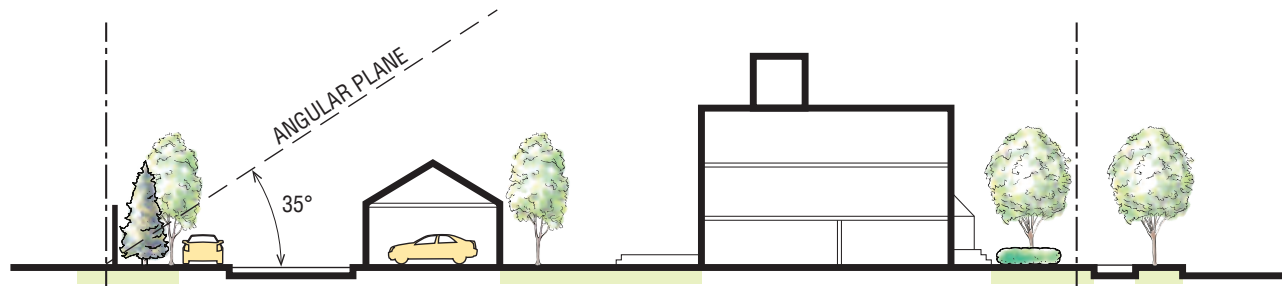
# North York



# We Plan TO by pursuing partnerships with other Divisions, Council, and the public.

Bergeron Centre for Engineering Excellence at York University

Bayview Townhouse Design Guidelines: Medium Sites – Section

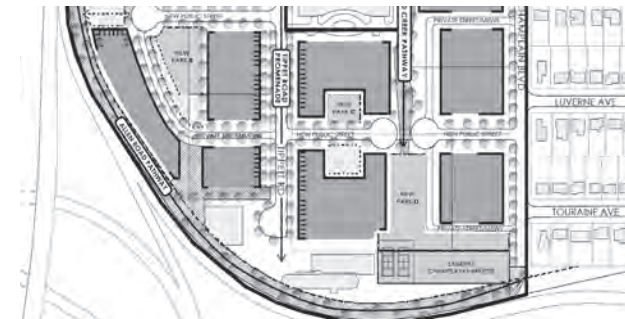


## BAYVIEW TOWNHOUSE DESIGN GUIDELINES

The Bayview Townhouse Design Guidelines Study was initiated to ensure that proposed developments respect the landscaped green character of the neighbourhood. The Guidelines are an excellent example of how North York District collaboratively manages growth with stakeholders. After extensive public consultation through a working group of local residents, resident associations, and the development community, the Guidelines were unanimously adopted by Council in December 2015.

## BERGERON CENTRE FOR ENGINEERING EXCELLENCE

The new Bergeron Centre is situated adjacent to the Stong Pond and Arboretum on the York University Campus. The former parking lot presented an opportunity to create a prominent gateway to the campus. District staff worked with York University to ensure the site integrated into its setting, created connections to the campus, and protected the views and natural environment associated with the area.



## TIPPETT ROAD AREA REGENERATION

Council's adoption of the Tippet Road Area Regeneration Study introduces a framework to guide the redevelopment of an older industrial area adjacent to Wilson Subway Station. This framework designates portions of the study area as Regeneration Areas, Mixed Use Areas, and Parks and Open Space Areas. The Study establishes a vision to transform the district into a complete community with a network of streets, parks, appropriate residential developments, affordable housing, and strong employment.



## NORTH YORK CIVIC CENTRE CITY PLANNING OFFICE RENOVATION

In 2015, North York District finished the complete overhaul of its workspace, creating an open concept office that is more collaborative and efficient. The redesigned space provides shared working areas, meeting spaces, and up-to-date technology. New front counters were designed to integrate Toronto Building and City Planning into one convenient location, creating a more seamless interface for applicants and residents.

community planning

# Toronto & East York

At the very core of the city, Toronto & East York District continues to experience historically high levels of residential and employment growth. Prominent applications reviewed in 2015 include 1 Yorkville Avenue, Ryerson's Daphne Cockwell Health Sciences Complex, Riverside Square, and 2112 Yonge Street. Through the development review process, the District seeks to retain and incorporate heritage buildings, provide vibrant retail space, create places of employment, and implement public realm and open space improvements. In 2015, there was a renewed focus on getting ahead of the application volume by establishing local planning frameworks that will guide future growth. These frameworks, such as the Downtown East Planning Study, Queen Street East/Leslieville Planning Study, and the Bathurst Quay Neighbourhood Plan seek to ensure unique aspects of local character are captured within policies and guidelines. Larger ongoing initiatives to better link growth management and infrastructure planning also continued in downtown, at Yonge-Eglinton, and in the Port Lands.



“We Plan TO  
by continually working  
to broaden participation  
in City Building.”

Rendering of “The Well”

## ST. CLAIR AVENUE WEST STUDY

To proactively address growth pressures along St. Clair Avenue West (Avenue Road to Spadina Avenue), local stakeholders were consulted to develop a comprehensive policy framework for future development. The Study outcomes will secure minimum standards of open space, address shadow impacts, and protect sky view from adjacent stable neighbourhoods. By allowing buildings of between seven and nine storeys, greater public realm benefits can be secured while facilitating transit supportive densities.

## 1 YORKVILLE AVENUE

This 58-storey tower is the first step in a broader conservation strategy aimed at preserving a block of heritage buildings along Yonge Street. The proposal will provide expanded public space by widening an existing lane and introducing a pedestrian walkway. As adjacent properties move through redevelopment, this approach will be applied to street-fronting heritage buildings, connecting Yorkville’s past with future development.

## THE WELL

The relocation of the Globe and Mail headquarters has opened up a three hectare site at the intersection of Front Street and Spadina Avenue. This opportunity to plan for a complete community that provides for living, working, shopping and amenities in one project is unique within downtown. “The Well” will feature an office tower, a significant retail component, park land, public realm improvements, and residential space that will include rental and family-sized units.

## RIVERSIDE SQUARE

The revitalization of the Riverside neighbourhood continues with Council’s approval of the Riverside Square proposal. The development will feature a network of open spaces, including a new public park. A mix of residential, retail, and automotive uses will be incorporated within a built form that preserves the historic character, scale, and main street function of Queen Street East. Intensification of this site will also bring an opportunity for a major investment in nearby affordable housing.

# city planning initiatives

“Planning a great  
city, TTogether!”

Guided by the 2013–2018 Strategic Plan and the outcomes of the City of Toronto Service Efficiency Study, City Planning continued to explore new ways to improve the effective delivery of its work program. In 2015, City Planning reported to the Planning and Growth Management Committee on a comprehensive approach to monitoring the status and completion of studies on the Division’s work program. Enhanced training, a successful Annual General Meeting, and the aggressive filling of vacant positions were among the successes that strengthened our capacity in 2015. Workshops hosted by Developing Toronto, and led by the Chief Planner, launched the City’s Development Team approach to planning application review. At the outset of 2016, City Planning is poised to advance a series of new initiatives that have potential for transformative change within the Division.



# strategic plan update

## CITY PLANNING 2013-2018 STRATEGIC PLAN UPDATE

In 2013, City Planning established a five year Strategic Plan that sets out the framework for improving the effectiveness and efficiency of the Division. By leveraging existing resources, building new partnerships, and supporting our talented staff, City Planning is better equipped to fulfill the vision of Toronto's Official Plan. The backbone of the Strategic Plan's action framework is its five strategic directions:

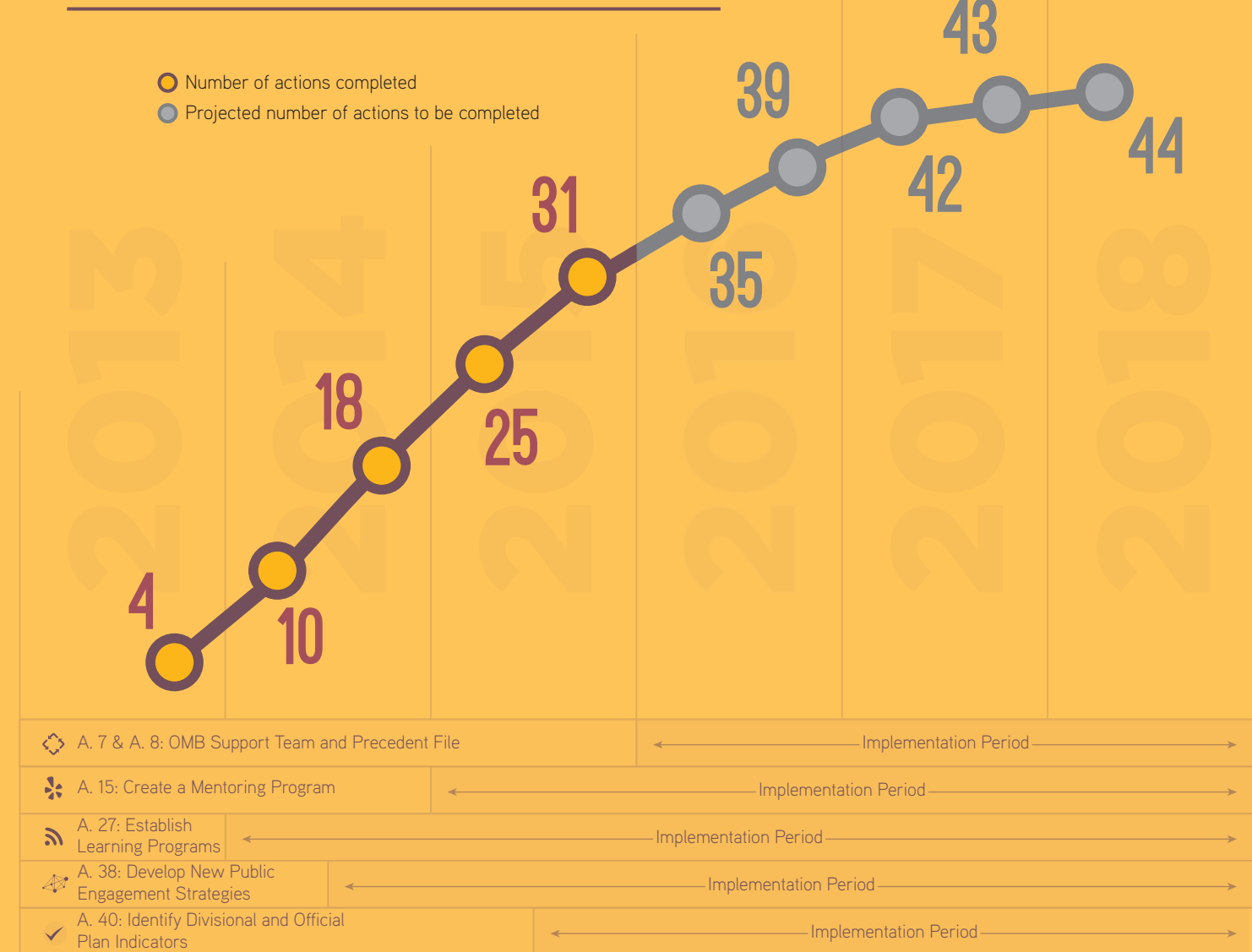
- ❖ 1. Setting priorities and improving processes
- ✿ 2. Enhancing and strengthening the capacity of the Division
- 📡 3. Clear, consistent, and compelling communication
- 🤝 4. Pursuing deep collaborations
- ✓ 5. Measuring success

A total of 44 actions are listed beneath these strategic directions and are explained in more detail within the Strategic Plan. The adjacent page provides examples of an action item associated with each strategic direction. Two thirds of the Plan's 44 actions are now underway. As the Plan passes the half-way mark of its implementation, we are reflecting on the progress to-date to ensure that actions underway continue to advance in a consistent manner, and that the remaining actions are initiated in the near future.

Read the full 2013-2018 Strategic Plan at:

[www.toronto.ca/cityplanning-strategicplan](http://www.toronto.ca/cityplanning-strategicplan)

## STRATEGIC PLAN IMPLEMENTATION TIMELINE



# growing conversations

making engagement work



## YOUTH ENGAGEMENT STRATEGY

Youth are an important and growing segment of Toronto’s population, yet their voices are often missing in public discussions on planning. An analysis of current consultation processes found that the majority of participants were homeowners and over the age of 55. The Youth Engagement Strategy was developed as an important element of Growing Conversations, City Planning’s ongoing process to improve public engagement. The Strategy provides a stronger connection with younger adults by mobilizing a new generation of city builders. At the core of the initiative was the Youth Research Team, a talented and diverse group of residents that were tasked with studying engagement issues with their youth peers and broader audiences in Toronto. The Strategy’s recommended focus areas and actions are a direct outcome of their work.

Find the Strategy online at [www.toronto.ca/growingconversations/youth](http://www.toronto.ca/growingconversations/youth)



## TORONTO PLANNING REVIEW PANEL

2015 saw the launch of an exciting new experiment in participatory democracy with the introduction of the Toronto Planning Review Panel – the first of its kind globally. Panelists were selected through a “Civic Lottery” that involved sending 12,000 invitations to households across the city. From over 500 responses, 28 residents were representatively selected after controlling for age, gender, geography, housing tenure, and visible minority status to ensure the demographic profile of the Panel broadly reflects that of Toronto as a whole. The Panel will meet 12 times over its two-year term to provide input on a range of planning issues of city-wide importance.

-  12,000 invitations sent
-  503 responses
-  28 panelists
-  6 meetings a year
-  2 year term

Read more about the Toronto Planning Review Panel at:  
[www.toronto.ca/planning/tprp](http://www.toronto.ca/planning/tprp)

# 2015 staff recognition

As leaders and partners in an innovative culture, we build a great city through excellence in planning and influential policy. We implement Toronto's Official Plan for a sustainable, connected city of neighbourhoods where life and business flourish.

- City Planning Mission Statement

## CITY PLANNING CHARTER

- We Plan TO by taking a leading role in city building.
- We Plan TO by creating policy that balances a city-wide vision and neighbourhood interests.
- We Plan TO by facilitating a culture of learning.
- We Plan TO by embracing innovation.
- We Plan TO by pursuing partnerships with other City Divisions, Council, and the public.
- We Plan TO by continually working to broaden participation in city building.

**2015 NEW STAFF** | City Planning welcomed 28 new staff over the course of the year, adding a diversity of talent to our Division.

**2015 WE PLAN TO AWARD WINNERS** | This year, we celebrated nine We Plan TO staff award winners for their exceptional professionalism, innovation, and commitment to city building.

**2015 RETIREES** | To all those staff who retired in 2015, City Planning wishes to express our appreciation for their years of dedicated service.

- NASIM ADAB
- JANE ADAMS
- KINZI AHMED
- VINCE ALFANO
- ERIC ALLEN
- KATHRYN ANDERSON
- JOHN ANDREEVSKI
- TAMARA ANSON-CARTWRIGHT
- DANIEL ANTONACCI
- OLIVIA ANTONEL
- ALLEN APPLEBY
- ANGELO ARETUSI
- MATTHEW ARMSTRONG
- RENICK ASHBY
- ANDREW AU
- COLLEEN AULD
- MATTHEW AUSTIN
- PAUL BAIN
- LASZLO BANO
- SAMUEL BAPTISTE
- MARIAN BARSOUM
- BARBARA BARTOSIK
- IRENE BAUER
- MARIA BAUTISTA
- CHRYSOULA BAZOS
- RICHARD BECK
- SAMIRA BEHROOZ
- GIUSEPPE BELLINI
- LORNE BERG
- CATHERINE DESSAILLY
- DIANA BIRCHALL
- JULIE BOGDANOWICZ
- SHEILA BOUDREAU
- GRANSAULL
- BRYAN BOWEN
- CARLY BOWMAN
- MYRON BOYKO
- BRAD BRADFORD
- JASON BRAGG
- JASON BRANDER
- BARRY BROOKS
- ANDREA BROUGHTON
- PAULINA BROZEK
- DEREK BRUNELLE
- DAVID BRUTTO
- HELEN BULAT
- TIM BURKHOLDER
- GREGORY BYRNE
- PAUL BYRNE
- EMILY CALDWELL
- CORWIN CAMBRAY
- JOHN CANNING
- JEFFREY CANTOS
- BRIAN CARADONNA
- FRANK CARIDI
- AVERY CARR
- VICTORIA CARUSO
- PHILIP CARVALINO
- GIULIO CESCATO
- WING TAK PATRICK CHAN
- RAN CHEN
- MARK CHLON
- JENNY CHOI
- DAVID KNEE CHONG
- DEANNA CHORNEY
- WAIYEE CHOU
- BRENDEN CLAPP
- SONIA CONNELL
- DAVID COOPER
- MICHELLE CORCORAN
- VANESSA COVELLO
- ANGUS CRANSTON
- NEIL CRESSWELL
- RUSSELL CROOKS
- EDNA CUVIN
- ANNA CZAJKOWSKI
- KATRIEN DARLING
- RAYMOND DAVID
- MATTHEW DAVIS
- LORNA DAY
- DANIEL ANTONACCI
- OLIVIA ANTONEL
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- RAYMOND DAVID
- MATTHEW DAVIS
- LORNA DAY
- RAGINI DAYAL
- LEO DESORCY
- CATHERINE DESSAILLY
- DIPAK DHRONA
- BEN DI RAIMO
- FARHANA DIN
- PASCAL DOUCET
- LINDA DOUGLAS
- MICHAEL DRACHEWYCH
- DAVID DRIEDGER
- NOREEN DUNPHY
- KELLY DYNES
- MAAJA EICHFUSS-CLARKE
- BRIGITTE ERNEWEIN
- ROSEMARY EUSTACE
- BRENT FAIRBAIRN
- PAUL FARISH
- ANDREW FARNCOMBE
- CATHERINE FERGUSON
- ALAN FILIPUZZI
- DAVID FITZPATRICK
- EMILIA FLORO
- LORI FLOWERS
- CELINE FOREHT
- STEVE FORRESTER
- FRANK FORTUNATO
- DEBORAH FOWLER
- LIOA FREEDMAN
- KEVIN FRIEDRICH
- DANIEL FUSCA
- BRIAN GALLAUGHER
- LUISA GALLI
- PAUL GALVIN
- VANATHY GANESHARAJAH
- FRANCELIA GEORGE
- MARIO GIAMBATTISTA
- ROBERT GIBSON
- CHRISTIAN GILES
- SHOSHAWNA GINSBERG
- BOWEN SHERRY
- GOLDSTEIN
- VICTOR GOTTWALD
- KAITLYN GRAHAM
- PINELOPI GRAMATIKOPOULOS
- EMILY GRECO
- STELLA GUSTAVSON
- MICHAEL HAIN
- CHRIS HARLING
- LYNNE HARVEY
- KIRK HATCHER
- JAMES HELIK
- SARAH HENSTOCK
- SHARON HILL
- KATHRYN HILL-MONTAGUE
- RODERICK HINES
- DIANE HO
- GREGORY HOBSON-GARCIA
- JILL HOGAN
- HILARY HOLDEN
- BARBARA HOLT
- ANTHONY HOMMIK
- SHARON HONG
- STEPHANIE HONG
- BRETT HOWELL
- MONIKA HOXHA
- ELISE HUG
- SUSAN HUGHES
- CAROLYN HUMPHREYS
- DAVE HUNTER
- HELENE IARDAS
- HEATHER INGLIS
- BARON CHARISSA IOGNA
- NICOLE IVANOV
- TRISTA JAMES
- SAADIA JAMIL
- YASMINA JIWAN-SHAMJI
- PAUL JOHNSON
- LAURALYN JOHNSTON
- KELLY JONES
- TIM KEARNEY
- JENNIFER KEESMAAT
- MARK KEHLER
- ALAN KERR
- SEANNA KERR
- NITA KHATRI
- CAROLINE KIM
- JOANNA KIMONT
- LISA KING
- BILL KIRU
- SUSAN KITCHEN
- ANTHONY KITTEL
- JEREMY KLOET
- DAVID KNEE CHONG
- KYLE KNOECK
- PARASKEVAS KOROUYENIS
- VIVIAN KOTILA
- JACK KRUBNIK
- GEORGIA KUICH
- MLADEN KUKIC
- FRANCIS KWASHIE
- NATASHA LAING
- EDDY KAR WAH LAM
- SAI-MAN LAM
- TIM LASPA
- VALEN LAU
- YIN LAU
- JANET LEE
- KEVIN LEE
- MICHAEL LEE
- PEGGY LEE
- KLAUS LEHMANN
- CRYSTAL LEUNG
- GREGG LINTERN
- JOHN-BARRY LIVINGSTONE
- JOSEPHINE LOBE
- MICHAEL LOGAN
- LAURA LONEY
- CHIU LUK
- JOSEPH LUK
- ALKA LUKATELA
- DANIEL LUONG
- PATRICIA LUTCHMAN
- JOHN LYON
- LYNDA MACDONALD
- MARY MACDONALD
- NATALIE MACFARLANE
- ANITA MACLEOD
- WILLIAM MACRAE
- HAROLD MADI
- LEONTINE MAJOR
- PAUL MAKI
- NOSIPO MAPHANGOH
- FAMIDA MARAI
- MIHAELA MARCU
- DEWAN MASUD KARIM
- GUY MATTHEW
- SIPO MAPHANGOH
- FAMIDA MARAI
- MIHAELA MARCU
- CATHY MARTELLI
- DEWAN MASUD KARIM
- GUY MATTHEW
- CHRISTOPHER MAY
- SUSAN MCALPINE
- JAMES MCEWAN
- SHEILA MCGUIGAN
- STEPHEN MCKENNA
- KAREN MCNABNEY
- TODD MCNAUGHTON
- MARY MCEAGUE
- ALLISON MEISTRICH
- CANDICE MENEZES
- JOHN MICHALIDIS
- DORIS MICHEL
- GARY RICHARD MIEDEMA
- DEANNE MIGHTON
- NICOLE MILROSE
- JAMNADAS MISTRY
- HANIFF MOHAMMED
- PETER MOORE
- BENJAMIN MORELL
- LUIGINO MORETTO
- ANNA LISA MORRA
- DOUGLAS MUIRHEAD
- SYLVIA MULLASTE
- RAM NAGULESWARAN
- JAYNE NAIMAN
- KARA NAKLICKI
- JOE NANOS
- ANN-MARIE NASR
- REBECCA NG
- DANIEL NICHOLSON
- MICHELLE NICHOLSON
- BRUNA NIGRO
- NASIM NOROUZI
- CARL NOVIKOFF
- DAVID OIKAWA
- ANDREA OLD
- ANDREA OPPEDISANO
- JOHN O'REILLY
- DAWN OSTERBAUER
- SARAH OWENS
- CYNTHIA OWUSU-GYIMAH
- LELA PACITTI
- YEORYIOS PANTAZIS
- TONI PAPA
- GARY PAPAS
- JAMES PARAKH
- PHILIP PARKER
- KEVIN PARSON
- SHERRY PEDERSEN
- XUE PEI
- AVIVA PELT
- JANE PERDUE
- CAROLA PEREZ-BOOK
- JAMES PERTULLA
- KAREN PEZZACK
- SARAH PHIPPS
- SOPHIE PLOTTEL
- LYNN POOLE
- PAUL POSILOVIC
- MARIAN PREJEL
- SUSANNE PRINGLE
- BOB PURCELL
- COLIN RAMDIAL
- DANNY RAMSAMUJH
- DULINI RATNAYAKE
- ZELJKO RAZUMIC
- ANDREA REANEY
- THOMAS REES
- ALLISON REID
- KRISTINA REINDERS
- JENNIFER RENAUD
- AL REZOSKI
- JANICE RICHARD
- MARY RICKETT
- HANS RIEKKO
- CASSIDY RITZ
- GIOVANNA RIZZO
- ANDRE ROBICHAUD
- AMANDA ROCCHESI
- MARILYN ROCCI
- GERRY ROGALSKI
- MEGAN ROLPH
- MARY ROSSI
- EMILY ROSSINI
- DENISE RUNDLE
- MARY SABATINO
- MICHAEL SAKALAUŠKAS
- NIMROD SALAMON
- SABRINA SALATINO
- ANDRIA SALLESE
- ALEX SATCHI
- LUXMAN SATCHI
- CARLA SCHREIBER
- TOM SCHWERDTFEGGER
- TOBIN SHEPS
- DIANE SILVER
- ELLEN SIMKINS
- JEFFERY SINCLAIR
- DAVID SIT
- TRAVIS SKELTON
- HELEN SKOURAS
- SUSAN SMALLWOOD
- KELLY SNOW
- TERESA SOOKRAH
- DAVID SPENCE
- ELLEN STANDRETT
- ANGELA STEA
- KIRSTEN STEIN
- DOUGLAS STILES
- DAVID STONEHOUSE
- SHAYNA STOTT
- NORM SULTMANIS
- ADRIANA SUYCK
- LARISSA SVIRPLYS
- NIGEL TAHAIR
- OREN TAMIR
- HENRY TANG
- LARA TARLO
- ALEX TEIXEIRA
- SASHA TERRY
- ALAN THEOBALD
- KATHRYN THOM
- BEVERLY THOMAS
- HARRISON THOMAS
- HAILEY TOFT
- GARVIN TOM
- VERONICA TORRES
- NIKOLOV TRAJCE
- RUTH TREASURE
- CARLA TSANG
- JASON TSANG
- THERESA TUMIDAJSKI
- GRAIG UENS
- LORRAINE UNETT
- KERRI UNGER
- ROBERT URSINI
- CHRISTIAN VENTRESCA
- MICHAEL VIDONI
- KERRI VOUMVAKIS
- SUE VUKOVIC
- DEREK WALTHO
- WILLIAM WARREN
- MARTYN WAYNE
- MICHAEL WEHNING
- JANE WELSH
- JANE WENINGER
- MARIANNE WERTEPNY
- GREG WHITFIELD
- VICTORIA WITKOWSKI
- CECILIA WONG
- DERRICK WONG
- ALLISON WOO
- DANIEL WOOLFESON
- MICHAEL WRIGHT
- EDMOND WU
- SALLY YAN
- MICHAEL YU
- RONG YU
- ADOLFO ZANGARI
- GUY ZIMMERMAN
- ANNELY ZONENA
- JELENA ZORIC
- PAUL ZULJANI



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