

annual **2014**
report.
TORONTO CITY PLANNING

chief planner's message

2014 saw the continuation of Toronto's rapid growth, with 9,551 housing units completed and 204 new development projects received for review by the City Planning Division. This growth, which is happening entirely in infill locations, reflects a re-evaluation of the way we live, move, and work. A recent survey by RBC and the Pembina Institute found that 81% of Toronto-area respondents prefer walkable, transit-friendly neighbourhoods to car-dependent ones. In City Planning, we are witnessing the impacts of these housing choices play out in real time as Toronto grows and changes in front of our eyes.

Prior to the October election, City Planning was involved in the production of a remarkable 504 staff reports to Committees and Council. This Annual Report features just a portion of our total volume of work, focusing on critical projects that will profoundly shape the future of Toronto. In profiling these projects, we also want to introduce you to some of the team members behind our achievements. While we couldn't highlight all of our 350 staff in this report, I hope that the following pages will give you a sense of their dedication and passion for the work that they do.

Every project we complete in City Planning relies on a committed team, and we took this year's report as an opportunity to remind ourselves, and our partners, that people are at the heart of everything we do. As professionals, and also as community members, we work at a human level to deliver high quality, impactful planning that helps make Toronto the great city that it is.

We've oriented this report around our Division's organizational structure to illustrate the many different roles that our staff play as city builders. In addition to reviewing our achievements in 2014, we also look ahead at the Division's priorities for the coming years.

With the start of a new term of Council, I am personally thrilled by the future opportunities for both City Planning and for Toronto. From our staff to Ward Councillors, other City Divisions, resident groups, industry professionals, and passionate individuals, I am constantly inspired by the commitment to our city that I witness each and every day.

As you'll see within these pages, 2014 was an opportunity to push boundaries and innovate. I hope you enjoy reviewing our work as much as we've enjoyed serving the residents of Toronto.

A large, stylized handwritten signature in black ink, reading "J. Keesmaat".

Jennifer Keesmaat
Chief Planner & Executive Director



INPUT

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



204

development projects received



3,683

committee of adjustment
applications



2,082

heritage permit applications



twenty

planning and growth management committee
work program requests



6,266

planning and heritage applications in 2014

PEOPLE

In 2014, we worked to broaden the reach of our traditional consultation through the use of innovative methods and technologies. To build on these successes, we launched Growing Conversations, an initiative that aims to engage new audiences and transform our approach to public consultation.



291

non-statutory community consultations

13,133

residents consulted



20,000+

@jen_keesmaat / @CityPlanTO twitter followers

two

chief planner roundtables



200,000

interactions with our zoning by-law site



1,100+

planners in public spaces (PIPS) participants



400

participants in chief planner roundtables

1.3 million

page views of city planning website

sixteen

planners in public spaces (PIPS) events

PROCESS

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

 **504**
reports to committees & council

46
section 37 agreements

twelve
design review panels

30
official plan amendments

 **34**
city building studies

 **75,000+**
employment survey respondents

 **404**
OMB committee of adjustment appeals submitted

27
OMB development application appeals submitted

 **45**
projects reviewed by design panel

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.



what's inside

South Niagara Planning Study
Six Points Interchange Reconfiguration
Concord Park Place
Dufferin Street Avenue Study
McCowan Precinct Plan
Port Lands Planning Framework
Dupont Street Regeneration Study
2014 Development Applications



12

Midtown in Focus
Heritage Preservation Services
Privately Owned Publicly-Accessible Spaces
Percent for Public Art Program
Civic Improvements
City-Wide 3D Massing Model



40



50

Eglinton Connects
Feeling Congested?
Relief Line Project Assessment

58

Lower Don Flood Protection



62

Official Plan Review
TOcore: Planning Toronto's Downtown
Toronto Employment Survey
Rental Housing Policy
City of Toronto Ward Profiles
Residential Apartment Commercial Zone

74

Divisional Initiatives
Inter-Divisional Initiatives
5/5 Initiatives
2014 Staff Recognition



city planning division

Our Division's accomplished team is deeply committed to a city building approach that positions Toronto to be one of the world's most liveable cities. We believe that, together with our stakeholders and partners, we can build a stronger city by comprehensively planning for our social, economic, and environmental futures. Through this collaborative approach, we seek to create a framework for change that will enable Toronto to thrive.

City Planning is the steward of Toronto's Official Plan, the key guiding document that translates Council's vision into tangible principles that shape the way we grow as a city. The Official Plan establishes long-range municipal policies on a broad array of complex urban issues such as employment, housing, transportation, urban design, and the environment. Grounded in the principles of diversity and opportunity, connectivity, beauty, and leadership and stewardship, the Official Plan rests on strong foundations that can weather the test of time.







planning for people

how we live

We create complete inclusive communities by providing the elements of everyday living in an accessible, equitable, and healthy environment.

the legacy we leave

We work to ensure Toronto transforms into a sustainable metropolis with a thriving waterfront that leaves a positive legacy for generations to come.



how we move

We strengthen the linkages that bind us together by providing access to transportation options that help us move through our neighbourhoods and across the city.

where we reside and work

We plan to accommodate appropriate housing and fulfilling employment opportunities throughout the city to meet the needs of a diverse and growing population.

memorable places

We strive to protect existing built and natural heritage, facilitate stunning new buildings, and provide vibrant public spaces that leave us with lasting memories.

community planning

Composed of four geographic districts (Etobicoke York, North York, Scarborough, and Toronto and East York), Community Planning serves as the public face of the Division. Intimately familiar with their local neighbourhoods, Community Planning staff guide changes in Toronto's communities by undertaking planning studies and reviewing development applications.

Through engaging with local residents, businesses, and partner organizations, Community Planning supports city-wide policy studies and produces area-based policy studies, Secondary Plans, and Avenue Studies. These planning studies help set priorities and directions for future development, community amenities, and infrastructure investment.

Community Planning staff take a leading role in the development review process, shaping projects from application submission to the day construction starts. Every year, the City receives thousands of applications ranging from large-scale, high-profile development proposals to projects as specific as building a backyard deck. In consultation with the public, developers, Councillors, and other City Divisions, our staff analyze how proposals impact communities at the neighbourhood level. As part of our development review mandate, Community Planning oversees the Committee of Adjustment, which holds regular public hearings to consider applications for minor variances and consents.

By working to ensure that the demands of growth are balanced with local needs through a transparent public process, Community Planning seeks to achieve the full potential of our Official Plan.

“With over 4,000 applications received, including a 17% increase in Committee of Adjustment volumes, 2014 has been an incredibly busy year. It is truly rewarding to witness first-hand the tangible impact our staff are having on the landscape of this city.”

Neil Cresswell, Director of Community Planning, Etobicoke York

Allen Appleby, Director of Community Planning, North York

Raymond David, Director of Community Planning, Scarborough

Gregg Lintern, Director of Community Planning, Toronto and East York



south niagara

planning study

2 hectares

of new open space achieved in the study area

3,500 m²

of Wellington Destructor floor space to be adaptively reused for the community

240+

attendees at community meetings and workshops



"Supported by the contributions of an active and informed community, the plan establishes a long-term vision for South Niagara that balances growth with the protection of the neighbourhood's character, and effectively leverages City-owned assets. In particular, we are very excited about the potential to adaptively reuse the Wellington Destructor as an innovative new community space."

Graig Uens, Planner

Nasim Adab, Urban Designer

The South Niagara neighbourhood, located west of Bathurst Street and north of historic Fort York, has changed over time with the relocation of industry and the mothballing of the Wellington Street incinerator, also known as the 'Destructor'. Recent years have seen pressure for development and the addition of residential uses on former industrial lands that are home to many fine heritage buildings. In 2014, the last operating industry in the area, the Quality Meats abattoir, closed its doors.

The South Niagara Planning Study resulted in an Official Plan amendment to guide revitalization. Defined by a public realm framework, the plan includes new parkland, and street, bicycle, and pedestrian connections to nearby neighbourhoods. The Wellington Destructor will be transformed into a community hub with cultural and service uses, while the Quality Meats site will be redeveloped as a mixed-use development.

A new park serving the neighbourhood will house the north landing of the planned Fort York Pedestrian and Cycle Bridge. This project provides a key link in the parks and open space system from Toronto's waterfront to Trinity Bellwoods Park. Following the historic course of Garrison Creek, it will also provide an east-west connection to the West Toronto Railpath. By establishing a development framework and public realm policies, the Official Plan amendment completes a network of spaces that have been planned and improved upon over the last two decades, and protects City-owned lands for future generations.



six points interchange reconfiguration

5.5 hectares

of land to be opened for development

425

new street trees to be planted

1 decade

of study and planning completed

"The reconfiguration of the Six Points interchange has been under discussion for almost as long as I've been alive and reflects the collaboration of many City partners. The area was a place to move through, but soon it will become a place to be, with a remarkable public realm framework for a new community. Last spring, I hosted a Jane's Walk called 'Walking the Unwalkable' and it was exciting to see so many people show up to mark the start of this transformation at the heart of Etobicoke Centre."

Julie Bogdanowicz, Urban Designer



In the 1960s, a highway-style interchange was built at the intersection of Kipling Avenue, Bloor Street West, and Dundas Street West. In an era of urban expansion that prioritized the movement of cars, the Six Points interchange physically divided an existing community and broke up its main street character. Today, traffic movement through the interchange is free-flowing, making walking and cycling a real challenge.

The interchange resulted in a large number of isolated and vacant properties that are not easily accessed. This has made redevelopment difficult and led to a lost opportunity in an area conveniently located between two subway stations within Etobicoke Centre. As one of four Centres identified in the Official Plan, Etobicoke Centre is envisioned to be a mixed-use district with growth and economic activity oriented around rapid transit and civic buildings.

First proposed in 1987, the City began to actively plan the reconstruction of the interchange in 2003. The removal of the bridges and underpasses, and the creation of new streets and parks, will reconnect neighbourhoods and unlock land for development.

Detailed design of complete streets that allow for safe pedestrian and bicycle movement is currently underway. Improved transit connections, wide sidewalks, grade-separated cycle tracks, and street trees will contribute to a comfortable and attractive public realm. Strategies to capture stormwater in the landscape beds will provide irrigation and help improve water quality, contributing to the City's sustainability objectives.

Next Steps

The first phase of construction, launched in October 2014, includes regrading and below-grade infrastructure improvements along the future Dundas loop. The second phase of construction, which will see the full build-out of the project, is being initiated in 2015 with completion scheduled for 2018.

www.toronto.ca/sixpoints



concord park place

urban design guidelines & park implementation

16 hectare

mixed-use community at Bessarion Station on the Sheppard Line

3,800

residential units with additional retail, office, institutional, and public uses

3.7 hectare

park at the centre of the community

“This project was much more than just planning an appropriate street, block, and open space pattern. Concord Park Place represents a true opportunity to lead the suburban transformation of a critical site, taking advantage of the two nearby subway stations in a manner that benefits both the surrounding neighbourhood and future residents.”

Lynn Poole, Senior Planner



When the owner of the 16-hectare Concord Park Place lands applied to implement a revised master plan that had been approved over a decade ago, a unique opportunity was presented to improve the existing street pattern, update the zoning by-law, and meet the needs of the local community in a new plan.

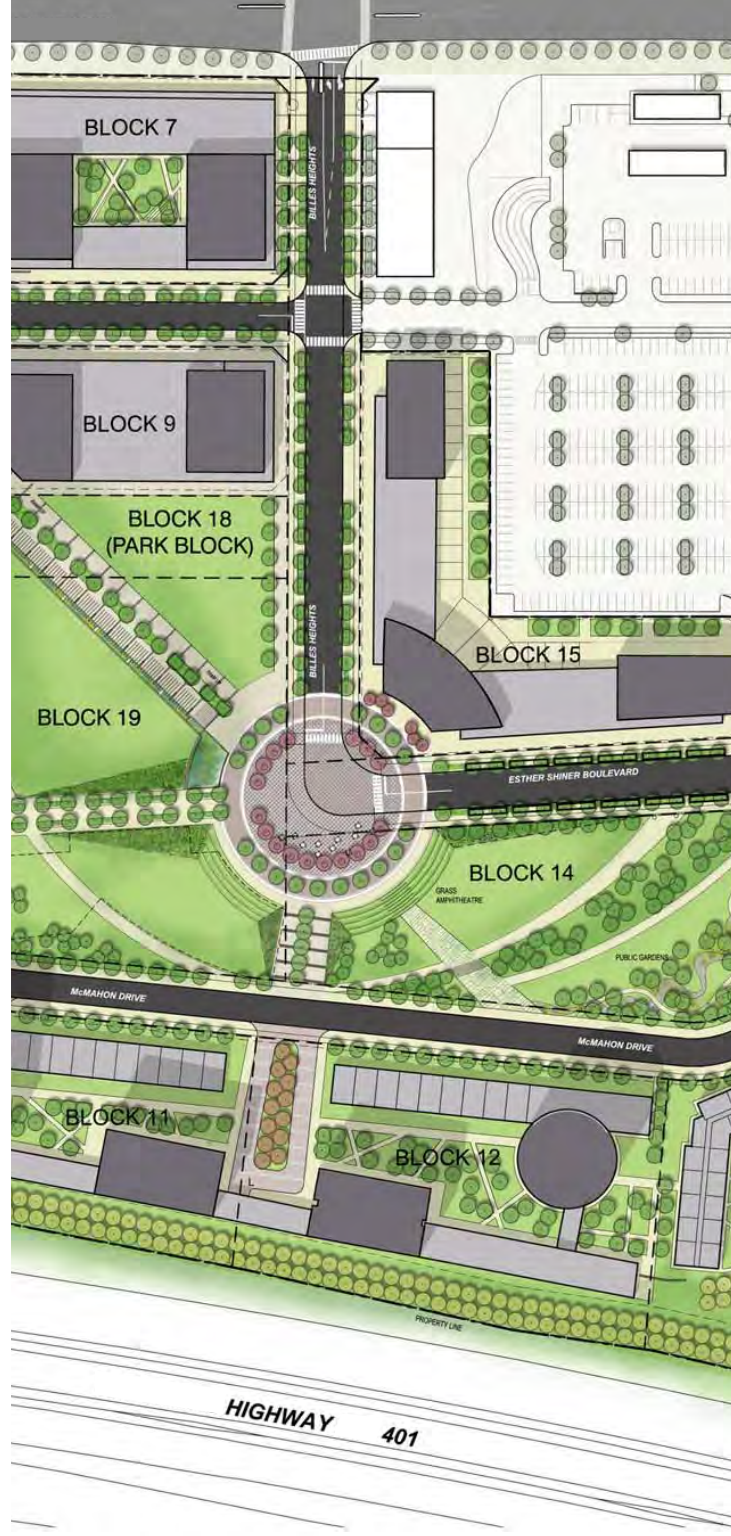
With input from surrounding residents and the local Councillor, the new plan identifies and maximizes opportunities to improve the community, including:

- making the proposed 3.7-hectare park the focus of the development;
- increasing pedestrian access to Bessarion Station;
- finding better locations for the community centre, library, and school; and
- ensuring the development reflects Toronto's Tall Buildings Guidelines.

New urban design guidelines will change the street and block pattern to strengthen walkability, improve park visibility and access, and set out a master streetscape plan for a high quality, safe, and comfortable public realm. The local area will also benefit from substantial investments in public art made by the developer, Concord Adex.

Next Steps

Master planning for the park is underway and will continue through 2015.



dufferin street

avenue study

2 hectares

of new public parkland planned

500

new trees to be planted along the corridor

nine

consultation meetings held with the public

"The uniqueness of the study area required a different approach from the traditional way we plan our Avenues. We had to account for growth and improvements to the area's transportation and servicing infrastructure, while respecting and reinforcing adjacent Employment Areas and neighbourhoods. An engaging public consultation process with a lively community led to the creation of a blueprint for building a liveable and complete urban community."

Andria Sallese, Senior Planner





The Dufferin Street Avenue Study area straddles the city's 'urban-suburban frontier' where low-density commercial strips are located near mixed-use development. A major retail destination, Yorkdale Shopping Centre, marks a crucial gateway for commuters and public transit users. Much of the Dufferin corridor is made up of large lots, some as deep as 180 metres. Corridors with these characteristics present some of the most important opportunities in the city for building new neighbourhoods with a finer grain of streets, as well as creating parks and open spaces where none previously existed.

Led by North York Community Planning, this study will help deliver on a vision to transform an auto-oriented, pass-through corridor into a liveable, walkable, mixed-use community. The study proposes a landscaped promenade with ample setbacks, a double row of trees for deeper lots, open courtyards, and urban plazas. The streetscape plan includes landscaped medians and approximately 3 kilometres of off-street bicycle lanes. As part of future developments, 2 hectares of public parkland, as well as new community services and facilities, will be added to meet the needs of a growing population.

Next Steps

The study will continue to direct public investment and guide City policy with a set of urban design guidelines, a comprehensive zoning by-law for the corridor, a community services and facilities strategy, and transportation and servicing master plans.

www.toronto.ca/planning/dufferin

McCowan precinct plan

65 hectares

in the McCowan Precinct Plan area

3,500

existing dwelling units covered by the plan

4 km

of new cycling routes planned

“Early in the process, the community working group took a critical look at the strengths and weaknesses of the area. Building on those strengths and creating solutions to address specific issues helped form the basis for a community-oriented precinct plan. The McCowan Precinct Plan will manage development in the area, provide for community services and facilities, and ensure the precinct continues to play an important role as part of Scarborough Centre.”

Russell Crooks, Senior Planner





Over the past few decades, Scarborough Centre has grown from vacant land into an urban hub with a mix of land uses and public amenities. Following the completion of the Scarborough Centre Secondary Plan, more detailed planning work is being undertaken for its four component sub-precincts. The McCowan Precinct, an area with significant population and employment redevelopment potential, constitutes the eastern portion of the Scarborough Centre Secondary Plan.

After a two-year study process involving extensive community and landowner involvement, Council approved the McCowan Precinct Plan in June 2014. Council also adopted accompanying urban design guidelines and a conceptual master plan.

The Plan's vision includes: a finer-grained street network to promote comprehensive redevelopment, a 'promenade' design linking the Civic and McCowan Precincts along Town Centre Court and Bushby Drive, and a hierarchy of public streets with streetscape and cycling infrastructure improvements.

The McCowan Precinct Plan will inform future redevelopment in the area, managing growth while identifying needs and opportunities for improving the public and private realm, parks, transportation, and community and social services. The Precinct Plan, together with future transit infrastructure investment, will help transform the area into a vibrant, complete community.

www.toronto.ca/mccowanprecinct

port lands

planning framework

1 and only

working port in Toronto, presenting an unparalleled revitalization opportunity

350 hectares

in area, the Port Lands will become a new, 21st century city within a city

400+

people provided feedback on the land use vision

“Developing the land use vision was daunting but also exciting. The passionate and dedicated people who pushed us to think harder and bolder about this vast urban frontier were key to this project. The vision, grounded in the area’s past, present, and future, will allow the Port Lands to evolve into a new urban district unlike any other in the city.”

Cassidy Ritz, Project Manager





Accelerating development in the 350-hectare Port Lands area is a top priority for the City. The need to ensure that the Port Lands evolve into a bold and vibrant urban district with a working port and active industry is why City Planning, in partnership with Waterfront Toronto, is developing the Port Lands Planning Framework. In the first half of 2014, priority tasks completed included the creation of a land use vision and significant engagement on the area's future urban structure.

Through consultation with the public and stakeholders, the project team developed and evaluated land use options for the area. The results of this comprehensive assessment helped produce a Land Use Direction document that was presented to Council in July 2014. The document is just the beginning in creating the planning framework, a process that will continue to be refined as the many projects in the pipeline for the Port Lands take shape.

In July 2014, the team also held a two-day design charrette to identify opportunities for the nearly 3-kilometre-long and 120-metre-wide ship channel. The diverse planning and design ideas generated during these sessions are now being evaluated.

Next Steps

In 2015, the foundational work completed in the past year will be brought together into a final comprehensive planning framework document to serve as the blueprint for the future of Toronto's Port Lands.

www.portlandsconsultation.ca

dupont street

regeneration study

1.6 km

of Dupont Street analyzed

56,570 m²

of non-residential gross floor area
maintained

520+

people attended 4 community
meetings held over 5 months

“We were delighted that the community became so actively engaged and dedicated to the study, providing valuable feedback and support within an accelerated timeframe. We believe that the participation of all stakeholders – residents, landowners, the BIA – throughout the process has resulted in a strong plan that will see a revitalized and vibrant Dupont Street emerge.”

Sarah Phipps, Senior Planner





As Toronto continues to intensify, locations where residential growth was not anticipated even a few years ago – such as in Employment Areas and near freight lines – are facing development pressures. The stretch of Dupont Street between Ossington Avenue and Kendal Avenue, characterized by low-rise retail buildings and surface parking lots, is one such district facing a turning point in its evolution. In 2014, Council directed City Planning to support the regeneration and growth of this area by conducting a study to amend the Official Plan.

In an effort to transform the area into a more walkable and complete community, the study produced new and updated policies including a site and area specific Official Plan policy, a site and area specific zoning by-law, a set of detailed urban design guidelines, and a community services and facilities strategy. These policies account for the changing employment uses in the area, and seek to improve the public realm by requiring minimum building setbacks, widening sidewalks, and adding greenery to the street.

In developing new guidelines, staff had to account for the unique planning conditions created by the Canada Pacific rail line which bounds the study area to the north and transports hazardous goods. The final site and area specific Official Plan policy incorporates the necessary mitigating measures for the rail line by integrating the City's mid-rise building performance standards. These policies allow buildings up to eight storeys on the north side of Dupont Street while requiring a 30-metre separation from the rail corridor. The planning framework created through the course of this study will help ensure that future development balances the addition of new residents with the local conditions of the area.

www.toronto.ca/planning/dupontstudy

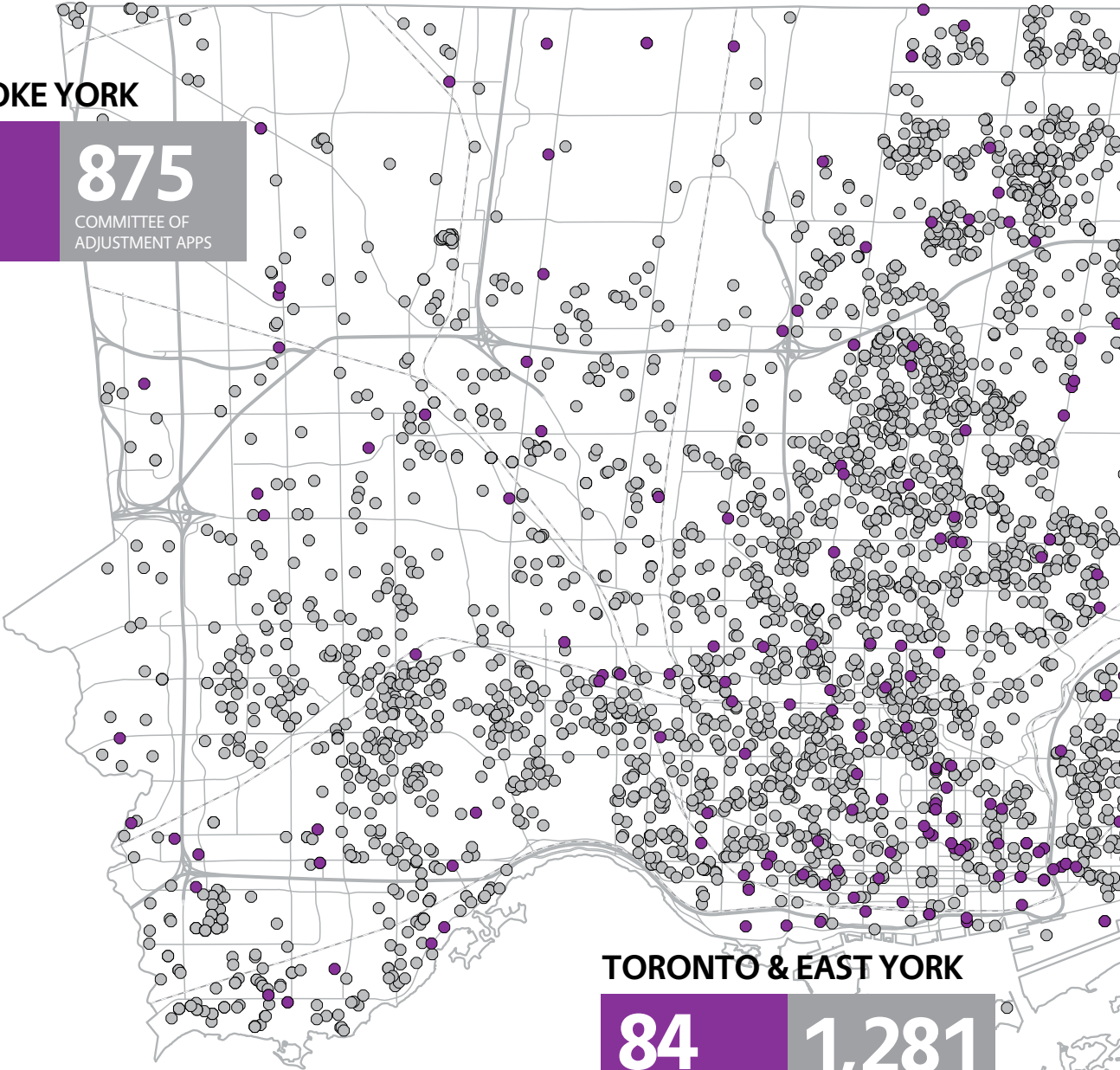
ETOBICOKE YORK

41

DEVELOPMENT
PROJECTS

875

COMMITTEE OF
ADJUSTMENT APPS



TORONTO & EAST YORK

84

DEVELOPMENT
PROJECTS

1,281

COMMITTEE OF
ADJUSTMENT APPS

NORTH YORK

46

DEVELOPMENT
PROJECTS

1,138

COMMITTEE OF
ADJUSTMENT APPS

SCARBOROUGH

33

DEVELOPMENT
PROJECTS

389

COMMITTEE OF
ADJUSTMENT APPS

2014 development applications

The following pages highlight our Division's development review work over the past year, showcasing best practices from each of our four Planning Districts.

Mirvish+Gehry Proposal

The Mirvish+Gehry proposal – a joint collaboration between Projectcore Inc., David Mirvish, and Canadian-born architect Frank Gehry – stimulated a lively debate across the city and beyond in 2014. As the project was unprecedented in many ways, City Planning had to work actively with the developer to bring the project to reality while preserving the area's cultural and heritage assets.

Initial Submission

In November 2012, the City of Toronto received a proposal for a landmark redevelopment on a prominent segment of King Street West. The initial submission was for a three-tower, mixed-use development on an exceptional scale of residential density and building height. This proposed development, resulting in the demolition of several heritage buildings and the 2,000-seat Princess of Wales Theatre, would have a considerable impact on the surrounding area.

Staff Refusal Report

Noting concerns with the project's scale, density, bulk, and heritage and cultural implications, City Planning produced a staff report that recommended refusing the proposal, while presenting an alternative concept that would reduce building heights and conserve heritage elements. In December 2013, City Council considered the report and voted to refuse the original iteration of the proposed development. It requested that a special working group be established to consider the alternative concept and mediate the issues raised.

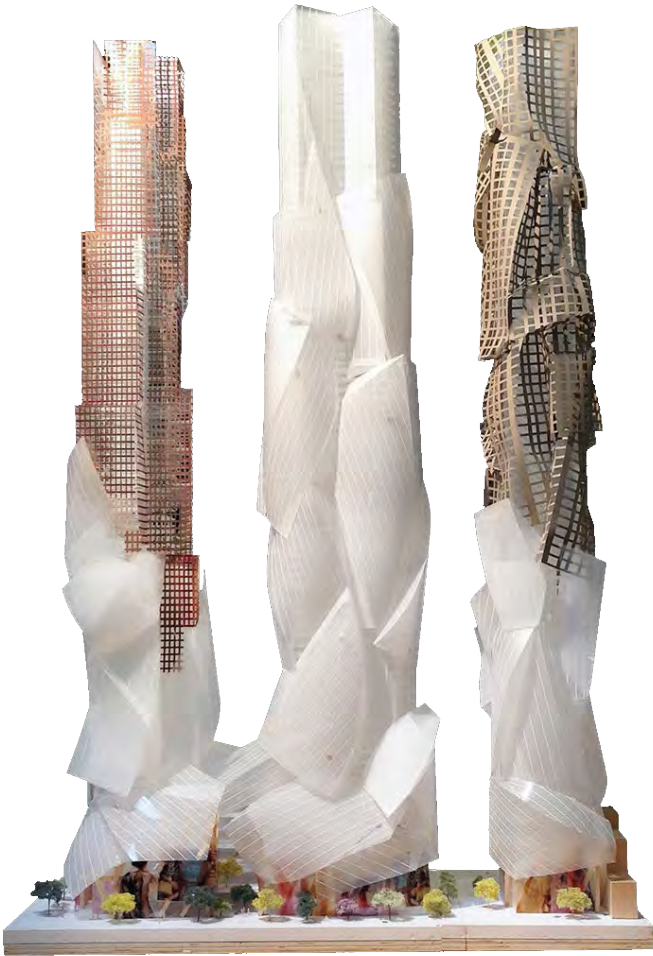
Working Group

Made up of community members from diverse groups and organizations with interests in the area, the working group aimed to achieve a consensus on the proposal ahead of the June 2014 Ontario Municipal Board hearing for the proponent's appeal. Through negotiations, the working group produced a modified proposal that retains critical heritage components and celebrates the area's cultural value through the preservation of the Princess of Wales Theatre. By reducing the number of towers to two, and incorporating improved pedestrian connections and public space, the proposal maintains the project's iconic intent while addressing City Planning's original urban design and built form concerns.

Final Submission

In July 2014, City Council considered and supported the modified proposal that was re-envisioned through the working group.

In a press release issued on the day of Council approval, David Mirvish praised the collaborative approach taken in the planning process: "While we believe today's vote was first and foremost an endorsement of our vision for the site, led by our architect Frank Gehry, we also believe that it is a clear endorsement of the City's development process and staff's demand for consultation and collaboration among the stakeholders. Through an iterative process, a myriad of ideas were considered, leading to a better project." Settlement of the matter was subsequently approved by the Ontario Municipal Board.



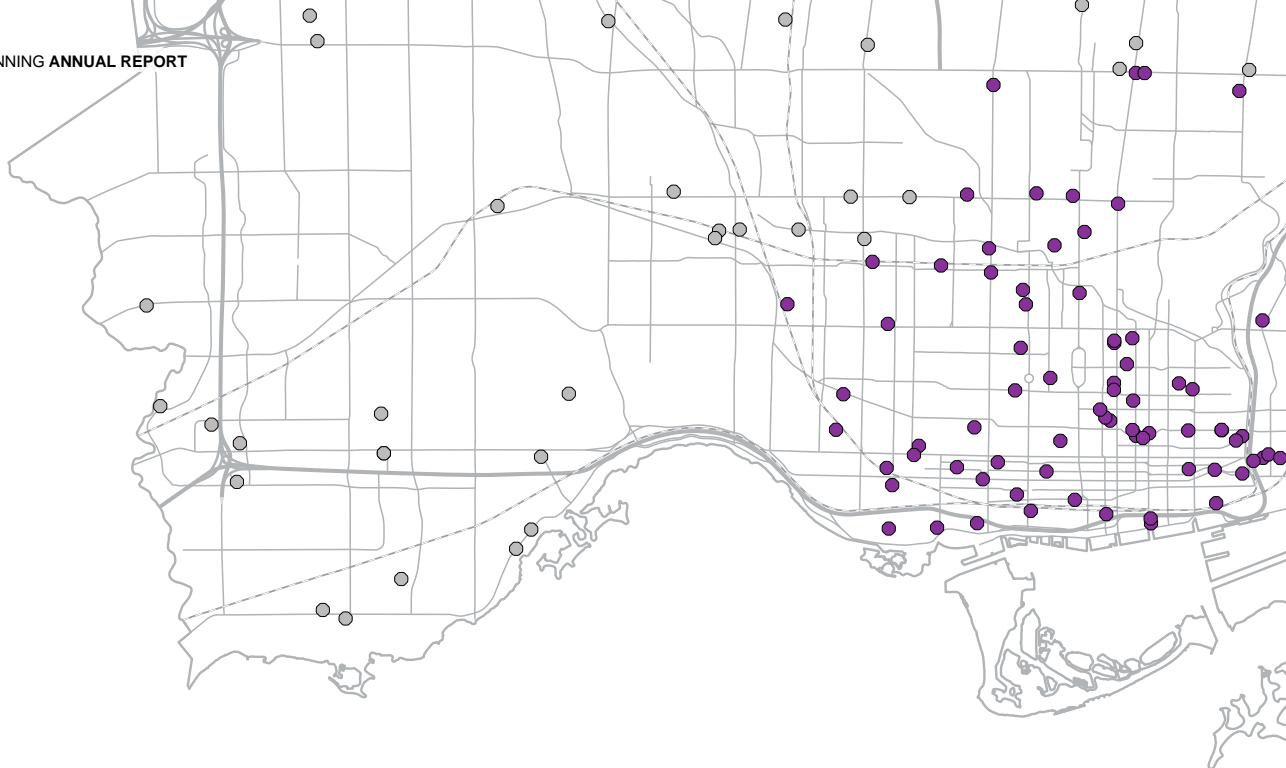
Initial Submission Concept

- Three towers (82, 84, 86 storeys)
- Total 2,709 dwelling units
- Proposed demolition of four heritage buildings
- Art gallery and new OCAD facility



Final Submission Concept

- Two towers (82 and 92 storeys)
- Total 1,949 dwelling units
- Conservation of three designated heritage properties, including Princess of Wales Theatre
- Art gallery and new OCAD facility



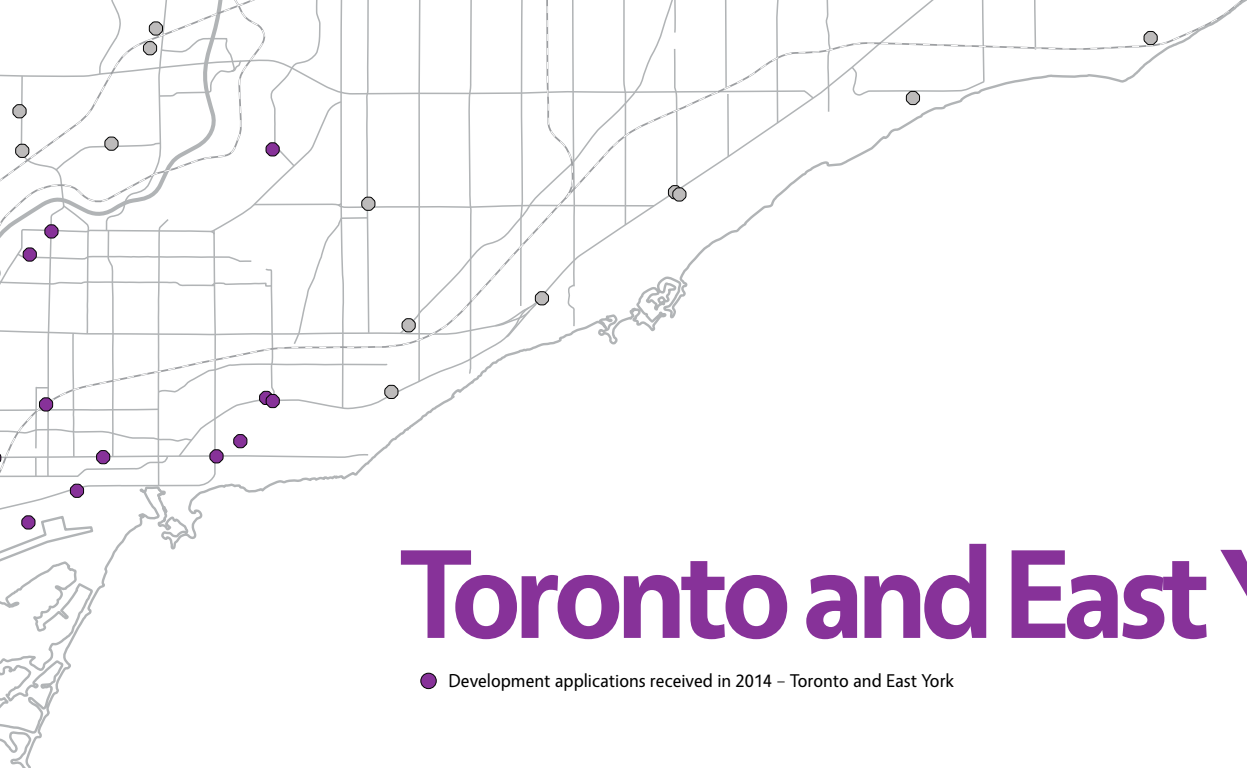
11 Wellesley Street West | Status: Approved

11 Wellesley Street West is a landmark project that will bring a new 0.65-hectare public park to one of Toronto's most green-space deficient areas. Through collaboration among the applicant, the community, and the Ward Councillor, the rezoning allowed a proposed multi-tower development to be consolidated into a 60-storey mixed-use building, leaving the majority of the site open as a park that will provide a social and recreational focus for the community. The new park space is a result of factors including purchased land, on- and off-site parkland contributions, and Section 37 community benefits.



50 Charles Street East | Status: Approved

This development, with a 55-storey residential tower and townhouses connected to an eight-storey office building, will house residential, office, and ground-floor retail uses in a designated mixed-use area. City Planning worked with the developer to conserve the building at 62-64 Charles Street East and integrate it within the development. Staff secured contributions to the public realm that include a privately owned publicly-accessible space (POPS) shared with the abutting Casa Il development, and a publicly-accessible walkway between Charles Street East and Hayden Street.



Toronto and East York

● Development applications received in 2014 – Toronto and East York



156-174 Front Street West | Status: Approved

The development project at 156-174 Front Street West and 43-51 Simcoe Street represents a significant investment in the city's core and an important contribution to Toronto's employment and tax base. The 54-storey office tower, which replaces a surface parking lot, will introduce 126,570 square metres of new office space within the financial district close to major regional transit facilities such as Union Station, the Union Pearson Express, and the TTC subway.



1029 & 1075 Queen Street East | Status: Approved

Successful intensification of Toronto's traditional main streets requires sensitivity to local community character. Council adopted zoning for a six-storey mixed-use building at the corner of Queen Street East and Winnifred Avenue, providing for 48 purpose-built rental units and new retail spaces. Staff coordinated the development review with the Leslieville Planning Study, resulting in a successful community process and a design that respects the neighbourhood's unique character.



3260 Sheppard Avenue East | Status: Approved

Harmony Village, a multi-phase, mixed-use development designed to help seniors age in place, is a significant step towards urbanizing a stretch of Sheppard Avenue East. The proposal includes two 29-storey towers, two 10-storey mid-rise buildings, 17 townhouse units, and two new public roads. The proposal successfully implements the Sheppard Warden Avenue Study's vision and goals by promoting a community-focused, pedestrian-friendly, and transit-oriented Avenue with appropriate built form.



Malvern Family Resource Centre | Status: Built

The Malvern Family Resource Centre, a non-profit community service organization operating in Malvern for 30 years, opened a new multi-purpose centre in 2014. This facility enabled the organization to consolidate its many dispersed spaces into one central location. The completed building is well-integrated within the neighbourhood context, and takes advantage of its corner location to provide an enhanced streetscape amenity.



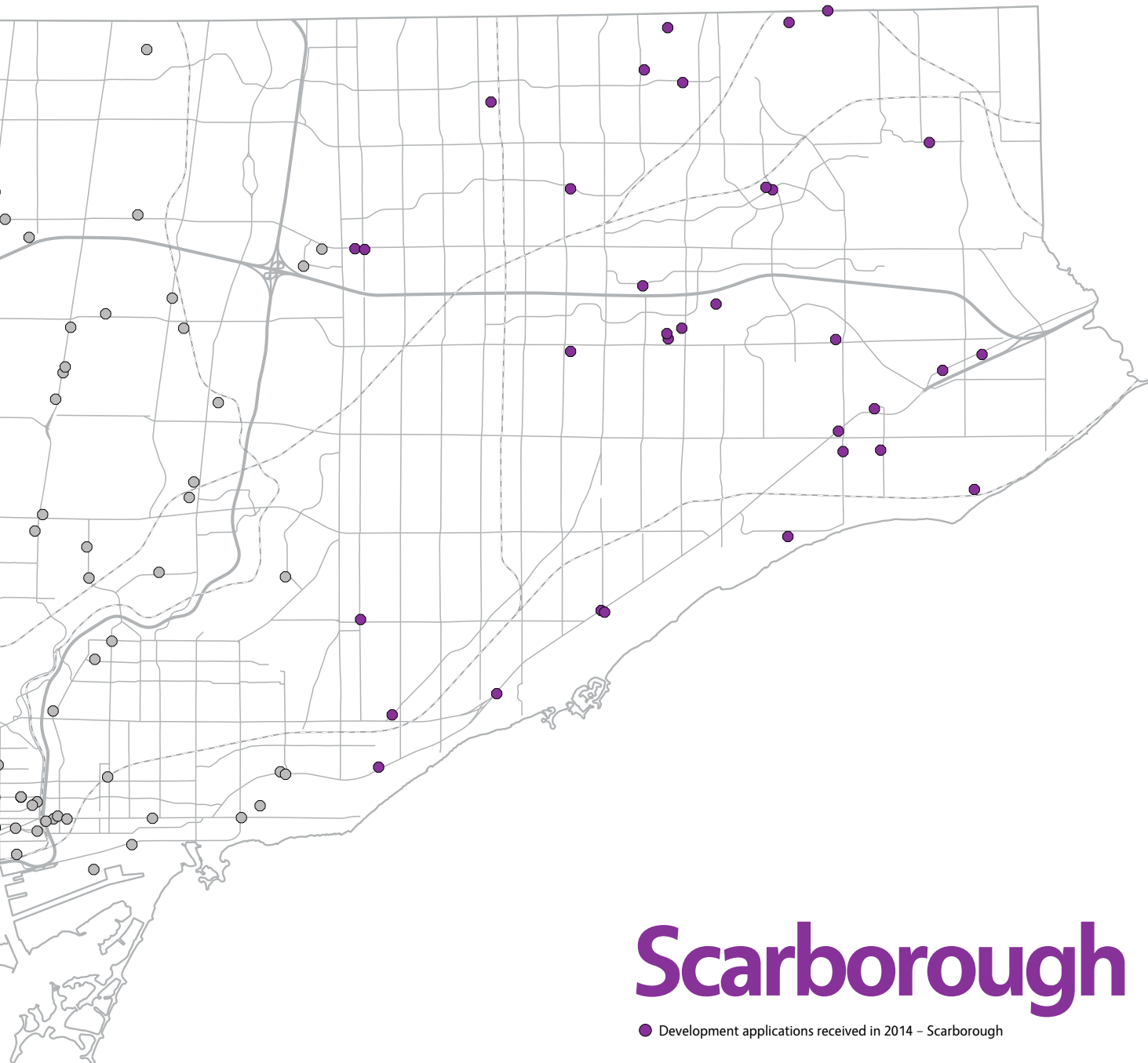
Centennial College | Status: Approved

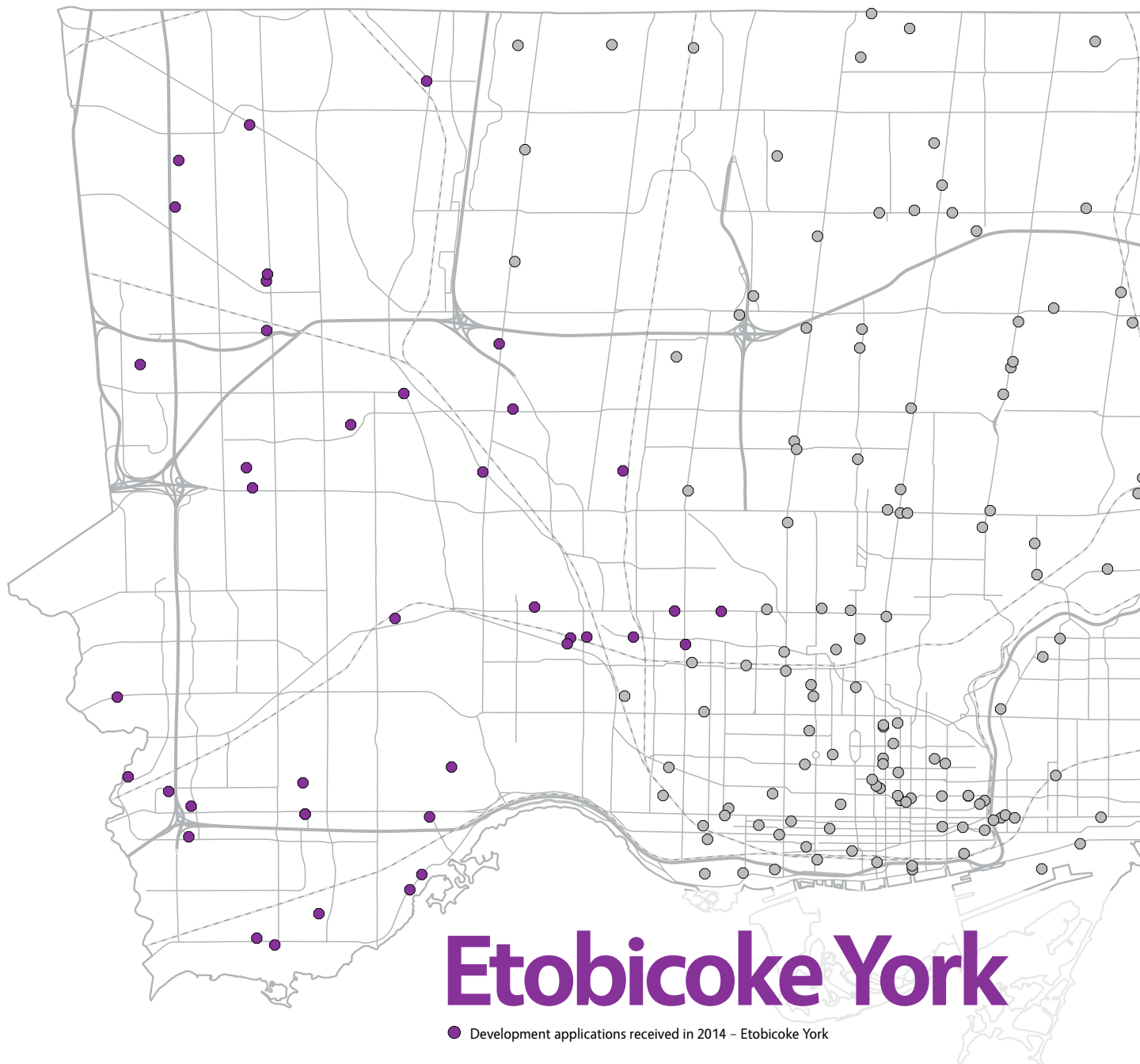
Centennial College's eight-storey, multi-use development realizes the Official Plan's vision for excellence in the design of public buildings. The project offers residences for 740 students, culinary arts labs, classrooms, a teaching restaurant, and a 300-person conference centre. With entrances on all sides and a new internal street, the project will improve connectivity and provide a gateway to the campus. The proposal achieves high environmental performance, including Toronto's Tier 2 Green Standard, bird-friendly design, and LEED Silver certification.



Environmental Science & Chemistry Building | Status: Approved

The University of Toronto Scarborough Campus (UTSC) Science and Chemistry Building will become the scientific anchor on the north campus with teaching and research labs, offices, and meeting spaces. The proposal enhances UTSC's profile by better connecting the campus to the surrounding community and sets a high standard for meeting the Official Plan vision of sustainable design and construction by integrating ground source heat pumps and an underground stormwater infiltration facility.







2 Station Road | Status: Approved

The redevelopment of the Wesley Mimico United Church will see the adaptive reuse of a place of worship that has been experiencing declining membership. The current condition prompted plans for the building to be repurposed for a mix of uses, including housing for seniors, community uses, and a modified place of worship. Maintaining the heritage integrity of the building, along with an appropriate scale and design, will meet the Official Plan's vision of a community-sensitive development.



1193 The Queensway | Status: Approved

This is the third phase of a larger redevelopment project that will include new streets and a public park. Planning staff worked with the developer to refine their proposal to meet Official Plan objectives. Section 37 benefits were secured to expand the public park and incorporate community space within the development. The unique podium design includes a green roof, provides a visual extension of the adjacent park, and incorporates housing units that line three street frontages.



2522-2542 Keele Street | Status: Approved

Located on a main street adjacent to a low-rise neighbourhood, this eight-storey development on a former strip mall site will add to local housing diversity and provide retail amenities. Guided by the City's mid-rise building performance standards to achieve a scale and design suitable for the existing area, the redevelopment represents appropriate intensification that protects and meets community needs.



64 & 70 Cordova Avenue | Status: Approved

This development, next to Islington Station in Etobicoke Centre, integrates three residential buildings totalling 1,200 units with ground-floor commercial space. When completed, the project will provide a reimagined pedestrian connection linking the Mabelle/Cordova neighbourhood to the Bloor-Danforth subway line, an improvement identified in the Etobicoke Centre Public Space and Streetscape Plan. Other Section 37 benefits secured include public art and community space improvements in Toronto Community Housing buildings.



NY2 Condominiums | Status: Approved

The NY2 development adds 140 residential units to the Sheppard East subway corridor which is set for intensification under the area’s Secondary Plan. By collaborating with the applicant and local community, City Planning staff helped ensure the site’s massing and urban design met the Secondary Plan’s objective of intensification without compromising on its high built form standards.



2388 Yonge Street | Status: Approved

The ‘Montgomery Square’ development at Postal Station K, a national historic site, is an example of placemaking in the Yonge-Eglinton community. This exemplary project includes a new 27-storey rental apartment tower that embraces the character of the heritage building and adjacent neighbourhood. The creation of a civic square on Yonge Street at the heart of this community will provide a permanent place for public celebration of this historic site.

North York

● Development applications received in 2014 – North York





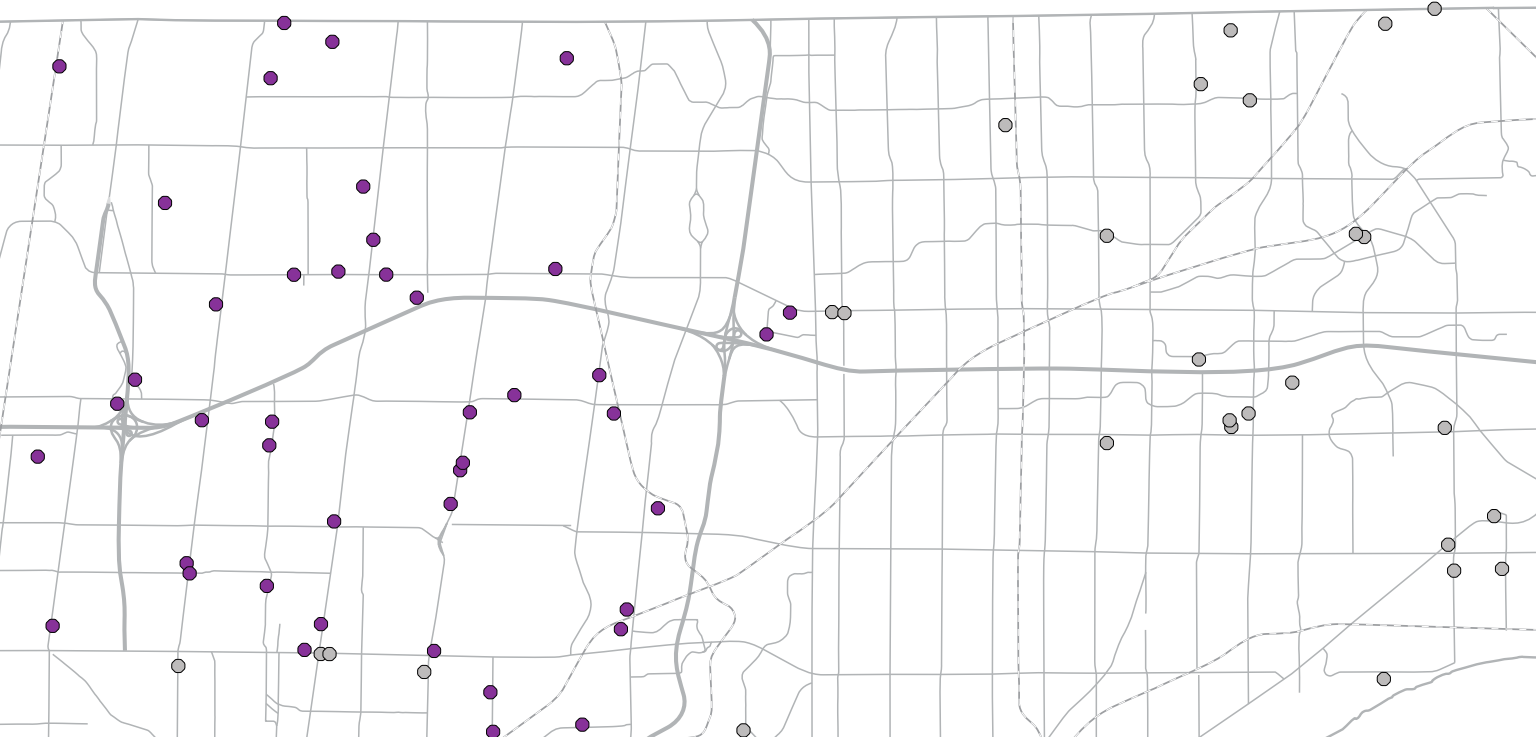
5200 Yonge Street | Status: Approved

Occupying a prominent Yonge Street location, this mixed-use project is a leader in community-based economic development in North York Centre. Over 540 square metres of City-owned retail space will foster entrepreneurship and innovation in small business development. A pedestrian mews will create a new privately owned publicly-accessible space (POPS) which will expand the public realm and provide a venue for retail activities and community events. With public frontage on all sides, the developer's focus on high quality design is a highlight of this development.



Aga Khan Museum and Ismaili Centre | Status: Built

The landmark site, designed by a team of international, award-winning designers and landscape architects, includes two globally significant cultural centres: the first museum of Muslim culture in an English-speaking country, and one of only six Ismaili Centres worldwide. The two buildings occupy extensively landscaped grounds that include dark granite reflecting pools, paved courtyards, and large specimen trees. The gardens, which are privately owned but publicly-accessible, will provide a pedestrian connection to Eglinton Avenue East and the future Eglinton LRT.



urban design

Urban Design shapes the character and quality of buildings and the spaces between them, playing a fundamental role in how a neighbourhood looks, how memorable a place is, or how safe a street feels. Our multidisciplinary staff are passionate advocates for design excellence in creating and improving the public realm, the form and quality of new development, and heritage conservation.

We deliver a range of interrelated programs to implement the Official Plan's built form, public realm, and heritage policies. Our work provides urban design and heritage expertise to the development review process, enhances capital projects, delivers inspirational public art installations, promotes heritage restoration and adaptive reuse, and leads many other initiatives for creating beautiful, people-oriented places. We also celebrate and promote design excellence by holding the biennial Toronto Urban Design Awards.

Urban Design is also at the forefront of key policy and development decisions shaping our city. We develop award-winning city-wide and district-specific policies, guidelines, and studies promoting the preservation of heritage assets and the design of high quality buildings, new neighbourhoods, streetscapes, and open spaces. Our creative team also produces compelling graphics, maps, and 3D visualizations to help planners and designers engage the public and communicate ideas more effectively.

Collaborative partnerships are integral to our work. These partnerships include, but are not limited to, the public, other City Divisions, the Design Review Panel, the Toronto Public Art Commission, and the Toronto Preservation Board and Panels.



"It can be easy to overlook the finer points of the human scale in all the complexity of planning. For Toronto's Urban Design staff, beautiful spaces and places can only be created by first prioritizing the pedestrian. By thinking about the ground-level experience, paying attention to the massing of a building and its design details, and creating an inviting and appealing public realm, we play a vital part in improving liveability in the city."

Harold Madi, Director of Urban Design

midtown in focus

parks, open space, and streetscape plan

76

actions proposed to support identified improvements to the public realm

14,500

residential units approved or constructed at Yonge-Eglinton from 2002-2013

17

community organizations participated in the study



“As Yonge-Eglinton continues to develop it is critical we get the public realm right. Midtown in Focus was a process designed to ensure a coordinated, strategic approach to deliver an excellent public realm that complements ongoing development.”

Leo deSorcy, Program Manager

Helene Iardas, Senior Planner

In 2012, the Midtown Planning Group, a local residents' association, requested the City undertake a study of the Yonge-Eglinton public realm as a first step in addressing concerns about planning and intensification in their neighbourhood. In response, City Planning launched Midtown in Focus, a comprehensive and proactive investigation of the types of shared community spaces needed at Yonge-Eglinton to support civic life now and in the future. Led by Urban Design, the study was supported by consultants and a large inter-divisional team from North York and Toronto and East York districts. An intensive, year-long collaborative process followed, with outreach that included town hall meetings, workshops, facilitated walks, an interactive webpage, and meetings with special interest groups.

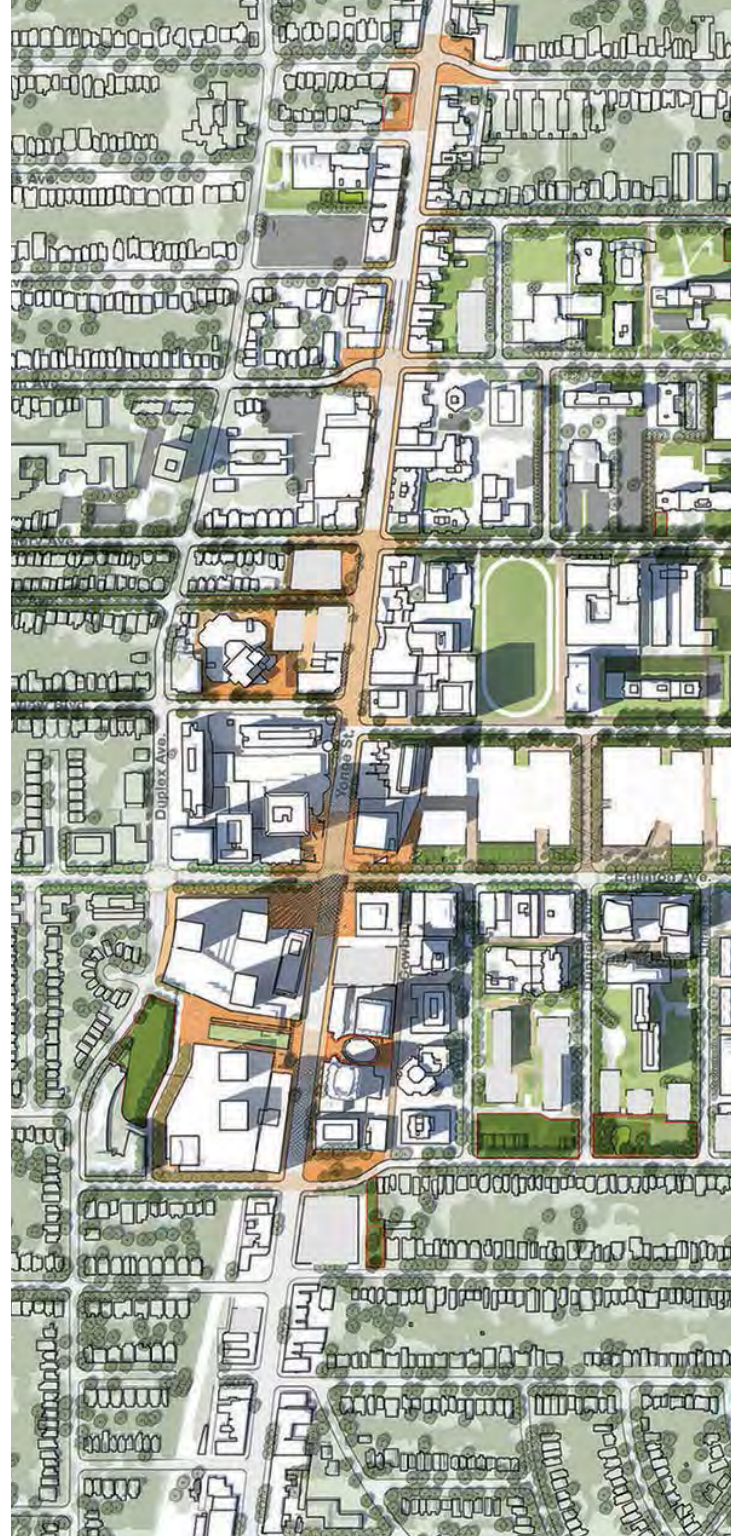
The input received through this process was analyzed and translated into a coordinated and inclusive vision for Midtown's public realm. This vision led to five placemaking moves, five strategies, 27 initiatives, and 76 actions all outlined in the resulting master plan. The plan reinforces and builds upon the Yonge-Eglinton area's mix of urban vitality and lush green character to produce a memorable identity with enriched, people-friendly public spaces.

Council approved the Midtown in Focus plan in 2014, directing staff to use it as a blueprint for improvements to Yonge-Eglinton's public realm.

Next Steps

In 2015, the City will develop an implementation strategy and update Secondary Plan policies to support the Midtown in Focus vision.

www.toronto.ca/planning/midtowninfocus



heritage

preservation services

2,082

heritage permit applications in 2014

\$9 million

value of heritage conservation secured
in 2014

seven

heritage conservation district
studies under way

"Heritage conservation is fundamental to good city building because our identity as a city and as a society is rooted in our history. Our group is challenged every day by the pace of development in Toronto and the enormous pressure this puts on heritage properties. Market Street and 1 Spadina Crescent are inspiring projects that enrich our daily experience of this city and demonstrate best practices in rehabilitation and adaptive reuse."

Sherry Pedersen, Preservation Coordinator



1 Spadina Crescent – University of Toronto Daniels Faculty of Architecture, Landscape and Design

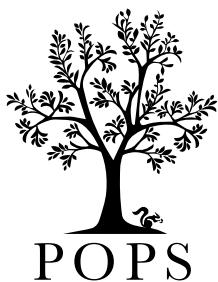
The former Knox College building, designated under the Ontario Heritage Act and a landmark on Spadina Avenue, will become the new home of the University of Toronto Daniels Faculty of Architecture, Landscape and Design (DFALD) in 2015. The \$50-million project, which involves restoring and rehabilitating the 140-year-old building, raised a fundamental challenge often faced by Heritage Preservation Services: how to allow for modern interventions without diminishing the quality of the heritage resource. Acknowledging the building's prominence and respecting its iconic tower and roofline, the low-rise rear addition exemplifies a best practice for combining old and new. Heritage Preservation Services secured a robust interpretation program throughout the building, identifying and exploring Knox College's interesting history with particular emphasis on cultural themes and its diverse uses over the years. The long-awaited rehabilitation will offer DFALD students a living example of excellence in heritage conservation, design, and practice.



Market Street Restoration

The rehabilitation of historic Market Street has transformed a tired row of heritage properties into a new restaurant destination in the St. Lawrence neighbourhood. The project involved the rehabilitation of three heritage properties, construction of a new two-storey commercial building on an adjacent vacant lot, and the implementation of a curbsless streetscape that responds to the seasonal demand for outdoor patios. It received a 2014 Heritage Toronto Award of Excellence for architectural conservation and craftsmanship by demonstrating the valuable contribution heritage conservation makes to the economic vitality and public life of the city. The project was realized through the collaborative efforts of developer Woodcliffe Landmark Properties, Transportation Services, and Heritage Preservation Services.





privately owned publicly-accessible spaces

“Through our POPS initiative, Toronto is growing a fine collection of contemporary spaces that improve the quality of life for people in the city.”

James Parakh, Program Manager

As Toronto continues to grow, there is an increasing need to create new parks and open spaces and to revitalize existing ones. To meet this need within Toronto’s dense urban landscape, City Planning regularly negotiates with private developers to include privately owned publicly-accessible spaces, or POPS, through the development application and review process. Although POPS are privately owned, they are open to the public as places of retreat and relaxation, pedestrian shortcuts, and sites of public art.

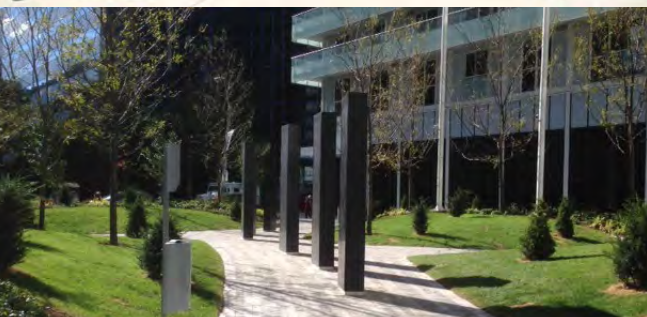
With over 100,000 square metres of space added in the last decade, POPS are an essential element of the public realm, providing much needed open space across the city. City Planning ensures that POPS complement the existing publicly owned parks and spaces that make up Toronto’s open space network.

The POPS initiative is a great example of how City Planning leads collaborative and proactive processes. The project brings Community Planning and Urban Design staff together with Councillors, residents, the development industry, architects, and landscape architects to achieve inspiring outcomes. 2014 was a significant year for the POPS initiative. It saw the creation of a webpage and mapping of over 100 POPS locations on an interactive online map, Council approval of urban design guidelines, and the launch of the POPS logo and plaque.

Next Steps

In the years ahead, the project will continue to transform Toronto’s open space network by identifying additional POPS opportunities and ensuring that new developments fulfill the Official Plan vision for “green spaces of all sizes and public squares that bring people together”.

www.toronto.ca/planning/pops



percent for public art program

City Planning recognizes art as a public benefit that should be enjoyed and experienced by residents and visitors across the city. Urban Design works to create public art policy, identify public art opportunities on public and private sites, and oversee the Percent for Public Art Program. Based on the Official Plan policy of supporting public art in all significant private sector developments, the program recommends that at least one percent of the gross construction cost of each significant development be contributed to public art.

Working with Community Planning staff and volunteer advisors on the Toronto Public Art Commission, the Public Art team has secured dozens of art commissions across Toronto. When making a public art contribution, a developer may choose to commission publicly-accessible artwork on the development property, to contribute to the City's Public Art Reserve Fund which is administered within the local Ward, or to arrange a combination of the two options.

2014 was an active year for the Percent for Public Art Program, with the approval of ten public art plans and the installation of nine new commissions.

www.toronto.ca/planning/publicart



Heron's Hill - 275 Yorkland Road

Developer: Monarch Group

Artist: Jed Lind

Title: Mariner

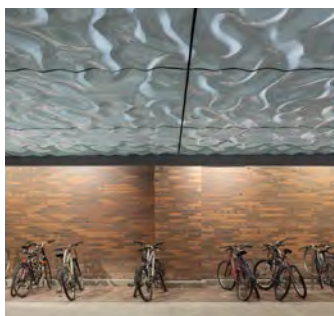


York Harbour Club - 38 East Bastion Street & 38 Grand Magazine Street

Developer: Plazacorp

Artist: Carlo Cesta & Nestor Krüger

Title: Fountaingrove



Market Wharf - 18 Lower Jarvis Street

Developer: Context Development

Artist: Paul Raff

Title: Wavelengths



Tango - Concord Park Place

Developer: Concord Adex

Artist: James Lahey

Title: Pixel Garden

civic improvements



Bay Street at Davenport Road



Ranee Avenue underpass at Allen Road



Scarlett Road over Humber River



Wilson Park Road at King Street West



Kingston Road at Birch Cliff Village



Lake Shore bridge over Etobicoke Creek

Urban Design undertakes eight to ten civic improvement projects every year to physically enhance the public realm in targeted locations across Toronto. With an annual budget of \$2.7 million for the entire city, the Civic Improvements Program is a modest but high value-added program that leverages and improves on the ongoing capital projects of other City Divisions, as well as Business Improvement Area and private sector city building initiatives.

Based on identified opportunities, the improvements may include streetscape greening, small parkettes, gateway features, seating, community markers, and improved connections to ravines.

The projects implemented through City Planning's Civic Improvements Program reflect the values of design excellence and innovation, and help advance a range of Official Plan objectives regarding pedestrian safety, environmental sustainability, and the public realm.

city-wide 3D massing model

"This project transforms the City's digital 3D model with cutting edge technology. It was important to translate this big dataset into a useful tool that shows how Toronto is developing."

Dulini Ratnayake, Design Technologist



There are more than a million built structures in Toronto's urban landscape today, and many more proposed or under construction. Existing alongside these current and proposed structures is an intricate system of streets, infrastructure networks, sensitive environmental systems, parks, and open spaces. Planning staff play a critical role in understanding how the existing and planned contexts work together. With so many variables and factors to consider, analyzing these issues in a comprehensive manner can be a challenging task.

To support the City's analysis work, Urban Design's Graphics and Visualization Unit has created a city-wide 3D massing model to visualize development growth in Toronto. This model, which projects architecture as simple building blocks, is useful for facilitating discussions about how development proposals respond to current policy objectives, and for conceptualizing a variety of future planning and design scenarios.

In line with City Planning's efforts to promote open data access and civic engagement, the modelling dataset is being made available to the public, including developers and other related professions. The model will become an important shared resource that will allow all stakeholders to imagine the future of the city from many different perspectives.

www.toronto.ca/open

transportation planning

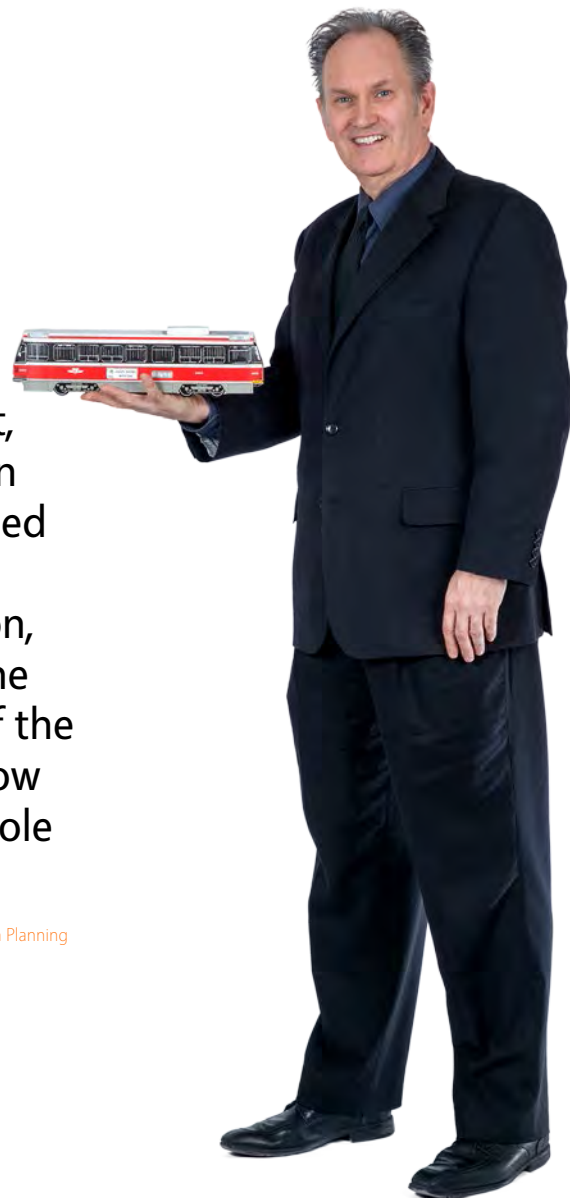
Urban mobility is one of the most pressing issues affecting liveability in Toronto. City Planning's Transportation Planning section addresses these challenges through a diverse set of responsibilities. Transportation Planning staff are specialized professionals who combine transportation and land use planning expertise, working to improve mobility choices, create vibrant public spaces, support economic prosperity, and improve residents' overall quality of life.

Transportation Planning leads the development of the City's Official Plan transportation vision, provides technical evidence-based transportation planning analysis, communicates and educates about transportation, and undertakes inclusive and transparent stakeholder engagement. Our work includes city-wide, Greater Toronto Area, and inter-governmental transportation and transit initiatives, travel demand forecasting and monitoring, district studies, and supporting the development review process.

The City's transportation policies directly impact how Toronto grows and develops, and how we connect with our adjacent municipalities. This complexity requires us to work closely with each of City Planning's districts and sections, Council, other City Divisions and agencies, external stakeholders, and the public to ensure Toronto's growth aligns with its transportation infrastructure. 2014 saw the launch of the Transit Implementation Unit responsible for Environmental Assessment studies on new rapid transit projects. Transportation Planning is also joined by the new Metrolinx Transit Projects Unit, working to identify and resolve issues in planning and constructing new Light Rail Transit (LRT) lines in Toronto.

"2014 was a year of growth, excitement, and evolution within the Transportation Planning section. Our team accomplished many transformative projects that will shape Toronto for the future. In addition, we closed a real gap in our service to the City of Toronto through the creation of the Transit Implementation Unit. We are now better positioned to play a significant role in expediting key transit priorities."

Tim Laspa, Director of Transportation Planning



eglinton connects

78 blocks

rezoned to permit mid-rise buildings

\$29 million

allocated for public realm improvements

110,000+

new jobs and residents expected
over the long term



“Creating a vision for Eglinton and helping to guide our team through the uncharted territory of a ‘mega’ Avenue Study, simultaneously with designing the Crosstown LRT, was both an incredibly challenging and rewarding assignment. As city builders, we are honoured to have worked with such talented and dedicated professionals on this project.”

Lorna Day, Program Manager
Edna Cuvin, Senior Planner



The Eglinton Connects Plan sets an important precedent for future city building while supporting the objectives of Toronto's Official Plan. It creates a vision for the street, public realm, and built form that is integrated with the Crosstown LRT, an under-construction transit line that will transform the corridor when complete.

Through a series of five reports, the efforts of City staff and Council led to a plan with 21 key recommendations. The plan includes a multi-staged implementation strategy for creating a complete street that incorporates the city's longest dedicated bike lanes; wide-ranging new public spaces and facilities, from civic squares and pedestrian connections to parks and community services; and growing jobs and residents, primarily through mid-rise development. Council approved an Environmental Assessment for improvement of the Eglinton right-of-way from Black Creek Drive to Brentcliffe Road, allocated \$29 million for public realm improvements (to be funded by Metrolinx), and adjusted zoning rules to permit mid-rise development along 78 blocks (5 kilometres).

The study was strongly guided by the public and stakeholders. Over the two-year study period, more than 6,000 people participated in 70 consultation events and five public opinion surveys. Consultation events included hands-on workshops, combined meetings with local businesses and cyclist advocacy groups, 'pop-up' consultations at community festivals, and in-classroom discussions with students. Public and stakeholder involvement had a tangible impact on the eventual outcomes and the process was invaluable to creating broad-based, grassroots support for the plan, including consensus among members of Council.

Next Steps

Future Secondary Plans and site specific policies will be developed to address nodal intensification for six focus areas and two mobility hubs.

www.toronto.ca/eglington

feeling congested?

14,000+

webpage visits with over 7,400 survey responses

51 million+

people covered by media outreach

650+

attendees at ten public meetings



"It was exciting to see so many staff members from different Divisions working together to balance competing interests. Like any major collaboration there were challenges along the way, but in the end they all contributed to improving the Official Plan. This year we secured complete streets in our most important policy document and we are proud to have played a role in doing so."

Michael Hain, Assistant Planner

Charissa Iogna, Planner

TRANSPORTATION DECISION-MAKING CRITERIA

There is a pressing need to more actively manage congestion and overcrowding to minimize negative impacts on Toronto's economy and quality of life. Feeling Congested? is a project focused on addressing congestion on our streets, sidewalks, and public transit. In addition, the work being undertaken will help City Planning make clear, defensible choices about managing and investing in our transportation network.

In 2014, the project focused on a review of transportation policies as part of the City's larger, ongoing five-year review of the Official Plan. The policy changes in the proposed Official Plan amendment have been informed by a multifaceted inter-divisional, inter-agency, and public review process. The changes received broad support throughout the consultation process and were unanimously adopted by Council at its August meeting.

A further development over the past year was the incorporation of the Rapid Transit Decision-Making Framework within the Comprehensive Rapid and Surface Transit Plan for Toronto.

Next Steps

Work on the development of this plan will continue into 2015 with the goal of incorporating it into the Official Plan, along with a new cycling policy framework and updates to street-related maps and schedules.

www.feelingcongested.ca

PEOPLE



EXPERIENCE

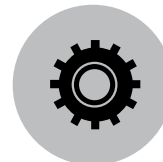


CHOICE



SOCIAL EQUITY

PLACES



SHAPING THE CITY



HEALTHY
NEIGHBOURHOODS



PUBLIC HEALTH &
ENVIRONMENT

PROSPERITY



SUPPORTS GROWTH



AFFORDABLE

FEELING CONGESTED?

relief line project assessment

11,700+

projected peak hour riders in 2031

100+

stakeholder and community groups
engaged to date

six wards

located in the Relief Line study area



“Investment in rapid transit projects is one of the most transformative ways we can continue to keep Toronto moving, growing, and thriving. The Relief Line will have significant benefits city-wide and regionally by enhancing access to our largest employment centre, the downtown. The work we are doing today to plan the Relief Line stands as a critical turning point in the evolution of Toronto’s transportation network.”

David Cooper, Senior Planner

Mike Logan, Senior Planner



A transit-friendly city that allows people and goods to move easily into, out of, and through our high-density core is critical to creating sustainable prosperity for the future. Yet, even with all planned improvements, the Yonge subway line and Bloor-Yonge Station will be over capacity by 2031.

Together with the TTC, the Transit Implementation Unit is currently planning the first phase of the Relief Line – a rapid transit line to connect downtown to the Bloor-Danforth Line east of the Don River. This line would give transit riders an alternative route between downtown and the east end, greatly relieving overcrowding on the existing subway network.

A new rapid transit line has the potential to dramatically change how the city looks, feels, and functions. City Planning is taking a leading role in planning transit to ensure new infrastructure supports broader city building goals. In 2014, we set the tone by strengthening relationships with critical partners like the TTC and Metrolinx. This work was undertaken through a transparent process by consulting with stakeholders

and the public about how decisions regarding the Relief Line will be made. Our team broke new ground for Transportation Planning by moving the primary focus of consultation online to ensure that as many people as possible can contribute.

Next Steps

Over the course of 2015, we will continue to collaborate with partners and Torontonians to assess dozens of possible station locations, and recommend a route that will help Toronto grow efficiently and sustainably.

www.reliefline.ca

waterfront **secretariat**

The Waterfront Secretariat provides corporate leadership in the pursuit of City Council's waterfront revitalization priorities. Our team partners with many other groups to deliver the infrastructure needed to attract investment to waterfront precincts. Collaboration is key to working with the federal and provincial governments as well as the many actors on the waterfront: Waterfront Toronto, community stakeholders, area businesses, Toronto and Region Conservation Authority, the Toronto Port Lands Company, Build Toronto, PortsToronto, and numerous City Divisions. Such extensive collaboration ensures that the right approvals and agreements are in place to drive revitalization.

The Official Plan and the Central Waterfront Secondary Plan guide the Waterfront Secretariat in delivering Council's priorities. We also follow a long-term funding plan that is reviewed annually by Waterfront Toronto and the three levels of government. In order to achieve our implementation-oriented mandate, we mobilize expertise in negotiation, issues resolution, project management, and financial oversight.

Current projects include a strategic review of the next phase of waterfront revitalization, evaluating proposals to expand Billy Bishop Toronto City Airport, planning for the future of the F.G. Gardiner Expressway east of Jarvis Street, and implementing the Fort York Pedestrian Bridge. In 2015, we are excited for the Pan Am & Parapan Am Games to bring thousands of international visitors to the Athletes' Village in the West Don Lands. Nearby, continued redevelopment in the East Bayfront, a 23-hectare complete community, will create 6,000 residential units and 8,000 jobs when built out. We will also work with our partners to advance Lower Don flood protection, a critical piece of infrastructure that holds the key to redeveloping the Port Lands.



“The work of the Waterfront Secretariat is about implementation and driving forward the revitalization of our waterfront. It is humbling to see the outcomes – the new parks, streets, and other infrastructure that will attract private sector investment, create new neighbourhoods, and invite Torontonians to enjoy their unprecedented access to the waterfront.”

David Stonehouse, Director of Waterfront Secretariat

lower don flood protection

7,672

person years of employment to be
created by the project

240 hectares

of land to be flood protected

5:1

estimated benefit-cost ratio for
investment in flood protection



"It's exciting to work on a project that has the potential to unlock opportunities for development in Toronto's Port Lands. Planned flood protection will do just that – and start the process of environmentally sustainable intensification for decades to come."

Stephen McKenna, Project Manager

Fred Ball, Technical Coordinator



With much of Toronto's Port Lands situated in the Lower Don River's flood plain, an extreme weather event similar to 1954's Hurricane Hazel would put lives and property in the area at risk. As a result, development in the Port Lands and the South of Eastern Employment Area cannot begin until flood protection is in place.

Once complete, this project will transform the existing mouth of the Don River into a healthier, more naturalized outlet to Lake Ontario. Flood waters will flow more directly to the lake through a series of channels and spillways made possible by reconstructed bridges and infrastructure. The project will allow new waterfront communities to be built out. Also, new wetlands and natural areas will provide wildlife habitat and related recreational opportunities.

The Lower Don flood protection project is of a significant scale with an estimated cost of \$975 million. The vision and timeline is long-term, and will initiate a phase of urban growth that will bring benefits over many decades. The project is also unique in the level of stakeholder and

community support it has received, partially as a result of the wide range of economic development, city building, and environmental benefits it delivers.

2014 was an important year for the Lower Don flood protection project. Environmental assessment and planning studies were completed and are being reviewed by approval authorities. A land use planning framework was approved by City Council in July. The federal and provincial governments have also been approached about supporting the project as one-third funding partners.

Next Steps

In 2015, the City, the Toronto Region Conservation Authority, and Waterfront Toronto will engage contractors and consultants in a 'quick-start' phase of site investigation, design, and engineering. This work will include developing planning, administrative, and risk management frameworks for this complex project.

strategic

initiatives, policy & analysis

The 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 directly assists Community Planning's review of development applications through research and attendance at the Ontario Municipal Board, developing and maintaining a comprehensive zoning by-law, and reporting on city-wide zoning issues. Through studies and consultations, SIPA has brought forward new approaches to development review, such as Official Plan policies to support a Development Permit System.

SIPA increases the Division's capacity to undertake proactive planning studies of city-wide importance, such as TOcore, and performs ongoing monitoring and assessment of trends. By facilitating connections and partnerships between City Planning, other City Divisions, as well as external groups and stakeholders, SIPA plays a strategic role in developing collective approaches to addressing planning issues.

With attention to the bigger picture, emerging issues, and trends, SIPA ensures that our Division can take a comprehensive approach to city building and creating complete communities.

"SIPA's work is about translating our city's values and goals into clear and implementable policies to make Toronto a better place. To do this we take a holistic and integrated approach to city building. We play an important role in balancing the many interests across the city. In the course of a year, we are engaged in a diverse range of planning issues."

Kerri Voumvakis, Director of Strategic Initiatives, Policy & Analysis



official plan review

97%

of existing Employment Area land
recommended for preservation

68

new Environmentally Significant Areas
proposed for addition to the Official Plan

1,500

people consulted through 8 open
houses and 11 pop-up events

Toronto's Official Plan is the foundation for building successful, liveable communities and provides the long-term vision for how our city will continue to grow. This Plan is the blueprint for Toronto's future.

The five-year review of the Official Plan is an important opportunity to refine, strengthen, and revise the existing policies to respond to the changing needs of a dynamic city, and to be proactive about Toronto's future. Public participation is a key component of the review since the Official Plan sets out how the city will develop. City Planning has held open houses and events across Toronto to involve the public in shaping the Plan.

In 2014, revised Official Plan environment policies were drafted to address climate change and resiliency, to update the existing policies on energy and natural heritage, and to meet the City's conformity requirements under the Greenbelt Act. In addition, 68 new Environmentally Significant Areas are proposed to be added to the Official Plan. Final proposed policies will be considered by Committee and Council in 2015 following additional engagement.

Draft policies for Healthy Neighbourhoods and Apartment Neighbourhoods have been developed to implement the City's Tower Renewal Initiative and provide guidance for infill development. Following input received in 2014, revised policies will be developed and will undergo further consultation.

Next Steps

Given the scope, the review is taking place in stages. In 2015, the team will report on results of our public consultations for the proposed environment, urban design, neighbourhoods, and apartment neighbourhoods policies of the Official Plan. The team will continue consulting with the public as revised policies are developed for these sections of the Plan.

www.toronto.ca/opreview

"The Official Plan Review is a massive undertaking involving every section of our Division. Our city is large, complex, and changing rapidly. As a result, we are required to advance new approaches to policy development. We take particular pride in the Official Plan Heritage Policies winning a 2013 National Award of Excellence by the Canadian Association of Heritage Professionals."

Christian Giles, Senior Planner

Jeff Cantos, Senior Planner

Anna Czajkowski, Senior Planner

Philip Parker, Planner

Gerry Rogalski, Senior Planner



TOfcore: planning toronto's downtown

200,000+

residents in Toronto's downtown core

33%

of Toronto's jobs are located in the
downtown

25%

of the City's tax base is provided by
the downtown



"TOcore is the first comprehensive review of planning, infrastructure, and liveability in the downtown since the 1970s. Getting our planning right for the downtown core is critical to the viability of the entire city and region."

Andrew Farncombe, Project Manager

Sipo Maphangoh, Planner





Downtown Toronto is experiencing its most active period of development since the 1970s, growing at four times the rate of the city as a whole. This growth reflects downtown's success in attracting residents seeking liveable, mixed-use neighbourhoods close to employment opportunities. With almost 450,000 jobs, downtown is the region's premier and most accessible employment centre. It is also a hub of culture, entertainment, retail, higher learning, health care, innovation, and government.

The sizeable development pipeline for downtown points to continued residential and non-residential growth in the years ahead, placing pressure on finite infrastructure assets. In 2014, TOcore was launched to examine how Toronto's downtown should continue growing, and to ensure it has the infrastructure to remain a great place to live, work, learn, and play. Led by City Planning, TOcore is driven by an inter-divisional and inter-agency collaboration.

Next Steps

In 2015, the study team will engage the diverse populations and user groups in Toronto's downtown to understand their needs, issues, and priorities. The study will develop a renewed planning framework for downtown and deliver strategies to ensure that both hard and soft infrastructure keeps pace with development, including: parks and public realm; transportation; community services and facilities (community recreation centres, child care, human services, libraries, schools); water (water mains, sewers, stormwater management); and, energy.

www.toronto.ca/tocore

toronto employment survey

75,000+

employment survey respondents

1.4 million

jobs recorded, a new high for Toronto

32

years of employment data collection

"It's fascinating to have surveyors come back from the field and inform us of the new types of businesses that they have discovered. In a city that is constantly changing and growing, we believe it is critical that we keep close tabs on the health of our businesses."

Bill Warren, Senior Planner

Kathryn Hill, Planner

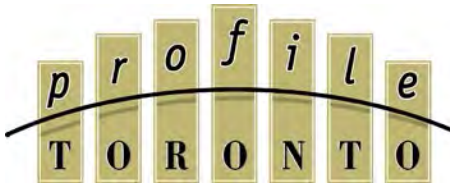
Rebecca Ng, Assistant Planner

Lori Flowers, Assistant Planner

Ram Naguleswaran, Assistant Planner

Jim Helik, Senior Planner





As Toronto grows and redevelopment pressures increase, we must plan strategically to ensure our future economic prosperity by protecting our finite supply of vital employment lands. To make informed decisions around land use designations and appropriate locations for future growth, City Planning requires detailed, reliable, and regularly updated data on employment trends.

Since 1983, our Division has been conducting the annual Toronto Employment Survey, which in 2014 provided data on approximately 75,000 businesses in the city. The dataset contains valuable information on the amount, type, and location of employment.

During the Municipal Comprehensive Review, the survey data was essential in assessing requests to convert employment lands to other uses. This data also supports other City Divisions and agencies in planning for Toronto's increasing service and infrastructure needs, helping to facilitate economic growth and improve quality of life.

City Planning recently completed the 2013 Toronto Employment Survey Bulletin that provides a 30-year retrospective on employment trends in Toronto. With three decades of reliable city-wide data, Toronto City Planning is at the forefront of planning research within Canada.

www.toronto.ca/demographics/surveys



rental housing policy

297

new rental units approved to be replaced

1,449

rental units secured or maintained in 2014

1 in 2

Torontonians are renters

"Figuring out how to balance growth with maintaining access to affordable housing is an issue that can keep you up at night. This complex problem requires genuine collaboration among a wide range of partners and truly creative thinking. My hope is that our policy work will help ensure that everyone can afford to live in communities across the city."

Deanna Chorney, Planner





Nearly 50% of Toronto's households are renters. With little new purpose-built rental housing created over the past 20 years and a perpetually low vacancy rate, renters continue to face a housing market that is increasingly expensive and offers few choices for rental accommodation. The City's Official Plan includes robust policies that protect against the loss of rental housing, comprehensively plan for rental infill sites, and encourage the development of new, affordably-priced rental housing.

In 2014, City Planning secured or replaced almost 1,750 affordably-priced rental units. Staff recommendations on applications required that all rental units that would have been lost due to redevelopment were replaced to prevent tenants from being displaced from their communities. Staff also helped ensure tenants gained support and compensation for having to move from their homes during redevelopment.

Next Steps

In 2015, City Planning will continue to be actively engaged in the area of housing policy, looking at innovative strategies to provide new rental housing and affordable units in new developments across the city.

city of toronto ward profiles

“For the first time, we incorporated infographics to profile highlights in each Ward. These infographics help draw attention to key aspects of the data, making the information more accessible and easier to understand.”

Natalie MacFarlane, Planner



The City of Toronto Ward Profiles provide detailed information on each of the City's 44 Wards. They paint a portrait of the demographic, social, and economic characteristics of the people and households in each Ward and Community Council Area using data from Statistics Canada's 2011 Census and the 2011 National Household Survey.

These custom datasets, released every five years, are widely used in public policy making and planning service delivery by the City and its residents, businesses, universities and colleges, and community and government agencies.

In 2011, information previously collected by Statistics Canada via the long-form Census was collected through the new, voluntary National Household Survey. As these datasets are not easily compared, two separate profiles were created for each Ward:

- The Census Profiles provide information on the population by age, households and dwelling types, families, and language groups.
- The National Household Survey Profiles contain information on household tenure and period of construction; immigration, mobility, ethnic origin, and visible minorities; education and labour force; and income and shelter costs.

www.toronto.ca/wardprofiles

residential apartment **commercial** zone

Toronto has over 1,200 apartment towers, many built in the 1960s as single-use, car-dependent places separated from the street. These buildings were often referred to as 'towers in the park'. Fifty years later, changes to the way we live and move in the city mean that fresh fruits and vegetables, day cares, medical services, and settlement services need to be within walking distance. The existing zoning by-law's Residential Apartment zone restricts these community and commercial uses, requiring an amendment to the by-law on a site specific basis for any non-residential use.

In a collaborative effort with Tower Renewal, Public Health, United Way, and the Centre for Urban Growth and Renewal, City Planning created the new Residential Apartment Commercial (RAC) zone to allow commercial and community services to be located on apartment building sites with more than 100 units. The new zone permits local scale commercial and community uses such as food markets, cafes, barbershops, medical offices, yoga classes, and artist studios to locate on these apartment sites.

The consultation process directly engaged apartment neighbourhood residents, including individuals who had not previously participated in the municipal planning process.

Proactively rezoning 499 apartment sites in one amendment is a historic achievement that enables a progressive city-wide policy initiative. This new permissive zoning is an important step toward creating more complete, walkable communities, and is an example of how our Division seeks to plan in innovative ways.

www.toronto.ca/zoning



499 properties
rezoned as RAC

600 hectares
of land rezoned RAC

city planning initiatives

“Guided by our Strategic Plan, City Planning advanced a series of actions in 2014 to improve how we perform as a Division and how we collaborate with our partners to provide a higher level of service to our customers. I am particularly proud of the work my staff have done together with the Committee of Adjustment management team to advance our new eService platform for Committee of Adjustment applications.”

Karen McNabney, Manager of Business Performance & Standards



2014 City Planning Annual General Meeting & Inter-Divisional Training Event | In November, City Planning staff from across the Division gathered to discuss work program highlights and priorities for the year ahead, and to launch the inaugural We Plan TO staff recognition awards. Following this session, City Planning was joined by our corporate partners for an inter-divisional training event focused on professional talent development.

divisional initiatives

31

internal training sessions held

844

people engaged through Growing
Conversations

13,133

residents consulted by City Planning

As set out in our 2013 – 2018 Strategic Plan, our Division is constantly working to serve the city more efficiently and effectively. In addition to our core work program, we undertake divisional initiatives to ensure we stay at the cutting edge of the issues affecting our city and continue to fulfill the long-term goals of the Official Plan.



Growing Conversations & Youth Engagement Strategy

Growing Conversations is about improving the relationship between City Planning, residents, and stakeholders through better community engagement. This ongoing initiative will facilitate the development of a new engagement action plan for the Division and act as a vehicle for testing new engagement models and tools. There are four major elements to the engagement action plan: an ethnic media strategy, a stakeholder partnership strategy, a youth engagement strategy, and an open data framework. In 2014, 844 Torontonians, including 400 youth, were consulted in-person and online in discussions to identify the greatest opportunities for improving engagement in planning. The action plan is scheduled to be completed in 2015, and will help City Planning move towards the objective of making Toronto the most engaged city in North America.

In many areas of the city youth are the fastest growing age group, helping to drive economic and employment growth. The youth of today are the future leaders of Toronto, yet their voices are rarely heard within the planning process. The Youth Engagement Strategy aims to change that. In 2014, ten youth researchers were hired to investigate how to involve Toronto's youth in discussions about city building. Each researcher was responsible for engaging 30 to 50 of their peers, whose ideas are being used to develop the final strategy.



eServices

Strategic Initiatives, Policy & Analysis, in consultation with the Manager & Deputy Secretary - Treasurers of the Committee of Adjustment, is improving the convenience and transparency of City Planning's services by bringing more of them online. In 2014, we began this process by initiating the transition of Committee of Adjustment applications towards an electronic, paperless system. A new 'one-counter' approach means that applicants can submit DVDs containing all their application materials to any district office, regardless of the location of the proposal. A crucial goal for making applications electronic is greater transparency. Committee of Adjustment agendas and decisions are now available online, and in the future information for all active applications will be posted on the City's website.



Training and Professional Development Committee

The Training and Professional Development Committee delivered a record 31 events in 2014 which were attended by 1,200 staff. Staff participated in skills development training, brunch and learn seminars, project tours, and staff recognition events. In 2015, the Training and Professional Development Committee will assume responsibility for a master events calendar for the Division, launch newly branded event notices, and solicit feedback on key events.



Committee of Adjustment Steering Committee

In 2014, the Steering Committee facilitated the Chief Planner Roundtable Meeting of Committee of Adjustment panel members. The purpose of the roundtable was to review the functioning of the Committee of Adjustment from the perspective of the 18 members in attendance. The meeting confirmed existing continuous improvement initiatives and suggested additional ones, including member training and development. To improve the public's access to information, the Steering Committee began posting Committee of Adjustment decisions on the City's website.



City Planning Division Administrative Support Summit

City Planning hosted an Administrative Support Summit, a half-day conference-style event for all employees in an administrative role within City Planning. The summit brought staff together to share best practices, discuss ways in which the Division could be more efficient, and identify the support needed to make City Planning more effective. The event was attended by 38 administrative staff.

inter-divisional initiatives

14

civic realm improvements implemented,
helping to create complete streets

350

staff from multiple divisions attended the
complete streets symposium

400+

in-person and online participants at
chief planner roundtables

Collaboration is one of City Planning's core values. Recognizing that the work involved in building a better Toronto is shared across the City, we actively engage in inter-divisional initiatives that leverage the expertise and resources of our corporate partners to achieve our collective goals.



Complete Streets

Toronto's streets, which make up more than 25 percent of our land, play many important roles in the city. In addition to being vital corridors and networks to move people and goods, streets accommodate utilities, landscaping, lighting, and stormwater infrastructure. These needs have to be balanced with the role of streets as public spaces that provide opportunities for commerce, social interaction, and community gathering.

'Complete streets' fully accommodate a diversity of street uses and users – including pedestrians of all ages and abilities, cyclists, transit riders, car drivers, emergency and utility vehicles, and goods delivery – and support their social and economic function through street furniture, wayfinding elements, public art, sidewalk vending, and cafés.

City Planning, Transportation Services, and Toronto Water are working together to develop design guidelines that assist city builders in creating complete streets. The initiative was launched in 2014 with a symposium attended by over 350 City staff. Subsequently, the selected consultant team was announced and a review of best practices is currently underway. Extensive consultation will take place over the next year, with the final guidelines scheduled for completion by the end of 2015.



Inter-Divisional Committee on Tower Neighbourhood Renewal

Co-chaired by City Planning and Social Development, Finance and Administration, this committee coordinates strategic actions to improve Toronto's mid-century apartment neighbourhoods. Working with other City Divisions and external stakeholders, the committee initiated work in three priority areas: identifying a pilot site for Residential Apartment Commercial zoning, identifying appropriate incentives for development in Neighbourhood Improvement Areas, and selecting a 'Sustainable Towers, Engaged People (STEP) Champion' site for the implementation of environmental and community improvements. Priorities for 2015 include completing detailed project plans for Residential Apartment Commercial pilots, making recommendations for development incentives, and implementing improvements at the selected 'STEP Champion' site.



Chief Planner Roundtables

The Chief Planner Roundtable series continued in 2014 with a focus on major issues challenging Toronto. The first session, held in April, brought together experts to discuss how we can better plan cities for families. The roundtable generated a robust dialogue and led to the creation of an ongoing work program to advance ideas to make Toronto's redeveloping areas more family-friendly. In November, a second roundtable was held to discuss the future of main street retail in Toronto. The outcomes of this roundtable are important inputs into the Downtown Retail and Service Commercial Land Use Analysis study being completed as part of the TOcore project.



Expert Speakers

City Planning hosted sessions with internationally renowned experts to help inspire creative thinking on critical planning issues. Jarrett Walker, transit consultant and author of the book and blog *Human Transit*, helped lead the event 'Abundant Access: Public Transit as an Instrument of Freedom'. Public space expert Ethan Kent, Senior Vice President of the internationally acclaimed Project for Public Spaces, joined our Chief Planner Roundtable on main street retail and spoke at City Planning's 2014 Annual General Meeting. In addition, Queen's University professor Dr. David Gordon was invited to present his research on the continuing suburbanization of Canadian cities.



Joint TCH – City Development Steering Committee

Revitalization initiatives strive to improve the quality of life of Toronto Community Housing residents while physically transforming social housing neighbourhoods into mixed-income, mixed-use complete communities. Building on a strong history of collaboration, City Planning and Toronto Community Housing have struck a joint steering committee along with other corporate partners to review a range of new revitalization opportunities from small-scale, infill development to major neighbourhood revitalization areas. The review will inform a series of action plans to build on current best practices to support Toronto Community Housing's redevelopment objectives, and at the same time work to achieve the ideals of good city building.

5/5 initiatives

In 2014, City Planning established its 5/5 initiatives, a set of outcome-based objectives that reflect our values and priorities for the next five years. As City Planning's work is forward-looking, we end the 2014 Annual Report by describing how the 5/5 initiatives will guide our work program priorities.

1/5 GREAT STREETS

Great streets offer mobility for all users and contribute to a beautiful, vibrant public realm. City Planning is working to make streets more than just a means to a destination by transforming them into memorable and welcoming places in their own right. By harnessing the significant growth we are experiencing, we have an opportunity to create great streets that Torontonians can be proud of. In 2015, through ongoing projects such as the Complete Streets initiative, TOcore, and Eglinton Connects, City Planning will continue to identify, plan, and create great streets in partnership with other City Divisions and organizations.



2/5 INTEGRATED MOVEMENT

This initiative addresses the need to fully integrate land use planning with our public transit systems in the design of our city. Achieving integrated movement will make it easier and more affordable for residents to reach destinations within and outside their communities. Integrated movement has been central to our work on Eglinton Connects, the Dufferin Street Avenue Study, the McCowan Precinct Plan, and the newly approved Official Plan transportation policies. In 2015, the Division's new Transit Implementation Unit will lead land use and transportation planning efforts, including the Scarborough subway extension, Finch and Sheppard LRT lines, and SmartTrack.



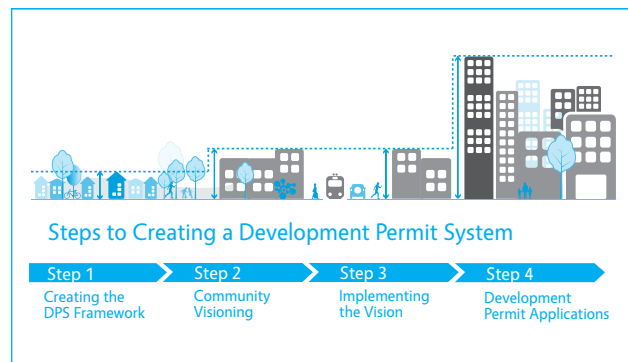
3/5 COMPLETE COMMUNITIES

Complete communities provide residents of different income levels and life stages with access to a range of housing options, parks, schools, shops, community facilities, and employment all within walking distance. As the cost of long commutes continues to rise, Torontonians increasingly want to live closer to where they work, shop, and play. The new Residential Apartment Commercial zone and the Port Lands study are examples of how City Planning is dedicated to creating complete communities throughout Toronto. Over the next few years, this priority will continue to be promoted through projects such as Lawrence Heights, Mimico 20/20, Lower Yonge Precinct, and the West Don Lands.



4/5 INNOVATIVE PLANNING TOOLS

In 2014, City Council approved the use of a Development Permit System (DPS) in Toronto, an innovative new planning tool that allows us to improve the application review process by focusing on area-based plans and performance standards that reflect local character and distinctiveness. The result will be a more comprehensive planning process in which outcomes are predictable and align with the expectations of the community. City Planning will initiate the development of the first DPS pilot projects in 2015, and will continue to seek out new opportunities to innovate.



5/5 OWN YOUR CITY

Public engagement is an essential part of our Division's work. The Own Your City initiative seeks to provide better opportunities for Torontonians to take ownership of their city. In 2014, outreach programs such as Planners in Public Spaces (PiPS) and the Chief Planner Roundtables engaged the public in innovative formats. Through Growing Conversations and other initiatives, City Planning will continue to explore new engagement models and tools to broaden participation among youth, new immigrants, and low-income residents.



Growing Conversations' Youth Research Team

2014 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 continually working to broaden participation in city building.

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

2014 New Staff | City Planning welcomed 27 staff over the course of 2014, strengthening the diversity of our skills and experiences. By fostering a culture of mentorship and talent development, we are actively working to maintain the long term sustainability of the Division.

2014 We Plan TO Award Winners | The We Plan TO Awards is a new initiative to recognize staff who champion City Planning’s Mission & Charter – our Division’s commitment to how We Plan TO. At our Annual General Meeting, we presented the 14 selected staff with a plaque and City Planning pin carved out of wood reclaimed from the ‘Maple Leaf Forever’ tree that fell during a recent windstorm.

2014 Retirees | City Planning would like to recognize staff who gave years of dedicated service to the Division and express our appreciation for their help in making Toronto a great city. Succession planning and management is a key action in our 2013 – 2018 Strategic Plan which seeks to ensure we have strong knowledge transfer processes in place as staff retire so we can develop our next generation of leaders.

NASIM ADAB
JANE ADAMS
VINCE ALFANO KELLY ALLEN
KATHRYN ANDERSON JOHN ANDREEVSKI
DANIEL ANTONACCI OLIVIA ANTONEL
ALLEN APPLEBY ANGELO ARETUSI
MATTHEW ARMSTRONG RENICK ASHBY ANDREW AU
COLLEEN AULD PAUL BAIN FRED BALL LASZLO BANO
SAMUEL BAPTISTE MARIAN BARSOUM BARBARA BARTOSIK
IRENE BAUER **LUISA BAUTISTA** CHRYSOULA BAZOS
RICHARD BECK GIUSEPPE BELLINI LORNE BERG
DIANA BIRCHALL JULIE BOGDANOWICZ
CELESTE BORGHESANI SHEILA BOUDREAU GRANSAULL
CARLY BOWMAN MYRON BOYKO BRENDAN BOYLE JASON
BRANDER BARRY BROOKS ANDREA BROUGHTON
PAULINA BROZEK DEREK BRUNELLE
HELEN BULAT **TIM BURKHOLDER**
GREGORY BYRNE PAUL BYRNE
EMILY CALDWELL CORWIN CAMBRAY
JOHN CANNING JEFFREY CANTOS
FRANK CARIDI AVERY CARR
VICTORIA CARUSO PHILIP CARVALINO
GIULIO CASCATO WING TAK
PATRICK CHAN RAN CHEN MARK CHLON
JENNY CHOI **DEANNA CHORNEY**
BRENDEN CLAPP SONIA CONNELL
DAVID COOPER MICHELLE CORCORAN
VANESSA COVELLO ANGUS CRANSTON
NEIL CRESSWELL RUSSELL CROOKS
SEBASTIAN CUMING **EDNA CUVIN**
ANNA CZAJKOWSKI **JOE D'ABRAMO**
MARCIA DANIEL KATRIEN DARLING
RAYMOND DAVID MATTHEW DAVIS
LORNA DAY RAGINI DAYAL
LEO DESORCY CATHERINE DESSAILLY
DIPAK DHIRONA BEN DI RAIMO
FARHANA DIN
PASCAL DOUCET
LINDA DOUGLAS
ANE PERDUE
CAROLA PEREZ-BOOK **JAMES PERTUTLA**
KAREN PEZZACK SARAH PHIPPS
MARIA PINTO LYNN POOLE **PAUL POSILOVIC**
MARIAN PREJEL **MATTHEW PREMUR** EDWARD PRESTA
SUSANNE PRINGLE BOB PURCELL COLIN RANDIAL
DULINI RATNAYAKE BRIANNA RATZLAFF ZELIKO RAZUMIC
ANDREA REANEY THOMAS REES ALLISON REID KRISTINA REINDERS
JENNIFER RENAUD AL REZOSKI JANICE RICHARD MARY RICKETT
HANS RIEKHO **CASSIDY RITZ** GIOVANNA RIZZO **AMANDA ROCCHESA**
MARILYN ROCCI GERRY ROGALSKI MEGAN ROLPH CHRIS RONSON
MARY ROSSI EMILY ROSSINI DENISE RUNDLE
MARY SABATINO **ANU SAINI** MICHAEL SAKALAKAS
NIMROD SALAMON SABRINA SALATINO ANDRIA SALLESE
CARLA SCHREIBER SYLVIA SHEPHERD TOBIN SHEPS
DIANE SILVER ELLEN SIMKINS JEFFERY SINCLAIR
TRAVIS SKELTON HELEN SKOURAS SUSAN SMALLWOOD
KELLY SNOW TERESA SOOKRAH DAVID SPENCE
ELLEN STANDRET ANGELA STEA KIRSTEN STEIN
ROBERT STEPHENS DOUGLAS STILES
CHRISTINA STOKES DAVID STONEHOUSE SHAYNA
STOTT KYLE STRIK ANNETTE SUKHAI
NORM SULTMANIS ADRIANA SUYCK
LARISSA SVIRLIPS NIGEL TAHAIR OREN TAMIR
HENRY TANG LARA TARLO ALEX TEIXEIRA
SASHA TERRY ALAN THEOBALD
KATHRYN THOM BEVERLY THOMAS SANDRA
THOMSON HAILEY TOFT GARVIN TOM
VERONICA TORRES CARLA TSANG
JASON TSANG THERESA TUMIDAJSKI
GRAIG UENS LORRAINE UNETT
KERRI UNGER CHRISTIAN VENTRESCA
MICHAEL VIDONI STEPHANIE VOLPENTESTA
KERRI VOUMVAKIS SUE VUKOVIC
DEREK WALTHO WILLIAM WARREN
MARTYN WAYNE GARRY WEILER
MICHAEL WEHKIND JANE WELSH J
ANE WENINGER MARIANNE WERTENPY
GREG WHITFIELD VICTORIA WITKOWSKI
CECILIA WONG DERRICK WONG
ALLISON WOO MICHAEL WRIGHT EDMOND WU
SALLY YAN MICHAEL YU RONG YU
ADOLFO ZANGARI GUY ZIMMERMAN
ANNELY ZONENA
JELENA ZORIC
PAUL ZULJIANI
MICHAEL DRACHEWYCH
DAVID DRIEDGER CHRIS DUNN NOREEN DUNPHY KELLY DYNES
BRIGITTE ERNEWEIN ROSEMARY EUSTACE **PAUL FARISH** **ANDREW FARNCOMBE**
CATHERINE FERGUSON **DAVID FITZPATRICK** EMILIA FLORO LORI FLOWERS CELINE FOREHT
STEVE FORRESTER FRANK FORTUNATO DEBORAH FOWLER LUORA FREEDMAN KEVIN FRIEDRICH
DANIEL FUSCA **BRIAN GALLAUGHER** LUISA GALLI PAUL GALVIN **VANATHY GANESHARAJAH** FRANCESCLA GEORGE
MARIO GIAMBATTISTA MORTIMER GIBSON CHRISTIAN GILES SHOSHAWNA GINSBERG BOWEN SHERRY GOLDSTEIN HAMISH
GOODWIN 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 LARRY HODGSON 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 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 **JEREMY KLOET** KYLE KNOECK PARASKEVAS KOROUYENIS
VIVIAN KOTILA EMILY KRAUSE JACK KRUBNIK GEORGIA KUICH FRANCIS KWASHIE NATASHA LAING EDDY KAR WAH LAM SAI-MAN LAM
PETER LANGDON TIMOTHY LASPA JANET LEE **KEVIN LEE** MICHAEL LEE PEGGY LEE KLAUS LEHMANN 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 ASTRO YING WAH MAN 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 MCTEAGUE ALLISON MEISTRICH CANDICE MENEZES JOHN MICHAELIDIS **DORIS MICHEL** **GARY RICHARD**
MIEDEMA DEANNE MIGHTON KATHERINE MIHALJEVIC **ESTER MIHELSON** NICOLE MILROSE CHARLENE MIRANDA JAMNADA
MISTRY CAROLYN MOHAMED HANIFI MOHAMMED TARA MOHAMMED PETER MOORE LUIGINO MORETTO ANNALISA MORRA
NADEIDA MROCHKOVSKAIA DOUGLAS MUIRHEAD SYLVIA MULLASTE RAM NAGULESWARAN JAYNE NAIMAN JOE
NANOS **ANN-MARIE NASR** AMES NEILSON REBECCA NG DANIEL NICHOLSON MICHELLE NICHOLSON BRUNA
NIGRO CARL NOVIKOFF DAVID OIKAWA ANDREA OLD MATTHEW OMOLAYOLE **ANDREA OPPESSIDANO**
JOHN O'REILLY DAWN OSTERBAUER SARAH OVENS CYNTHIA OWUSU-GYIMAH YEORYIOS
PANTAZIS **TONI PAPA** GARY PAPAS JAMES PARAKH **CHEVANESSE PARKER-**
ASHLEY PHILIP PARKER KEVIN PARSON SHERRY PEDERSEN
XEI PEI AVIVA PELT



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