

The  
**Rotary**  
Clubs in Scarborough



2014 Scarborough  
Community Renewal  
Campaign

Summary of Results  
and Recommendations





In February 2014, the Rotary Clubs in Scarborough approved an action plan with the purpose of advancing community renewal in Scarborough. The 2014 Scarborough Community Renewal Campaign (Campaign) was initiated to address the trend towards increasingly negative indicators of community well-being in Scarborough by engaging residents, businesses, institutions, academics and Rotarians in community-building.

Scarborough's multi-cultural community is unique and vibrant. Its residents are well-educated and the schools, college and university have great reputations. Many residents are both locally and globally connected entrepreneurs who are innovative and economically strong. However, Scarborough emerged as a suburban area, and as a result lacks centralized economic and employment hubs, social services, effective urban planning, large-scale arts and culture activities, state of the art health care infrastructure and higher order transit services that meet the needs of its more than 600,000 residents.

Over the past 11 months, Rotary has hosted community events and convened community members in consultation meetings to discuss three key questions:

- 1) What do you love about Scarborough?
- 2) What do you envision for Scarborough in the future?
- 3) How do we make this vision a reality?

The results of the Campaign have been remarkable. Through community events, public consultation and one-on-one conversations, it is evident that there is much movement and activity in Scarborough. However, many activities are taking place in isolation – various groups are not aware of others' initiatives. Communication and collaboration are essential to successful community building. The groups involved in the consultation for the Campaign expressed a sincere desire to work with other groups, as there is power in numbers.

This report provides an overview of the results of the community consultation efforts completed by the Rotary Clubs in Scarborough. In addition, Rotary is putting forward recommendations for community action. Rotary is only one group – there is a collective responsibility to improve community well-being for all residents of Scarborough. The efforts of the Campaign are entirely community led and it is the intention of Rotary to continue to bring residents, community groups and businesses together to collectively lead and be players in the renewal activities well into the future.



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**Appendices**

**Appendices and Discussion Papers can be found at <http://hardystevenson.com/aboutus/newnotable.php?ID=68>**

Appendix A – Scarborough Renewal Campaign Overview

Appendix B – Discussion Papers

Appendix C – Town Hall Meeting Summaries

Appendix D – Terms of Reference for a future Community Renewal Organization





## 1.1 Overview

As a network of over 200 business owners and professionals in Scarborough, Rotarians are engaged in a multitude of community building, fundraising and awareness raising actions year round. In early 2014, the Rotary Clubs in Scarborough decided to connect with community members, to take leadership in identifying areas in need of renewal and outline proposals for community action.

The Rotary Clubs in Scarborough are comprised of five clubs:

- Rotary Club of Agincourt
- Rotary Club of North Scarborough
- Rotary Club of Scarborough
- Scarborough Twilight Rotary Club
- Rotary Club of Scarborough Bluffs

On a monthly basis, these clubs send representatives to a coalition working group comprised of members from each of the Rotary Clubs in Scarborough, and occasionally key community stakeholders. The objective was to discuss collaborative initiatives and community activities, both locally and globally. As a result of discussions held at these coalition meetings, the Clubs decided to engage in a process to bring awareness to the need for renewal in their community, which launched the 2014 Scarborough Community Renewal Campaign (Campaign).

The goals of the Campaign consultation process were to:

- Raise the profile on the need for renewal in Scarborough;
- Create space for open dialogue amongst community members, business professional and political leaders;
- Foster greater interaction, cooperation and leadership among the business professional community, social agencies, academic community, health network, neighbourhood groups, City staff, faith groups and others;
- Identify specific actions to implement renewal;
- Create a foundation on which to build a strong economy to attract head offices and generate employment opportunities.

Specific long-term objectives for the Campaign were initially outlined in a Campaign Overview document (Appendix A). In outlining specific objectives, this document served as a tool for seeding discussion within community consultation activities and events hosted by the Rotary Clubs in Scarborough. While many of the long-term initiatives identified by the community report are recommendations for future action, there are a number of initiatives that began in 2014 as a result of the Campaign.



## 1.2 Approach

The Campaign was based on Benefits Blueprint, a strategic community planning process sponsored by Enterprise Saint John and completed in Saint John, New Brunswick. At the time, parts of Saint John were benefitting economically from new investment. However, there was concern that other parts of the community were being left behind. Benefits Blueprint focused on how all people could benefit from economic growth, and identified research data relating to quality of life, sustainability, poverty levels, education, housing, workforce trends, immigration patterns and expenditure projections within Saint John and other communities in lower New Brunswick. Over the course of the project, seven key focus areas were identified, upon which the Benefits Blueprint action plan was based.

Rotary implemented a similar strategy to guide community conversations. Specifically, they identified five key areas for focused and intentional conversation: 1. Economic Development; 2. Social Development; 3. Urban Planning; 4. Arts and Culture; and 5. Health Care.

The Campaign integrated an inquiry-based approach to gathering information on these five areas. Hardy Stevenson and Associates Limited (HSAL), a Toronto-based socio-economic and community planning consulting firm, was retained by Rotary to manage the consultation activities for Rotary. Table 1 displays the key strategies implemented by HSAL in order to gather feedback and input from community representatives. In implementing these key strategies, Rotary has had the unique opportunity to understand the needs of diverse groups and organizations, and reflect on how to move forward. This approach was integrated for the duration of the 2014 Campaign, and will continue to guide Campaign efforts into 2015.

**TABLE 1: KEY STRATEGIES**

Strategy	Objective
Conduct Research and Analysis	To focus on each of the five key areas, develop research papers on each area to help seed discussion for the duration of the Campaign and into the future. To use gathered data and statistical evidence as a base for future recommendations for renewal.
Organize Events	To convene interested groups and stakeholders (businesses, academics, institutions, residents, etc.) in order to provide a platform for sharing information. In addition, Town Hall events were organized in an effort to provide an opportunity for members of the general public to gather information and share their views and ideas about the needs of Scarborough. Rotary also worked with Global News to organize a highly successful Mayoral debate at the University of Toronto, Scarborough Campus (UTSC).
Host Town Hall Meetings	To invite the public to share their stories, challenges, and concerns in a focused forum where they could develop, in collaboration with one another, potential solutions and strategies for renewal.
Identify Community Champions	To identify leaders in the community who could act as spokespeople or representatives of different initiatives. These Community Champions act as ambassadors for a given initiative. With support from the community and Rotary, they are responsible for taking ownership of specific projects identified through the Campaign.
Establish Partnerships	To develop new partnerships with Rotary to assist them in implementing community renewal, and to facilitate new teams being formed at the community level to increase communication and collaboration on existing and future initiatives



Research and analysis formed the basis of the Campaign process. HSAL along with Rotary, community volunteers and independent consultants collected information and shared expertise and experience. Each of these areas has a specific discussion paper.

## 2.1 Five Key Focus Areas

### 2.1.1 Economic Development

Economic Development in Scarborough is paramount to future growth and prosperity. The Campaign engaged the community in discussions on how the business community could attract new head offices in order to enhance employment opportunities in Scarborough. As a result of those discussions, investing in the Scarborough Centre (including Scarborough Town Centre, Civic Centre, etc.) was seen to be important. Support from City of Toronto Economic Development staff was excellent. Increasing the numbers of City economic development staff working in Scarborough is desired. Creating economic incubation areas, tax free zones and economic hubs was also seen to be a key contributor to economic renewal. A continuing theme that emerged throughout the Campaign focused on establishing a business association, and raising the level of engagement and investment in Scarborough.

### 2.1.2 Social Development

Social Development is a key area of focus for the Scarborough community. Employment and social development agencies have been supportive of the Campaign. Numerous programs exist and agencies are working towards creating enhanced programming to provide better support to residents. Central to the discussion on social development is expanding the understanding of 'social development' from simply enhancing social infrastructure. Rather, it involves identifying resources, relationships, spaces for gathering, learning opportunities, partnerships and community networks of support. Specifically, youth employment and training of newcomers is essential in this process.

### 2.1.3 Urban Planning

Urban Planning is a central feature of the future of Scarborough. As a rapidly growing urban centre, planning should seek to integrate innovative and holistic models of planning and development to continue to be a global hub of economic, social and cultural activity. The City of Toronto is currently undergoing an Official Plan (OP) review, a plan which must integrate community narratives into planning decision-making in order to make the best possible decisions for the long-term sustainability of both the local area and region. Planning in Toronto's suburban areas requires a different approach to planning in the core. Planning for "complete communities" needs to occur. A Scarborough specific 'Cultural, Recreation and Tourism Master Plan', 'Integrated Community Sustainability Plan', 'Economic Development Plan' and 'Human Services Master Plan' are needed and these plans should be integrated into the new OP. The OP and community-based planning initiatives need to work for Scarborough's diverse communities.

### 2.1.4 Arts and Culture

Scarborough has a wonderful arts scene. In order to engage in any discussion of community renewal, Arts and Culture are central features. Scarborough is a multi-cultural and diverse region, and there are incredible opportunities for sharing, learning and promoting arts and culture with the rest of the City of Toronto. The social, cultural and economic impact of both the informal and formal establishment of arts and culture activities is a central component in future growth and prosperity in Scarborough.

## 2.1.5 Health Care

In collaboration with the Scarborough Hospital and other community based health care organizations, Rotary has been engaged in dialogue on how community can be more involved in the systematic improvements to large-scale health care. Provincial support for the renewal of Scarborough health infrastructure is required. At the community level, organizations are increasingly involved in emphasizing the importance of community-based health care programming, and creating linkages between the community and the health care system, to ensure an integrated and holistic approach.

## 2.2 Discussion Papers (see Appendix B for full versions of the discussion papers)

Discussion papers were released, covering the five key focus areas, reviewing research and statistical trends for key areas with potential for growth and development, along with outlining potential solutions for renewal. In each discussion paper, a series of questions were presented in order to further encourage discussion at the community level.

The information outlined and solutions presented served as a framework for discussion, and stimulated additional consultation on the topic. Discussion questions were used within the Town Hall meetings to assist in guiding the conversation and to help generate new ideas for discussion within the community. Papers were not intended to be fully comprehensive reports or lists of initiatives and activities taking place in the community. Rather, they gathered information and provided a lens with which to view gaps and opportunities for further growth and renewal.

**Questions that were used to guide Town Hall meeting discussions and that were raised over the course of one-on-one discussions on each key focus area included:**

### ECONOMIC DEVELOPMENT

1. What Social and Economic Development initiatives are working well?
2. What would need to change to allow Scarborough to attract a major head office?
3. How can Scarborough attract additional employment space through development of new spaces and/or redevelopment of existing aged infrastructure?
4. Would a Scarborough specific Chamber of Commerce or Economic Development Corporation create change in the economic climate? Are there other mechanisms that need to be considered, such as tax free zones?
5. In your experience, are there opportunities for the City to provide enhanced support to the development and growth of new and existing businesses?
6. Are there other priority economic development opportunities that need to be considered? Is a Scarborough specific Economic Development Plan required?
7. Should we be locating clusters of employment lands in other areas of Scarborough? What clusters? Which locations?

### SOCIAL DEVELOPMENT

1. What does an excellent quality of life mean for Scarborough residents? What is our 'vision'?
2. In your experience, what aspects of Scarborough's neighbourhoods are thriving?
3. How are seniors integrated into larger conversations of social planning in Scarborough?
4. What youth initiatives exist in Scarborough to assist this rapidly growing demographic?
5. Why are those neighbourhoods thriving and what are the lessons for Neighbourhood Improvement Areas?
6. Are there gaps in social planning programs that need to be filled to service Scarborough residents?
7. How could a Scarborough specific Human Services Plan best benefit the community? How would the Plan be structured to integrate with urban planning?



## URBAN PLANNING

1. What should Scarborough look like in 25 and 50 years?
2. How can the Waterfront better serve the needs of all Scarborough residents for natural spaces, promenades, restaurants and entertainment venues?
3. How should the City's Planning Department be better organized to provide leadership for Scarborough residents and businesses?
4. What mix of transit technologies, modes and routes will serve Scarborough today and tomorrow?
5. Would an Integrated Community Sustainability Plan help to direct environmental sustainability in Scarborough?
6. Which zones within Scarborough are suitable for new office space construction?
7. What community-wide Master Plans are required and how should the recommendations be integrated into the new Official Plan?
8. How can the global relationships of Scarborough residents be leveraged through urban planning to grow competitive companies? What types of workspaces does this economic community require?
9. Which dormant parcels of land within Scarborough should be redeveloped next? In the development process, how do we preserve Scarborough's thriving communities?
10. How can the City of Toronto catalyze the construction of new-era industrial spaces? Where in Scarborough should the City direct new investment?
11. As Parks Canada prepares to open Rouge Park, what investments should the City of Toronto make in east Scarborough?
12. Should the concept of 'District Planning' be popularized in Scarborough? Which districts would figure most prominently in an all-District improvement plan?

## ARTS AND CULTURE

1. What arts and culture initiatives and programs exist in your neighbourhood?
2. What are the strengths of the Scarborough community in the area of arts and culture? How can we foster the continued growth and development of these strengths?
3. What other programs would you like to see initiated in Scarborough?
4. How might a new Living Arts Centre contribute to larger growth and prosperity in Scarborough?
5. Would a Cultural, Recreational and Arts Master Plan help to support existing and new initiatives?
6. Is an iconic facility and re-branding required?

## HEALTH CARE

1. What is the current condition of Scarborough's hospitals?
2. What improvements need to be made to enhance health care infrastructure in Scarborough?
3. What leverage is needed to direct Provincial funding toward supporting the renewal and enhancement of infrastructure and services in hospitals?



4. Are there medical clusters that can be developed as a link between the local economy and the health care system?
5. How should 'health' be defined in the context of a youthful multi-cultural community?
6. How could community-based health care programming contribute to the health care system?
7. What programs are currently in place to promote health care programming? What additional areas are needed?

## 2.3 Community Consultation

Rotary hosted four Town Hall meetings across Scarborough to engage community members in brainstorming potential solutions to shared experiences and challenges faced by Scarborough residents. Town Hall meetings were widely advertised and well-attended. Summaries from the Town Hall meetings can be found in Appendix C.

Some issues and challenges raised were shared across all neighbourhoods in Scarborough, for example, the lack of effective branding and external awareness of the Scarborough community and opportunities for recreation. The same issues translated into shared desires for potential future projects and outcomes, including a holistic rebranding initiative needed to create and share the positive attributes of the Scarborough community.

Individual consultation was also held amongst community groups active in neighbourhood renewal and Scarborough wide activities. Rotary is thankful for the significant support provided by City of Toronto staff and agency staff involved within the Social Development, Finance and Administration and Economic Development and Culture Departments.



## 2.4 Weekly Updates

Weekly updates were circulated via email as part of the Campaign to communicate with stakeholders, community members who expressed an interest in the Campaign, ratepayer groups, community associations, community organizations, volunteers, elected political officials at the Municipal, Provincial and Federal levels, and the media. The weekly update was sent to over 300 individuals. It provided an opportunity to share the consultation activities upcoming events, and also highlight potential new areas of exploration moving forward.



## 3.1 Collaboration

Rotary established many collaborative relationships with individuals, agencies, organizations and institutions. This report summarizes the current collaborations, and this list will only continue to grow as Rotary continues to engage in Community Renewal.

Initial collaboration and ongoing dialogue has occurred with:

- Agincourt Community Services
- The Caring Alliance
- Cathedral Bluffs Symphony Orchestra
- Centennial College
- City of Toronto (Economic Development and Culture, Social Development, Finance and Administration, Toronto Employment and Social Service)
- Community Service Providers, City Social Service Departments and Agencies
- Faith groups
- Integrated Local Labour Market Planning Group through Toronto Employment and Social Services
- Local businesses
- Midland Park Communication Association
- North Bendale Community Association
- Residents
- The Scarborough Hospital
- Scarborough Philharmonic Orchestra
- Toronto Region Board of Trade
- University of Toronto Scarborough Campus



Scarborough Rotarians receive district 7070 Tibor Gregor Community Service Award for Renewal Campaign



Business roundtable hosted by Centennial College

## 3.2 Media

The media plays a large role in the ongoing economic and social renewal of the community. Rotary received excellent support from Metroland Media and Global News. We thank these organizations for their commitment to the community.

Metroland Media is a key community leader in promoting positive community messages, and ensuring that they are a driver of change. Media is central to the efforts of rebranding, and Metroland has been a key agent of change in reporting community activities in Scarborough.

Global News has been working to shift the dialogue on community dynamics in Scarborough, and how they report on community events. They strive for research integrity, and conduct extensive studies into statistical trends. This is especially important in the framing of messages in Scarborough, and they are a great partner in shifting the media voice on community issues.

Global News and the Rotary Clubs in Scarborough brought significant issues to the attention of Mayoral Candidates during a televised and online streamed debate, attended by over 500 people, and viewed online by thousands of others.

## 3.3 Identifying Champions

Champions of Renewal and Community Champions were and will continue to be a key to the future success of the Campaign. Many Champions were identified from amongst Rotarians who had particular passions and expertise that they wanted to share with their larger community. Individuals were also identified from the wider Scarborough community whom expressed an interest in the Campaign, and continue to be part of hosting and initiating conversations on renewal. These Community Champions will continue to be the drivers of conversation at the community level.

Thank you to all of the Champions who are involved in the Campaign!

## 3.4 Social Media

Social Media played an important role in disseminating information to the larger public over the course of the Campaign. Events, information and updates were shared via @HardyStevenson and @renewScarboro. Information was also shared on facebook.com/RenewScarborough.

In 2015, Rotary will continue to use social media as a way of gathering input and advice, and sharing information on community renewal efforts.

## 3.5 Supporting Initiatives

As a result of the Campaign, three initiatives have already been launched and are in development stages.

### 3.5.1 Map Scarboro!

The Map Scarboro!<sup>1</sup> initiative was launched by Morgen Peers. Map Scarboro! is an open and mobile mapping project working with local groups to map Scarborough communities. The intention of the program is to re-acquaint residents and investors with Scarborough's geography of people, businesses, nature and opportunity. The project also adopts a narrative-based approach to map building and gathers individual stories of Scarborough to create a current vision and understanding of the community.

<sup>1</sup> For more information on Map Scarboro!, visit <https://mapscarboro.wordpress.com/>.



### 3.5.2 High Schools Challenge

The High Schools Challenge seeks to engage youth in re-envisioning their community. Rotary issued a challenge to all schools in Scarborough to share their vision for their community using any format – social media, website, video, slide show, PowerPoint, etc. Three core questions were asked of students:

1. What do you love about Scarborough?
2. What do you envision for Scarborough in the future?
3. How do we make this vision a reality?

This initiative is ongoing, and Rotary will be looking to establish partnerships with schools and school boards. The High Schools Challenge will seek to create curricular resources to assist educators in facilitating conversations with their students on the importance of community development, renewal and the role of the individual in the growth of the larger community.

### 3.5.3 Business Association & Business Charrette

Through the community consultation activities, it was clear that the community would like to establish a Scarborough business association to enhance and build the network of businesses and business professionals in Scarborough. Through the City of Toronto Economic Development and Culture division and local businesses, efforts are underway to host these conversations, and also host a business charrette to launch the beginning of this new chapter among Scarborough businesses.

Over the course of the Campaign, consistent messages were heard from community members. As a result, 14 recommendations for Scarborough Renewal have been identified. While these recommendations represent the ideas captured from discussions over the course of the 2014 Campaign, there are certainly many more that will enhance the Scarborough community.

## Economic Development

### 1 Develop a Scarborough Community Renewal Organization

The Campaign is community-based. The purpose of the Scarborough Community Renewal Organization (CRO) will be to continue the efforts of the Campaign, and provide an outline of continued actions to be accomplished by the community at large. Their role will be to act as the leadership organization for the Campaign, identify future actions and areas of focus for ongoing community renewal. The Terms of Reference can be found as Appendix D.

This group would serve as a coordinating voice for the broader community with regards to community renewal. The areas of potential activity for the CRO are as follows:

- To identify areas for continued growth and renewal in Scarborough;
- To identify innovative ways of attracting head offices and significant employers, creating new jobs and stimulating economic growth in Scarborough;
- To organize community-based consultation events seeking to gather input from institutions, residents, faith groups, and businesses;
- To maintain and establish partnerships with business, academic institutions and residents to promote ongoing renewal;
- To present yearly updates to the residents and businesses of Scarborough on the successes and failures of initiatives for community renewal at the City level;
- To identify best practices and ways of implementing the results of the Campaign, in collaboration with Scarborough businesses, academic institutions and residents;
- To foster relationships and collaborative opportunities with elected representatives and various levels of government to explore ways of ensuring local business and economic success;
- To share successes and failures and the need for support among each sector from other sectors.

This group would be tasked with maintaining a Scarborough-wide focus in their initiatives, seeking to bring together local neighbourhood groups and initiatives.

## 2 Initiate a Scarborough Business Association and Host a Business Charrette

Issues of a lack of connectivity amongst businesses were raised during the Town Hall meeting discussions. Through the efforts of Champions, business owners and professionals in the community, the Scarborough Business Association would seek to identify challenges and opportunities faced by business in Scarborough. They would implement new solutions to build a locally and globally connected network. This group would also provide a vehicle for finding solutions to changing economic priorities, supporting existing businesses and attracting new businesses and head offices to Scarborough. City Economic Development staff, Toronto Region Board of Trade, Centennial College, University of Toronto Scarborough Campus and staff at the Intelligent Office are providing leadership. The development of a Scarborough-specific 'Economic Development Plan' would be helpful in further coordinating priorities for business and government job creation and economic investment.

## 3 Launch a Scarborough-specific Tourism Initiative

Scarborough has many tourism and recreational activities to offer. Vast green space, the Guild Park, Toronto Zoo, Scarborough Bluffs and beaches, to name a few, are potential areas for increased tourism and represent opportunities for highlighting these hidden gems in Toronto. A Tourism Initiative and Tourism Board would play a large role in the rebranding of Scarborough, and could assist in the development of new tourism-based infrastructure as increased numbers of people travel for Scarborough for cultural activities, sports tournaments, tourism and recreation. A 'Culture, Recreation and Arts Master Plan' would assist in pointing out priorities.

# Social Development

## 4 Engage in a community-led rebranding exercise

The overwhelming message from all consultation activities over the course of the Campaign is to engage the community in a large-scale rebranding exercise that seeks to re-envision and shift the external perceptions of Scarborough. The response from the community was that of predominantly positive experiences living in Scarborough. There were strong desires to continue a large-scale discussion on identifying a community brand, followed by implementing a Scarborough-wide marketing strategy. This activity has the potential to be directly linked to the creation of a Scarborough Tourism Board.

## 5 Engage Youth in Scarborough Renewal

The High Schools Challenge is only one possibility for engaging local youth in renewal and community-building. Another would be post high school student involvement, as Centennial College and the University of Toronto Scarborough Campus students and staff are involved in the Campaign. Many community organizations, such as the East Scarborough Storefront, are continually seeking to engage youth in community development. Large movements that initiate conversations online and in person, such as MANIFESTO<sup>2</sup>, are ways to engage youth in crucial community-building conversations that can significantly impact economic activity.

# Arts and Culture

## 6 Launch Scarborough-wide 'Passport' Scarborough Food Festival

Food festivals such as the Taste of Lawrence are great examples of opportunities to bring people to Scarborough and experience the culinary diversity in the community. Another initiative that the community would like to see revived is a Scarborough-wide 'passport' food festival. Local restaurants are encouraged to participate, and residents and visitors are provided with a food 'passport' or guide to the participating venues to try new foods. Specific menus and prizes could be integrated into the event. This is a great opportunity to develop a community-led initiative to establish Scarborough as a culinary destination in Toronto.

<sup>2</sup> MANIFESTO is a Festival of Community and Culture in Canada. More information can be found at <http://mnfsto.com/>.

## 7 Create a hub for Music, Arts and Culture in Scarborough

Scarborough has a growing arts scene including cultural festivals, the visual arts, hip-hop, neighbourhood concerts and philharmonic orchestras. Whether it is in the form of a Living Arts Centre, or a central location for visual arts, music or food, Scarborough is in need of a location to promote music, arts and culture. Indeed, the need for such a facility was identified by the City in the 1980s. There are organizations working towards this, however, a Scarborough-wide strategy to enhance spaces for the arts would add great value to the experience of local residents and visitors. The development of a 'Culture, Recreation and Arts Master Plan' would assist in furthering this initiative.

## 8 Host Network of Block Parties to Celebrate Thriving Neighbourhood Arts and Culture

Scarborough has wonderful neighbourhoods that need to be celebrated. Block parties are a great way to engage neighbourhoods in community-building and sharing in arts and culture traditions. These events could be initiated as part of a larger celebration of arts and culture in Scarborough, and various neighbourhoods could offer events or activities.

## 9 Host Outdoor Orchestra Event

In one Town Hall meeting, residents expressed an interest and request for an outdoor symphony event. This would be an additional activity to promote the arts in the community, and hosting this type of event in an outdoor space would be a great opportunity to introduce residents to the music of the Scarborough Philharmonic Orchestra or the Cathedral Bluffs Symphony Orchestra and other community-based music organizations.

# Health Care

## 10 Facilities Renewal at the Scarborough Hospitals

The Scarborough Hospital is currently undergoing a full review of necessary updates and requirements to bring facilities up to a modern standard. Funding is needed from the Province but also through community fundraising. Awareness raising is key in communicating the importance of community involvement in the regular funding of hospital operations.

## 11 Improve Awareness and Education on Community Health Care

Numerous organizations are involved in community-based health care initiatives, and intention and attention should be brought to the level of integration and collaboration between the large health care systems in place and health care programming at the community level. This could be achieved in part through increased awareness raising and information sharing campaigns.

# Urban Planning

## 12 Enhance the Use and Promotion of Green Space in Scarborough

Scarborough has vast green space at its disposal for use, and it also presents a great opportunity for recreation, ecosystem enhancement, and new program creation. Organizations such as Park People<sup>3</sup> are engaged in community discussion on innovative ways of using park space in Scarborough to create community hubs of activity. Many residents expressed a desire for increased planning of community gardens in unused park space to build their community networks and generate interest and activity. All Scarborough residents need to be involved in a discussion about the future of the Scarborough waterfront. The development of a Scarborough specific 'Integrated Community Sustainability Plan' would be an appropriate vehicle for developing a long term vision for environmental sustainability.

<sup>3</sup> For more information on Park People, visit <http://www.parkpeople.ca/>.

### 13 Host a Regional Conference on 'New-Suburbanism' in Scarborough

In an effort to stimulate increased discussion and generate innovative solutions to urban planning in the suburban areas of Toronto, a Regional Conference on Planning hosted by a Community Renewal Organization would identify international examples of 'new-suburbanism' planning and help to identify how to improve Official Plan policies and urban planning in general in Scarborough. Areas surrounding urban cores present a unique challenge and opportunity for urban planning. A conference on 'new-suburbanism' could bring together Scarborough residents, planners from other Cities and experts from 905-Regions, to profile the types of solutions possible and ways of addressing the challenges presented. The results of the Conference could be used to encourage City Planning Department reorganization and leadership.

### 14 Host a Scarborough Design Competition and Develop an Iconic Signature Structure(s)

Parallel to a Scarborough Regional Planning Conference, one way to engage the larger community would be to launch a Design Competition. Many ideas for new iconic signature facilities were voiced by Scarborough residents, in concert with the need for putting Scarborough on the map and enhancing the image of the community. Dialogue on improving urban design has the potential to engage critical masses of all ages via social media, and generate a large-scale online discussion. The competition would be a Scarborough based initiative, inviting ideas and generating interest in both design and an iconic signature facility in support of ongoing growth and development.



Over the course of the Community Renewal Campaign, new initiatives and efforts were identified, and a strong desire was expressed by the community to continue on this path towards Renewal. The series of recommendations outlined above are only the beginning of a long list of renewal activities that Scarborough residents and businesses can explore in the future.

While Rotary will be involved in many of the activities, as Rotarians are members of the community, Rotary serves best by bringing people together and facilitating the discussion. To this end, 2015 will be focused on identifying interested individuals and groups in continuing to identify new actions and finding ways of implementing the actions identified throughout 2014.

Rotary intends to continue community discussions, and would like to assist in the development of future recommendations. Rotary cannot do this alone. It is at the community level where the most effective change can and will take place.





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