

TOcore: Planning Toronto's Downtown – Phase 1 Summary Report and Phase 2 Directions

Date:	October 23, 2015
To:	Toronto and East York Community Council
From:	Director, Community Planning, Toronto and East York District & Director, Strategic Initiatives, Policy & Analysis, City Planning Division
Wards:	Ward Nos. 20, 27 and 28
Reference Number:	File No. 14-146134 SPS 00 TM

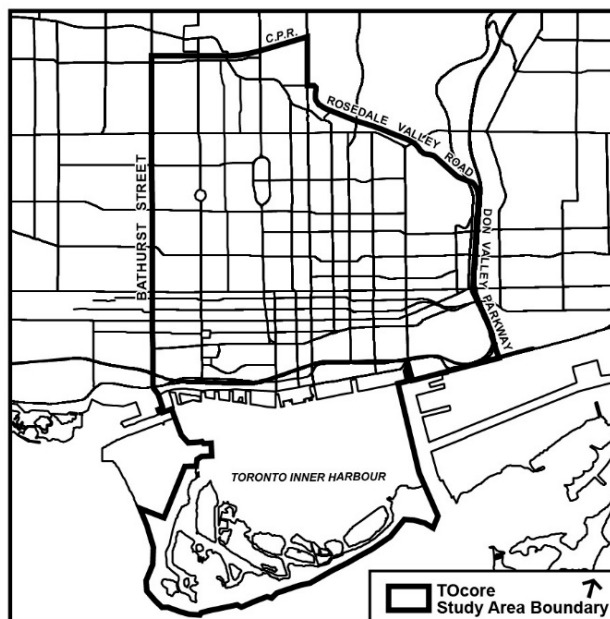
SUMMARY

This report provides an update on the findings of Phase 1 of TOcore: Planning Toronto's Downtown and seeks City Council direction for Phase 2.

TOcore is a three-year, inter-divisional initiative, led by City Planning. The purpose of the Study is to ensure growth positively contributes to Toronto's Downtown as a great place to live, work, learn, play and invest by determining: a) how and where future growth will be accommodated, shaped and managed and b) what physical and social infrastructure will be needed, where it should be located and how it will be secured.

The Study is a response to the rapid growth and intensification of Downtown that is placing pressure on finite hard and soft infrastructure assets. TOcore will result in a

Secondary Plan for the Downtown that will provide policy direction to shape future growth and link that growth to the provision of needed infrastructure investments to achieve the city-building vision and policies of Toronto's Official Plan. A series of



infrastructure strategies for water, transportation, parks and public realm, community services and facilities and energy will be developed as part of this review. Financing approaches will be included as part of each infrastructure strategy. Emphasis is also being placed on keeping Downtown an inclusive place for vulnerable populations.

TOcore is aligned to Council's Strategic Plan and will contribute to the existing Long Term Fiscal Plan and its call for strategic investment in infrastructure to maintain city residents' high quality of life.

TOcore's initial 'taking stock' phase is now complete. A first round of public consultation enriched the project with input from diverse population and stakeholder groups. Background analysis has largely been completed with emerging priorities identified. The Recommendations and Next Steps described in this report will form the scope of work for Phase 2 of TOcore.

RECOMMENDATIONS

The City Planning Division, in co-ordination with the City Divisions contained within the following recommendations, recommends that:

1. City Council request that City Planning staff develop a Secondary Plan for Downtown and report back to Toronto and East York Community Council with a proposals report by the fourth quarter of 2016.
2. City Council request that City Planning staff begin stakeholder and public consultation on tower separation requirements for the Downtown based on the proposed criteria outlined in Attachment 2 and bring forward a proposed Official Plan Amendment and/or Zoning By-law Amendment to Toronto East York Community Council in 2016.
3. City Council request that City Planning and Economic Development & Culture staff develop an office, institutional and creative industries strategy for Downtown and report back to Toronto and East York Community Council with a proposed strategy by the fourth quarter of 2016.
4. City Council request that City Planning, Transportation Services, Parks, Forestry & Recreation and Economic Development & Culture staff, in consultation with the Toronto Transit Commission and the Toronto Parking Authority, develop a transportation strategy *that supports the Parks and Public Realm Plan* that prioritizes walking, cycling, surface transit and essential access and identifies networks and other improvements to address movement, connectivity and accessibility for the growing number of people living, working and visiting Downtown and report back to Toronto and East York Community Council with a proposed strategy by the first quarter of 2017.

5. City Council request that City Planning, Parks, Forestry & Recreation, Transportation Services and Economic Development & Culture staff develop a Parks and Public Realm Plan for Downtown to improve the quality and connectivity of public spaces and identify parkland improvements and acquisition priorities within the intensifying core and report back to Toronto and East York Community Council with a proposed plan by the first quarter of 2017.
6. City Council request that City Planning, Parks, Forestry & Recreation, Toronto Public Health, Shelter Support & Housing, Children's Services, Toronto Employment & Social Services, Social Development, Finance & Administration, Financial Planning and Real Estate Services staff, in consultation with the Toronto Public Library Board, the Toronto District School Board and the Toronto Catholic District School Board, develop a community services and facilities strategy for the Downtown that is responsive to the needs of a growing and diverse population for recreation, child care, libraries, schools, human services and public health and report back to Toronto and East York Community Council with a proposed strategy by the first quarter of 2017.
7. City Council request that Environment and Energy and City Planning staff develop an energy strategy that addresses electricity demand, resilience to power outages, opportunities for local energy solutions and emergency response times and report back to Toronto and East York Community Council with a proposed strategy by the fourth quarter of 2016.
8. City Council request that Toronto Water undertake a water infrastructure assessment and, through City Planning, report back to Toronto and East York Community Council with the results of the assessment by the fourth quarter of 2016.
9. City Council request Real Estate Services to compile an inventory (using information made available to the City) of all city, provincial and federally owned properties in Downtown Toronto, including those owned by all Agencies, Boards and Commissions of the City, by the first quarter of 2016.
10. City Council request that Financial Planning and Corporate Finance convene an inter-Divisional Financial Strategy Reference Group, consisting of representatives from all Divisions listed in the Implementation Matrix, attached as Attachment 1 to the report (October 23, 2015) from the Director of Community Planning, Toronto and East York District and the Director of Strategic Initiatives, Policy and Analysis, City Planning Division, to develop the financial strategies to support and implement each of the TOcore infrastructure strategies under development.
11. City Council request that Parks, Forestry & Recreation and City Planning staff continue to prioritize parkland acquisition opportunities, and actively pursue

securing parkland dedication on all appropriate sites through the development review process, within the Downtown.

12. City Council request that the Divisions listed in the Phase 2 Implementation Matrix, attached as Attachment 1 to this report, implement and appropriately resource each of the Recommendations and Next Steps as described in the report (October 23, 2015) from the Director of Community Planning, Toronto and East York District and the Director of Strategic Initiatives, Policy and Analysis, City Planning Division.

Financial Impact

The recommendations in this report have no financial impact at this time. The final outcomes of TOcore will have a financial impact and those impacts will be updated in a future report.

DECISION HISTORY AND RELATED STUDIES

TOcore was initiated in response to a series of motions related to the intensification of growth in the Downtown, promoted in part by the Provincial "Growth Plan for the Greater Golden Horseshoe", the need to update the parkland acquisition strategy and the desire to identify policy options for related to tall buildings. These motions can be found in the Decision History section of the report adopted by Toronto and East York Community Council in May 2014.

At its May 2014 meeting Toronto and East York Council considered a staff report entitled "Comprehensive to the Core: Planning Toronto's Downtown". This report launched this Study and the report can be found at the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.TE32.47>

In addition to the staff report, a background report entitled, "Trends, Issues, Intensification – Downtown Toronto" was presented which provided background information and data on the Study building blocks. This background study can be found at the following link:

<http://www.toronto.ca/legdocs/mmis/2014/te/bgrd/backgroundfile-69192.pdf>

The Growth Plan for the Greater Golden Horseshoe contains Provincial policies on where and how population and employment growth should be accommodated within the Greater Toronto Area and on the planning of infrastructure to support growth. A key strategy is to direct growth to built-up areas to maximize the use of existing infrastructure and to provide a focus for future transit and infrastructure investments. Downtown Toronto is one of the urban growth centres designated in the Growth Plan as a focal area to accommodate a significant share of population and employment growth. The Growth Plan can be found at:

https://www.placestogrow.ca/index.php?option=com_content&task=view&id=9&Itemid=14

In July of 2014 City Council adopted the Final Report for the Condominium Consultations that City Planning had been leading to look at the specific challenges, concerns and opportunities linked to living in condominiums. Through this consultation many people expressed their opinions about the type of growth that Downtown has been experiencing, especially themes that need to be considered for vertical living. The Final Report for these consultations can be found at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG34.19>

In July of 2012 City Council adopted the "Tall Buildings, Inviting Change in Downtown Toronto" consultant's study which set out a vision, height, typology and criteria and performance standards to guide Downtown tall buildings development. Contained in that report was a recommendation that directed the Chief Planner and Executive Director, City Planning, to bring forward future implementation options related to the consultant's study including, but not limited to, amendments to the City's Official Plan, Zoning By-law and use of other planning tools. That report can be found at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.TE17.19>

STUDY OVERVIEW

The purpose of TOcore is to ensure growth positively contributes to Toronto's Downtown as a great place to live, work, learn, play and invest by determining:

- how and where future growth will be accommodated, shaped and managed; and
- what physical and social infrastructure will be needed, where it will go and how it will be secured.

Toronto's Downtown is the growing, multifaceted and vibrant core of our city. It accounts for one-third of Toronto's jobs, delivers a quarter of the City's tax base and produces half of our export-based GDP. The Downtown today is also home to more than 240,000 residents and is growing at four times the rate of the City as a whole with more people choosing to live Downtown every day. With more than 480,000 jobs, Downtown is the region's premier and most accessible employment centre. It is also a hub for tourism, arts and culture, sport, entertainment, shopping, higher learning, health care, research and innovation and government. Over a typical week day, more than 800,000 residents, workers, students, shoppers and visitors spend time Downtown.

Downtown is experiencing its most active period of growth since the 1970s. A sizeable development pipeline points to continued strong residential and non-residential growth in the years ahead. This growth puts Toronto in an enviable economic position. It also places pressure on existing physical and social infrastructure assets. With fewer large sites available for redevelopment the market is targeting infill projects that do not afford on-site opportunities to address the full range of infrastructure and livability needs. While new physical and social infrastructure is being deployed on an ongoing basis within the Downtown, the intensity of pressures and the infill pattern of that growth have heightened concerns over emerging gaps in infrastructure to meet current needs as well as those of future generations. It is essential that the amount and location of growth permitted and

anticipated over the coming decades is scaled to the amount of planned physical and social infrastructure. It is this linking of related amounts of growth and infrastructure which is the overall objective of TOcore.

TOcore presents an opportunity to build on past achievements and to think boldly, innovatively and creatively by charting a course towards a model 21st-century Downtown for both the residents of the entire City who travel there and for those who call it home: one that is sustainable, livable, healthy, inclusive, economically vital and resilient; well-connected, vibrant and authentic; and that strives for excellence in the design of new infrastructure, buildings and the public realm, providing benefits for all Torontonians and a legacy for future generations.

The first "Taking Stock" phase of the Study was designed to confirm the current infrastructure assets and planned investments for the Downtown and compare these to potential future growth. From that review, a clearer sense of the various infrastructure priorities emerged. The work has been organized around 6 building blocks, each with an associated Working Group. The building blocks are: planning framework; community services and facilities; parks and public realm; transportation; water; and energy.

Further information on TOcore: Planning Toronto's Downtown can be found on the Study's website at www.toronto.ca/tocore.

RECOMMENDATIONS AND NEXT STEPS

The following Recommendations and Next Steps are the result of extensive research and analysis, public engagement and stakeholder consultation within each of the Study's building blocks. The Recommendations align with the building blocks and their associated Working Groups. Each of the inter-divisional Working Groups reviewed the existing conditions for their building block, performed a SWOT (Strength-Weakness-Opportunity-Threat) analysis, consulted with key stakeholders, collected data and developed a set of emerging priorities and next steps. These were then made available to the public in a variety of ways to gather additional feedback. The Recommendations and Next Steps described below will form the Phase 2 TOcore scope of work.

Phase 1 background reports detailing the existing conditions on the following topics will be available on the Study website by the end of November.

The final deliverables of TOcore will be a renewed planning framework (a Secondary Plan) and a series of infrastructure strategies. As work begins on the various strategies, options for implementing the resulting recommendations will be considered. In some cases the implementation will be through the introduction of policies in the Secondary Plan, while other recommendations may be implemented through specific recommendations to City Council. The work on the strategies within each of the building blocks will inform the content of the Secondary Plan.



Each Recommendation and Next Step is listed on the Implementation Matrix (Attachment 1) that indicates which City Division(s) will be responsible for moving each action forward.

Shaping Growth

Recommendation 1: Develop a Secondary Plan for Downtown

Lead Division – City Planning

Support Divisions – Parks, Forestry & Recreation, Transportation Services, Economic Development & Culture

In broad terms, the planning framework for Downtown has been overwhelmingly successful. Residential growth was a key plank of the Central Area Plan and the declining trend in population began to turn around in the 1970s and 1980s with large-scale redevelopment of former industrial lands in the Central Waterfront (Harbourfront) and the creation of the St. Lawrence Neighbourhood. More recently the opening up of the former industrial areas of King-Spadina and King-Parliament (the "Kings") for reinvestment has brought a vitality to these neighbourhoods bolstered by a diverse mix of uses and activities. The inherent environmental, social, economic and transportation benefits of mixed use -- growing places of residence and work in close proximity -- took root in Toronto's overall planning approach. Ultimately, it manifest itself in Provincial policy, such as the Growth Plan for the Greater Golden Horseshoe, which directs growth to built-up areas to maximize the use and efficiency of infrastructure. Downtown Toronto is the largest Growth Centre in that plan.

Not only has considerable housing been built Downtown, but mixed-income communities have been realized and the overall quality of life Downtown has been improved through investments in community assets such as new parks, recreation facilities and other physical and social infrastructure. The Downtown planning framework is based on

encouraging intensification through high-density, mixed-use development, directing it to areas where it is appropriate while protecting the Downtown's stable *Neighbourhoods* and *Apartment Neighbourhoods*.

Improvements have been made to almost all elements of infrastructure required to support the Downtown's past growth. However, it has proven easier to add and upgrade key infrastructure elements when they are undertaken through large-scale managed growth exercises, or master plan initiatives (e.g. the Railway Lands). With fewer such large, transformational opportunity sites available, the market has targeted smaller sites across the Downtown for growth. These infill projects do not afford on-site opportunities to address the full range of infrastructure and livability issues as they arise given the intensity of development on these parcels. To address these challenges, a renewed framework is needed to "master plan" in an infill development context and new infrastructure strategies are needed as historic capacities are used up.

The existing planning framework for the Downtown is contained within various sections of the existing Official Plan. Section 2.2.1 contains specific policies for Downtown regarding its vital role in the city, such as the importance of the Financial District, the large clusters of arts and cultural activities, the diversity of housing types, the unique community services and facilities needs and the transit and active transportation infrastructure that make Downtown the most accessible part of the City. Outside this specific Downtown section of the Official Plan many other parts of the Plan are applicable. These include all of Section 3 (The Built Environment, The Human Environment, Building New Neighbourhoods, The Natural Environment and Toronto's Economic Health) and the applicable land use designations in Section 4 (all except *Employment Areas*).

The Official Plan does not include a single Secondary Plan that encompasses the entire Downtown geography. Nine Secondary Plans exist for specific neighbourhoods within the Downtown boundaries. Twelve significant Site and Area Specific Policies (SASPs) provide detailed guidance for development and growth in specific areas. Numerous design guidelines and heritage conservation districts provide additional direction. The Phase 1 analysis demonstrated that elements of the existing statutory planning framework need to be strengthened and augmented with new policy direction.

To address the need for a strengthened policy framework, staff are proposing to develop a new Secondary Plan for Downtown. The Secondary Plan will include new overarching policies and maps that will build on the work that has been ongoing through local area studies and on individual applications which, piece by piece, have been adding clarity on the way growth should occur Downtown. The existing Downtown policies (Section 2.2.1), Secondary Plans and SASPs that apply Downtown will be incorporated into the new Secondary Plan. The Secondary Plan will also rationalize the policy landscape Downtown, making it more simple and streamlined.

The Downtown Secondary Plan will focus on five themes: encouraging a mix of land uses while maintaining a strong Financial District and protecting *Neighbourhoods*; directing and shaping growth to ensure intensification occurs in the most appropriate locations while not negatively impacting the public realm; encouraging a public realm that is vibrant, generous, diverse and serves the needs of all who live, work, play, learn in and visit the Downtown; a surface transit/active transportation strategy to facilitate movement, connectivity and accessibility; and the timely provision of infrastructure to accompany growth. These themes will build on the existing policies in the Official Plan.

Mix of Land Uses - Growth Downtown has included a diverse mix of uses including residential, retail, community services, offices and institutions, many of which are mixed in a single block or building. Staff will be exploring options for strengthening land use policies that could respond to issues that are specific to the Downtown. For example, while a mix of uses is appropriate for many areas of Downtown protection of the Financial District for future office growth is needed given its proximity and access to regional transportation. Additionally, not all *Mixed Use Areas* in the Downtown are appropriate for similar forms of mixed use buildings. The Secondary Plan will also contain land use policies that encourage the development of complete communities where every day needs can be met within walking distance.

Directing and Shaping Growth - Not all areas of the Downtown are growth areas, and some areas, such as low-rise *Neighbourhoods* and *Apartment Neighbourhoods*, are not targeted for intensification beyond compatible infill. Some areas of the Downtown are more suited toward tall buildings, whereas other distinctive area of the Downtown should have clearer guidance on built form character (e.g. mid-rise). Better direction on appropriate transition from high-growth to low-growth areas is imperative. Staff will be analyzing several built form issues specific to the Downtown, building on recently adopted policies, such as tower separation, distances from building face to building face, transition from high density to low density areas, tower floor-plate restrictions for residential buildings and defining specific requirements or standards within distinct character areas. Analysis of significant landscapes and character areas which need extra protection in order to maintain their uniqueness and keep Downtown heterogeneous will also be completed.

Quality of Life - New policies are needed to ensure a continued high quality of life within the context of continued growth. Appropriate space must be provided between towers to maintain sky views and ensure that the public realm is protected from excessive shadowing, among other issues. Parks and open spaces, community services and facilities, transportation choices and a comprehensive network of pedestrian and cycling routes, among other matters, are essential elements of a vibrant and livable Downtown. High density neighbourhoods may have different needs to maintain a high quality of life given the form of housing that has become prevalent Downtown (small units with little outdoor space). Prioritizing the public realm in the new Downtown Secondary Plan and implemented through both individual development applications and planned capital improvements will be a key piece of the Phase 2 work.

Surface Transportation – The nexus between land use planning, transportation planning and improving the public realm will be key elements of the Downtown Secondary Plan. Some of this analysis will be done through the transportation work as described in the Transportation section below and some will be done through the development of a Parks and Public Realm Plan described in the next section. The prioritization of surface transit, cycling and pedestrian movement, along with essential vehicular access, is key to ensure that Downtown remains accessible, allowing the growing number of people who live, work, learn in and visit the Downtown to access the services, jobs and amenities that cluster in the core.

Infrastructure for Growth – Downtown’s rapid growth has raised a number of pressing questions about the provision of required infrastructure. When and where will transit, water, sewer and energy systems reach their limits as growth continues and what new investments are required? Will recreation centres, libraries and child care centres require retrofitting or will new facilities be needed to accommodate increased program and service demands? How can the City support human service agencies to overcome challenges in finding appropriate and affordable space in the core? How should the City address the demand for quality parks and public spaces and improved networks for walking and cycling as the number of people living and working Downtown climbs? What are the service planning needs for Toronto Fire and Toronto Paramedic Services with respect to response times and tall buildings? These questions will be addressed by combining data on the trajectory, location and magnitude of growth with the assessment of infrastructure needs. This pairing will lead to more efficient and effective service planning on the one hand, and new and strengthened Official Plan policies on the other, which will help the City to achieve hard and soft infrastructure improvement in a more comprehensive and coordinated manner.

Next Steps:

- 1A. Develop a 3-D model of Downtown including existing, proposed and potential new buildings that will be used to analyze the appropriate scale of buildings, in specific locations, to protect sky view, provide privacy and restrict shadowing of parks and public spaces.
- 1B. Review existing land use Official Plan policies applicable to Downtown to determine which policies need to be strengthened, where new policies are warranted and to maximize the integration of land use and transportation planning.
- 1C. Review existing built form Official Plan policies applicable to Downtown to determine which policies need to be strengthened and where new policies are warranted.

- 1D. Review existing quality of life Official Plan policies applicable to Downtown to determine which policies need to be strengthened and where new policies are warranted.
- 1E. Integrate physical and social infrastructure priorities into the Secondary Plan.
- 1F. Provide population growth projections and related growth analysis data to Toronto Fire and Toronto Paramedic Services to support service planning in the Downtown.

Tower Separation Distances

Recommendation 2:

Prepare an Official Plan Amendment and/or Zoning By-law Amendment on Tower Separation

Lead Division – City Planning

Downtown is increasingly characterized by tall buildings. In May 2013, Toronto City Council adopted the updated city-wide "Tall Building Design Guidelines". These Guidelines update and replace the "Design Criteria for the Review of Tall Building Proposals" (2006), as well as consolidate and substantially replace the "Downtown Tall Buildings Vision and Performance Standards Design Guidelines" (2012). The "Tall Building Design Guidelines" are used in the review of tall building proposals and establish a unified set of performance measures for the evaluation of tall building proposals to ensure they fit within their context and minimize their local impacts.

One of the performance measures recommends 12.5 metres or greater setback for all tall building towers from the side and rear property lines or centre line of an abutting lane. For more than one tower on the same site, the guidelines recommend 25 metres or greater, measured from the exterior wall of the buildings. For super tall buildings, greater setbacks and tower separation distances are warranted. Appropriate separation distances between towers minimizes negative impacts on the public realm and neighbouring properties, such as adverse shadowing, pedestrian-level wind and blockage of sky view. Appropriate separation also maximizes the environmental quality of building interiors, including daylighting, natural ventilation and privacy for building occupants.

The current zoning by-law requires a 5.5-metre setback from the side lot lines of mixed-use properties. This results in an 11-metre facing distance between buildings on adjacent lots. This requirement is decades old and was established in relation to much lower buildings. As buildings increased in height the city developed a new standard for separation distances. The City has been working with this design guideline for tall buildings for over 10 years that requires a minimum separation of 25-metres between towers (12.5-metres from side and rear property lines). It is this standard that should be brought forward into the statutory framework. Other criteria that will be studied include the use of Tower Area Ratios and the height at which the separation and setback distances would be required.

Staff recommend that public engagement and stakeholder consultation on the Standards for Tower Separation (Attachment 2) begin immediately and that a draft Official Plan Amendment and/or Zoning By-law Amendment be brought forward to Toronto and East York Community Council in the first quarter of 2016.

Sustaining a Robust Economy

Recommendation 3: Develop an office, institutional and creative industries strategy for Downtown

Co-Lead Divisions – Economic Development & Culture and City Planning

Downtown Toronto is Canada's leading commercial and cultural centre and the largest employment cluster within the regional economy. It is the country's premier hub for financial and business services and for creative industries, both of which are connected to global city networks. It is Ontario's capital precinct and a centre of provincial and municipal governmental functions and offices. The Downtown is the region's largest retail concentration featuring the Toronto Eaton Centre, the world's largest underground retail complex (the PATH) and thousands of small independent stores along traditional main streets and within unique districts such as Kensington-Chinatown. It is a major regional and international destination for tourism, arts and culture, entertainment, conferences and trade exhibitions.

Toronto is North America's third largest film and television production centre, with most filming taking place within the core, as well as Canada's live music capital. Downtown contains sport facilities housing three major league teams, a cluster of 9 hospitals and medical research facilities, four post-secondary educational institutions and the headquarters of many of the country's major national broadcasters, newspapers and magazines. These sectors draw over half a million people into the Downtown every day and generate significant employment.



8 MILLION PEOPLE PER YEAR VISIT DOWNTOWN
SPORTING VENUES AND THEATRES



ONE QUARTER OF ALL ONTARIO POST-SECONDARY
STUDENTS ARE ENROLLED IN DOWNTOWN CAMPUSES

Commercial and cultural activity in Downtown Toronto is flourishing. However with growth comes new pressures, threats and externalities that need to be managed to sustain a robust economy. The economic robustness of Toronto's Downtown underpins growth at a regional level and directly impacts the national economy. Since 2009, Toronto's Downtown has added an average of 12,500 jobs annually, accounting for two thirds of the City's total employment increase. At present, the Downtown accommodates just

under half a million jobs, the highest amount ever achieved in the City's history. To maximize future job growth, it is essential that the labour composition of the Downtown remains diversified across a range of sectors and highly adaptive to changing market conditions and that places are created for the ideas, innovation and technology economy to thrive.

After nearly two decades of marginal office development in the Downtown, strong tenant demand for central locations combined with suitable financing conditions have precipitated a construction boom that is expanding the financial core beyond its historic boundaries. While a portion of these buildings target tenants associated with the financial services sector, those on the eastern and western edges are being partially leased by creative sector businesses looking to locate in the "brick and beam" *Regeneration Areas* (King-Spadina & King-Parliament). Approximately 10,000 cultural workers are currently concentrated in these clusters and 80% of the City's \$1.2 billion (2014) of economic activity in the film production sector occurs in the King-Parliament area. Downtown's vibrant mixed-use environment, substantial tourism infrastructure and plethora of cultural assets and creative scenes have the ability to incubate innovative new companies and open untapped opportunities to embrace the *new economy* (i.e. innovation-based companies in sectors related to the internet, nanotechnologies, telematics and bionics).

These new economy growth opportunities are also being recognized by Downtown's post-secondary institutions and hospitals in a variety of ways, including research and development (R & D) investments that have helped spin-off successful business ventures. In general, institutional employment has seen a recent jump in growth, adding 8,090 jobs in one year (2013–2014).

Despite the growth in virtual communications, Downtown's economy is firmly grounded in place-based, mixed-use urban environments that facilitate face-to-face interaction, experiential spaces and flexible working locations. Research undertaken on tenant locational decisions by Strategic Regional Research Associates (SRRA) uncovered a strong preference for office space that offers employees high accessibility to retail uses and other amenities. Market demand for retail uses in the Downtown has grown in tandem with the increase in office and multi-residential development, resulting in the addition of approximately 230,000 m² of net new retail space and increasing sales volume at notable shopping destinations.

A retail analysis of the Downtown as part of the TOcore Study identified that most communities have access to the types of retail goods and services required to meet daily needs – from a retail perspective, a characteristic best exemplified by the five-fold increase in grocery store space over the past two decades years. Moving forward, retail uses have an opportunity to continue to serve as a regional shopping destination for day-visitors and tourists, while embracing a stronger role in meeting the growing convenience needs of a rapidly increasing local population and employment base.

Phase 2 work on "Sustaining a Robust Economy" will focus on the following priorities:

- Supporting Future Office / Employment Growth – With a rapidly dwindling supply of potential development sites within walking distance of Union Station and the ability for residential development to out-price office in most locations, it is essential to ensure that the Downtown can accommodate the magnitude of projected job growth. This emerging priority ties into the planned expansion of rapid transit infrastructure – regional rail and subway expansion – which has the potential to flatten the bid-rent curve by creating new transit-connected employment nodes.
- Affordable space for creative industries – Growing demand for Downtown locations, combined with the slow delivery of new space, is resulting in significant increases in rental costs for previously affordable brick & beam buildings. This lack of affordability and space availability constrains the growth of existing companies and limits the incubation of new ones, partially explaining the 5% decline in cultural employment in King-Spadina between 2011 and 2014.
- Planning for Institutional Expansion – Institutions in Downtown Toronto are challenged to expand to meet growing needs as a result of high land costs and limited development site availability. A better understanding of the long-term growth strategies of Downtown institutions – government, health care, post-secondary, cultural – is necessary to adequately plan for the resulting land use implications.
- Balancing local-serving and destination retail, and small and large-scale businesses – A growing population and employment base has resulted in a significant boost to Downtown retail spending and greater competition for available space. Ensuring the viability of local-serving businesses within this competitive environment, while enabling destination retailers with a regional draw to thrive, will help Downtown maintain both its economic competitiveness and livability. A balance between small and large-scale businesses is also key consideration.
- Supporting the viability of the film and music industries Downtown – Film and live music are the backbone of Toronto’s cultural landscape and serve as a major contributor to both the economy and attractiveness of the Downtown as a destination. However, the externalities of population growth have had negative impacts on these sectors (e.g. parking logistics, noise) and need to be properly understood and addressed to help ensure these industries remain viable in the Downtown and at the core of Toronto’s future as a creative city.

Next Steps:

- 3A. Analyze commercial growth potential in the Downtown and adjacent areas (Liberty Village, Port Lands, Unilever site and South of Eastern), including a breakdown by office typology and location under various scenarios.
- 3B. Undertake a focused creative sector growth analysis and strategy.
- 3C. Review the expansion needs, opportunities and barriers facing Downtown institutions.
- 3D. Engage with relevant stakeholders to explore sector-specific strategies for film, music and tourism.
- 3E. Review Priority Retail Streets zoning-bylaw provisions and large-format exempt areas to determine if amendments are required.
- 3F. Explore the potential to create a graphic best-practices manual on quality retail design, specifically related to retail space on the ground floor of mixed-use developments and identify training opportunities for both industry professionals and City staff (in collaboration with BILD GTA Chapter and TABIA).

Movement, Connectivity and Accessibility: Prioritizing Walking, Cycling and Surface Transit

Recommendation 4:

Develop a transportation strategy that supports the Parks and Public Realm Plan that prioritizes walking, cycling, surface transit and essential access and identifies networks and other improvements to address movement, connectivity and accessibility for the growing number of people living, working and visiting Downtown.

Co-Lead Divisions – Transportation Services and City Planning

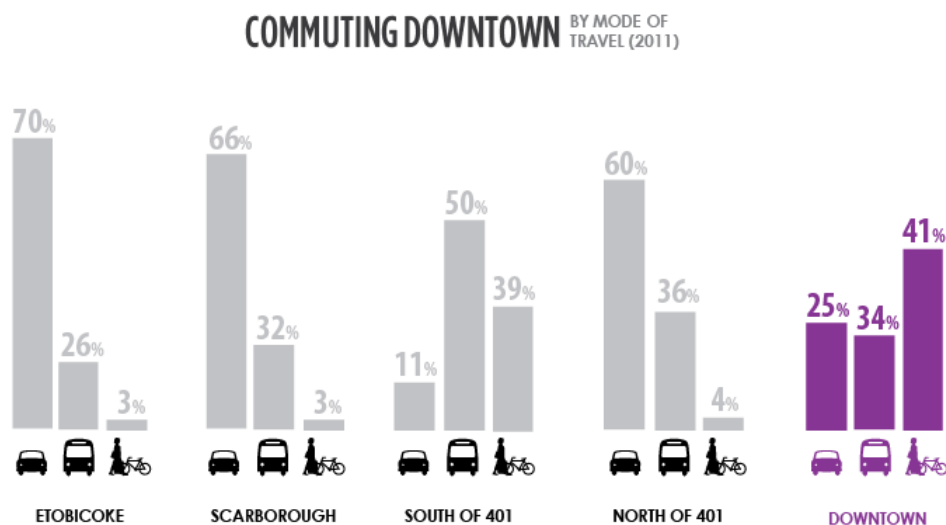
Support Divisions – Parks, Forestry & Recreation and Economic Development & Culture

The transformative processes of intensification and diversification have led to an expanded set of transportation planning issues in the Downtown. Although meeting the weekday demands of peak-period commuters coming into and out of the Downtown remains a primary concern, there is a growing need to look more carefully at how people move around and within the Downtown itself during all hours of the day, throughout all the days of the week. This need has largely arisen as the result of the significant increase in downtown residents over the past twenty years, augmented by the growth in other non-office activities in the Downtown such as the Rogers Centre stadium, the Air Canada Centre arena, major cultural facilities such as the Royal Ontario Museum and Art Gallery of Ontario, the Toronto Eaton Centre and other major shopping attractions, the Metro Toronto Convention Centre and other major entertainment and event locations. The

Downtown is becoming a generally busier, 24/7 centre of activity and the transportation system needs to be able to adapt to these emerging challenges.

The Downtown transportation system, in all its elements, will need to adapt and be shaped to growth by rethinking how people and goods can move around more easily and efficiently; by building attractive, livable communities; and by continuing to support the city's economic prosperity.

By putting more residents closer to jobs within the Downtown, the advantage of increased proximity has partly off-set the need to expand auto transportation capacity into the Downtown, even as employment levels has risen. More people are able to walk, cycle, or take transit to travel around the Downtown, reducing their dependence on the private automobile. In fact, 75% of Downtown residents walk, cycle or take transit to work. This change in priority will be a focus of TOcore moving forward. Together with this approach, a recognition of network impacts of changes to individual streets will factor into any decision.



The Official Plan also calls for commercial growth to be located in areas of high transit accessibility and the Downtown's success as a growing employment centre has been built on this principle. As the nation's primary commercial office centre and the focus of the region's transit system, the Downtown is a provider of high-quality jobs and a catalyst for wealth creation. Fostering the continued growth of the Downtown's commercial sector requires that good transit services are maintained and expanded to bring increasing numbers of workers in and out of the area in a comfortable and efficient manner.

Continuing to improve transportation and land use integration is a key factor in maintaining the economic competitiveness of the Downtown and the prosperity of the City. The further integration of Downtown transportation and land use policies will increase accessibility by supporting a balanced pattern of population and employment growth matched with a program of transportation infrastructure and service

improvements which, combined, will ensure that the future travel demands of those traveling to or within the Downtown are met.

Furthermore, the transportation infrastructure framework for the Downtown is largely determined by the right-of-way widths associated with the Downtown's existing network of public streets and laneways. As the Official Plan outlines, the emphasis must be on using the available rights-of-way more effectively to move people rather than vehicles and on looking at how the demand for vehicular travel can be reduced in the first place.

"Feeling Congested?", the ongoing five-year review of the transportation and transit policies in the City's Official Plan identified three broad city-building principles from around the world that should be used to guide decision-making about transportation and transit infrastructure and are highly applicable to the TOcore Downtown transportation context. How well does the transportation system serve the travel demands of people; strengthen, connect and build places; and support economic prosperity? These high-level decision-making principles should help inform future phases of transportation-related work under TOcore.

The Phase 2 transportation work will include the following: unlocking the full potential of both existing and future surface transit with a focus on the existing busiest routes and the areas anticipating growth; connecting, growing and renewing the Downtown cycling network by filling gaps and expanding bike parking and bike sharing; and planning for a more walkable Downtown with a focus on pedestrian safety, comfort, accessibility and connectivity. In addition, the issue of increasing pressure for space on our limited street right-of-ways for construction staging, loading and parking will also be included.

King Street is the busiest surface route in the City with 60,000 riders on an average weekday. As part of Phase 2, a King Street Visioning Study will be undertaken, focused on improving the movement function and public realm design for King Street through a transformational vision to create great transit and a great street. The vision will recognize the importance of King Street as both a series of places and a corridor for movement, considering both operational changes and physical modifications to King Street to create transformational improvements to streetcar operations and the pedestrian experience.

The development of the active transportation networks is integrated with the development of the Parks and Public Realm Plan and the work completed on each will inform the other. The Parks and Public Realm Plan will rethink the use and design of existing streets, parks and open spaces, guide the development of a connected and where possible expanded system of public spaces, reinforce physical and visual connections, and improve non-vehicular mobility within the network, while harnessing place-making opportunities for creating and enhancing civic and shopping destinations, cultural attractions, and neighbourhood livability. Given the scope of Parks and Public Realm Plan it is anticipated that outcomes related to the transportation work will be included in the Parks and Public Realm Plan and vice versa.

Next Steps:

- 4A. Undertake a King Street Visioning Study (linked to the Parks and Public Realm Plan) to generate ideas for improvement to surface transit reliability, active movement and place-making along the corridor.
- 4B. Continue streetcar operational improvements in the Downtown (extended peak hour restrictions, stop consolidation, all-door boarding, new vehicles etc.).
- 4C. Coordinate with the Cycling Infrastructure and Programs Unit to integrate bicycle network priorities and address gaps in bicycle accessibility (e.g. bike parking).
- 4D. Coordinate with the Pedestrian Projects Team to make a more walkable Downtown with a focus on pedestrian safety, comfort, accessibility and connectivity.
- 4E. Analyze the need for an upgraded north-south surface transit route on the fast-growing east side of Downtown (e.g. Parliament Street).
- 4F. Explore improvements to express bus route from east of the Don River (around Danforth Avenue) into Downtown, as an interim relief measure.
- 4G. Coordinate with the Curbside Management Team on traffic management, parking and loading issues.

Improving Parks and Public Spaces

Recommendation 5:

Develop a Parks and Public Realm Plan for Downtown to improve the quality and connectivity of public spaces and identify parkland improvement and acquisition priorities within the intensifying core.

Co-Lead Divisions – Parks, Forestry & Recreation and City Planning

Support Division – Transportation Services and Economic Development & Culture

Toronto's public realm – our parks, squares, streets, laneways, mid-block connections, trails, waterfront promenades, schoolyards, natural areas and other open spaces – is the space where civic life happens. These public spaces set the stage for daily social interaction in the city, as people travel to work or school, move around to shop or seek out a bite to eat, take in a festival or cultural event, get active in a park or playground, or just sit back and enjoy public life, in addition to being functional, safe and provide for utilities. Community is created in public spaces.

Toronto's extensive parks system is one of the city's greatest assets and is essential to the quality of life that we enjoy. The Downtown contains 121 parks covering about 118 hectares, approximately 6% of the land area Downtown. These parks are augmented by the ravine system and the Toronto Islands which sit along the edges of Downtown. Many

downtown parks are historically and culturally significant and serve the whole city, including parks on the Toronto Islands, Queen's Park, Riverdale Park West, Grange Park and Allan Gardens. Through revitalization, the waterfront is becoming one of Downtown's signature public space attractions with its expanding waterfront promenade that connects several new parks. Nathan Phillips Square, Dundas Square and David Pecaut Square are the city's main gathering places that are regularly used for activities like farmers markets and for city-wide and international events such as TIFF, Luminato and Fashion Week. Almost 75% of Downtown parks are small at less than 0.5 ha, typically considered to be 'parkettes'.

Since 2005, 14 new or expanded parks (23.1 hectares) have been built in the Downtown and several other parks have been secured but not yet built. The City has also been expanding the rich public space inventory Downtown through 'Privately Owned and Publicly Accessible Open Spaces' (POPS), leveraged through the development approvals process, with about 100 POPS in the Downtown today. Attachment 3 shows an illustration of all parks built and secured since 2005.

With Downtown's intensifying residential fabric, growing workforce and increasing number of visitors, there is a need to improve and expand the public realm. Doing so can be a challenge within a Downtown that has, and continues to experience, rapid intensification. Land prices are high and sites available for expanding parks and squares are limited. Narrow streets are under pressure to accommodate different users ranging from pedestrians and cyclists, to transit, automobiles and delivery vehicles. Bike parking, street furniture, sidewalk cafés and other places for people to stop and linger are increasingly competing with the growing volume of pedestrians. The health of street trees is often impacted by poor growing conditions and underground infrastructure. Meanwhile, it is neither possible nor desirable to build new roads or increase traffic capacity to deal with congestion.

The Parks and Public Realm Plan under the TOcore Study presents an opportunity to generate a bold and compelling vision for the parks system and public realm network that puts public life, place-making and active mobility at the forefront of long-term planning, ensuring a lasting legacy for future generations. Consideration of "Big Moves" by looking for parkland opportunities in unlikely spaces (e.g. under the Gardiner Expressway or utilizing the rail corridor) provides the chance for increasing the amount of parkland in unique ways.

This is an opportunity to look at the Downtown's public realm in a holistic way, within the context of its mature urban fabric. The process of developing the Parks and Public Realm Plan will be rooted in meaningful public engagement and will result in a long-term plan for Downtown's parks and public realm, with clear and tangible direction to leverage the existing great public places and spaces through development review and strategic capital improvements.

The priorities for the Phase 2 work for this Direction will include: the expansion and improvement of existing parks and public spaces and the acquisition of new parks; identifying connections between existing public realm elements; finding opportunities for continued place-making; continuing to provide wider sidewalks; surveying the public and key stakeholder groups on park provision, improvement and expansion opportunities; protecting and growing the urban forest; and reviewing the existing policy tools and supporting the city-wide parkland acquisition strategy.

Next Steps:

- 5A. Undertake a Public Life Study in the Downtown to understand people's needs and aspirations for public space and provide insight on how public life can be fostered through strategic investment in the public realm.
- 5B. Prepare a Park Provision Analysis to survey the public and determine ways to expand and improve parks in the Downtown.
- 5C. Inform and support planned place-making initiatives in the Downtown, such as King Street, John Street, Yonge Street, Cumberland Street and George Street among others.
- 5D. Support the advancement of the city-wide parkland acquisition strategy with information and analysis specific to the Downtown.

Enhancing Community Services and Facilities

Recommendation 6:

Develop a community services and facilities strategy for Downtown that is responsive to the needs of a growing and diverse population for recreation, child care, libraries, schools, human services and public health.

Co-Lead Divisions – City Planning, Parks, Forestry & Recreation, Toronto Public Health, Shelter Support & Housing, Children's Services, Toronto Employment & Social Services, Social Development, Finance & Administration, Real Estate Services and Financial Planning

The quality of life, health and well-being of Downtown residents, workers and students is linked to their access to community services and facilities (CS&F). A comprehensive social infrastructure – delivered not just by the system of government but also by a network of partner community agencies – is essential to fostering complete communities and needs to be planned to meet emerging needs stemming from population and employment growth.

Community facilities are publicly accessible, non-profit facilities and places where City divisions, school boards and community agencies deliver their programs and services. Community facilities act as focal points in neighbourhoods where residents can play, learn, work, seek employment and socialize. Within the Downtown there are:

- 10 libraries offering close to 2,500 programs to over 1.6 million annual visitors;
- 3 employment centres serving approximately 10,000 job seekers each year;
- 8 community centres, 4 run by the City, 3 of which are centres where programs are free, and 4 run by the Association of Community Centres (AOCCs);
- A variety of recreation assets including 5 indoor pools, 1 outdoor pool, 13 wading pools, 44 playgrounds, 5 community gardens, 2 arenas, 19 washroom buildings among many other facilities;
- 80 licensed child care centres with over 5,200 spaces serving children from infant to school age for both residents and workers; and
- 30 Toronto District School Board schools and 9 Toronto Catholic District School Board schools.

The agencies that are located Downtown provide services not only to the local Downtown population, but to vulnerable populations locally and citywide. The offices of many of the agencies are located Downtown due to the history of a large vulnerable population in the core, and the limited funding available to the establishment of offices in other locations. Therefore, ensuring the long-term viability of these agencies is essential for the provision of services citywide.

The Human Services sector in the Downtown provides a wide range of programs and services to diverse groups and plays a unique role servicing vulnerable populations. Organizations in the sector form part of a dynamic and complex service system addressing immigrant and newcomer supports, community health programs, housing and homelessness supports among many others. The sector is diverse ranging from small grassroots organizations to large multi-service charities with significant operating budgets. These organizations play a critical role in connecting residents with supports they need and help to build a culture of neighbourhood pride and engagement. The City has active partnerships and funding relationships with many organizations in the sector.

During Phase 1 of TOcore, an inter-divisional staff working group with the support of a consultant prepared a comprehensive inventory and profiles of the various CS&F sectors, along with a needs assessment that identified emerging priorities. This assessment benefited from consultation with more than 100 agencies, representing over 200 locations, as well as input from various city divisions and agencies.

This assessment and consultation informed directions for Phase 2 of TOcore. A key deliverable will be a CS&F Strategy that is responsive to the needs of a growing and diverse resident, worker and student population for recreation, child care, libraries, schools, human services and public health.

The priorities for the Phase 2 work in community services and facilities include the following:

- Community Centres – Renovating and improving facilities, securing new space, investigating locally responsive programming opportunities and exploring partnerships and/or collaboration for program delivery.
- Libraries – Retrofitting, rationalizing and improving existing facilities to accommodate increased program/service demands; and addressing need for more seating, study and meeting spaces.
- Child Care – Providing additional licensed, quality and affordable child care facilities in growing areas of Downtown and considering the needs of residents and workers.
- Schools – Exploring opportunities for partnerships with school boards (TDSB, TCDSB) to maximize school facilities for community use (e.g. community hubs).
- Human Services – Securing appropriate and affordable space for non-profit and public organizations to provide important programs/services, using innovative approaches such as partnerships, collaboration and sharing of space and resources.

These priorities will lead to a series of next steps contained within the following broad categories of opportunities: assessing opportunities to maximize the use of public assets for new and/or expanded community facilities; undertaking growth-oriented service planning for the various CS&F sectors; and the continuation of the CS&F consultation process.

Next Steps:

- 6A. Support the Moss Park Redevelopment Feasibility Study – a partnership between the City and The 519 to determine whether the redevelopment of Moss Park, the John Innis Community Centre (C.C.), the Moss Park Arena and surrounding sports fields and parklands is viable for the establishment of The 519 Sport and Recreation Facility.
- 6B. Undertake the Harrison Baths / University Settlement House Visioning Study – to explore the potential to co-locate a community recreation facility at the site to serve a number of diverse communities, including Kensington, Chinatown and Alexandra Park.
- 6C. Explore opportunities for future potential community hubs/shared locations for locally-based organizations and City operating divisions (e.g. Public Health, TESS) to run a wide range of programs and services. (e.g. Brant Street Public School).

- 6D. Explore opportunities for a new aquatic facility for the Waterfront West community – explore various opportunity sites, including a potential location adjacent to Harbourfront C.C., to respond to the increased demand for aquatic programs in the waterfront area, in coordination with the 20 Year Parks and Recreation Facilities Master Plan.
- 6E. Undertake a review of the current *Below Market Rent* program to ensure that the rents reflect a level that is affordable to the range of non-profit community based agencies.
- 6F. Identify a range of new and/or expanded licensed, quality and affordable child care facilities to serve projected population and employment growth.
- 6G. Work with TPL Board and assess future growth (e.g. 25 years) and identify the need for new and/or expanded library facilities.
- 6H. Initiate partnerships with key health care providers including the LHIN, University Health Network, CAMH and downtown hospitals to develop an overall strategy to provide for increased health care services to respond to growth pressures.
- 6I. Assess capital expansion needs of AOCCs to respond to future growth in the Downtown.
- 6J. Understand community service needs of people living and working Downtown, including provision for workplace child care and neighbourhood-based child care co-located with schools.
- 6K. Understand space needs for locally-based human service organizations that require to be close to their client groups, including shared space models (e.g. community hubs) and collaboration and/or clustering of specialized services (e.g. health, employment training, housing support).

Creating a Resilient Downtown

Recommendation 7:

Develop an energy strategy that addresses electricity demand, resilience to power outages and opportunities for local energy solutions.

Lead Division – Environment and Energy

Support Division – City Planning

A resilient energy infrastructure is critical to the growth, livability and economic vitality of the Downtown. The existing electricity infrastructure is under significant pressure with increased demand resulting from the rapid growth in the core and a constrained supply

scenario. The use of air conditioning during the summer heat, in particular, adds to the strain, especially during peak demand and is anticipated to get worse. "Toronto's Future Weather and Climate Driver Study", commissioned by the Environment and Energy Division in 2011, predicted a five-fold increase in the number of heat waves by the year 2040. Recent severe weather events coupled with power outages have raised concerns about the vulnerability of downtown residents, particularly those living in high rise buildings.

Investments in new energy infrastructure (such as the Portlands Energy Centre and Copeland Transformer Station), conservation and demand management programs and local distributed generation projects (such as solar panels and combined heat and power) have provided some relief. The Deep Lake Water Cooling system – the largest lake-source cooling system in the world connected to over 100 downtown buildings – has been particularly successful through its use of cold Lake Ontario water to cool Downtown office buildings and to make a significant contribution to the reduction of greenhouse gas emissions. The Toronto Green Standard (TGS) requirements for new development for improved energy performance above the Ontario Building Code (OBC) have also assisted. The new Official Plan environmental policies (to be considered by Council November 3 & 4, 2015) will also help with requirements to assess opportunities for energy conservation, resilience to power disruptions and small integrated energy solutions, including combined heat and power (co-generation), when undertaking new secondary plans and studies; and the requirement of an Energy Strategy as part of a complete application for large developments.

Regional electricity planning is undertaken on an iterative basis by the Independent Electricity System Operator (IESO) in collaboration with Toronto Hydro. Known as the Integrated Regional Resource Plan (IRRP), it addresses the electricity needs of the central Toronto area including the Downtown (with a separate planning exercise for northern geographies within the Toronto region). In April 2015, IESO released an updated IRRP, following a process of consultation which included participation by the TOcore Energy Working Group (City Planning Division, Environment and Energy Division). This new IRRP identifies investments for immediate implementation necessary to meet near and medium-term needs. It estimates that, in the longer-term, Central Toronto's electricity system is expected to reach its capacity to supply growth at the two major transformer stations and at key transmission facilities supplying the area that includes the Downtown as early as the mid-2020s. During Phase 2 of TOcore, the City will continue to engage in the IRRP process and will contribute revised population and employment growth projections to this electricity planning exercise. IESO has indicated that it may choose to trigger the next regional planning cycle (schedule for 2020) early if needed.

Next Steps:

- 7A. Prepare guidelines for back-up power in Multi-Unit Residential Building (MURB)
 - This would occur through a roundtable process with EMS, Fire, Police, Buildings, Planning, Public Health and Office of Emergency Management. The

intent is to encourage private sector engagement in developing response plans to keep people in their units during emergency events, to avoid straining public resources when people are displaced. As part of this process, identify potential recommendations to the OBC review and potential changes to the TGS.

- 7B. Establish a framework for thermal network implementation – A clear implementation framework, outlining stakeholder roles/responsibilities, is needed as thermal networks are currently unregulated and implementation is challenged by multiple land owners and providers.
- 7C. Contribute to the Central Toronto Integrated Regional Resource Plan (IRRP) process – continue to collaborate in the IRRP process, together with Toronto Hydro, by providing more detailed population and employment growth projections, as input to planning for electricity supply for central Toronto, including Downtown.

Ensuring Capacity in the Pipe

Recommendation 8:

Undertake a water infrastructure assessment informed by ongoing Environmental Assessments, growth estimates and current capital budget priorities.

Lead Division – Toronto Water

Toronto Water is responsible for the operation and maintenance of the City's water-related infrastructure, including but not limited to sewer, watermain and stormwater management systems. Toronto Water's main focus is on the state-of-good-repair of existing infrastructure and to support infrastructure expansion that accommodates future population growth, when opportunities and needs arise. Factors such as hydraulic performance and material life span of each type of infrastructure are considered as part of this work.

Currently, Toronto Water is implementing a multi-year capital works program to ensure that existing infrastructure, including 294 kilometres of watermain and 428 kilometres of sewers, can maintain their design function through state-of-good repair. This program is able to include improvements to the infrastructure to provide additional capacity for proposed development projects as applications are made.

In the past, Toronto's water infrastructure has been able to accommodate population growth in areas where industries moved out, such as King-Spadina and King-Parliament. As new neighbourhoods have been created, along the Waterfront and in the former Railway Lands, Toronto has successfully built new water infrastructure. However, capacity constraints in existing infrastructure are now becoming evident given the faster than anticipated residential and employment growth. It is likely that there will be a need to implement infrastructure expansion to accommodate the anticipated potential residential and employment populations. In addition to residential and employment

growth, other factors such as the increase in the frequency of major storm events add pressure to the capacity of sewer infrastructure.

Next Steps:

- 8A. Initiate the consolidation and update of existing sewer hydraulic models. The consolidation and update of existing models is planned to be completed before the end of this year. Once this work is completed, an updated model will be used to evaluate the performance of the sewer system that is in place in the TOcore area, using different land use conditions. Results of the evaluation will help to plan for infrastructure that can accommodate anticipated population and employment growth in the Downtown.
- 8B. Sewer - The *Waterfront Sanitary Servicing Master Plan (WSSMP) Update* will confirm an overall infrastructure solution to accommodate sanitary sewage flows from new development along the downtown waterfront. The Update, planned to be completed by the end 2015, is based on a previous environmental assessment completed in 2012. To date, a number of technical memorandums have been issued by the consultant and are under various stages of review by staff. The memorandums provide the necessary technical background information that will be used to establish a rationale that supports confirmation of an overall infrastructure solution.
- 8C. Watermain - The *Water Distribution Study for Pressure Districts 1, 1W and 2*, will update an existing watermain hydraulic model. This will allow Toronto Water to evaluate the performance of the watermain system in-place in the TOcore area, using different land use conditions. To date, enabling works for the field testing program for the water distribution study have been completed and will allow for flow and pressure monitoring of the system to commence for the rest of this summer. Results from the field testing program will be used to calibrate the model this fall, in preparation to evaluate the performance of the watermain system.
- 8D. Stormwater - Stormwater management in the City is directed by the Wet Weather Flow Master Plan (WWFMP) and its associated policies and guidelines. General policy in support of the WWFMP was completed in 2003 and provides a high-level description of goals and objective for the management of stormwater in the City. The policy set the stage for the creation of the Wet Weather Flow Management Guidelines (WWFMG) which were completed in 2006 and provides more detailed and technical requirements for the management of stormwater. As a result, new development is required to minimize any adverse impacts to the quality and quantity of stormwater runoff through the use of on-site source controls. Implementation of the WWFMG is ongoing. An update of the WWFMG is currently underway. A draft has been circulated for feedback from City staff having interest. Once comments received are addressed, there are plans to roll-out an updated WWFMG in 2016.

- 8E. Groundwater - One emerging issue involves the pumped discharge of groundwater from development into City sewers. This is having a noticeable impact on the capacity of Toronto Water infrastructure located downstream of discharge. A review of procedures and regulations (e.g. Municipal Code Chapter 681 - Sewers) related to the discharge of groundwater is currently underway and this includes consultation with affected stakeholders. The outcome of the review will likely include updates to the procedures and regulations and will have an impact on development.
- 8F. Basement Flooding – The extent of the basement flooding protection program has been expanded across the entire City. Capacity studies and the implementation of drainage system upgrades under this program are being completed on a priority basis. Studies to cover the downtown area are envisioned to be completed after the TOcore project is completed. With the expansion of the Basement Flooding Protection Program city wide, an enhanced level of service requirement has been adopted and requires consideration for the construction of all new drainage infrastructure. Specifically, City Council has adopted a level of service standard requiring that all storm drainage systems (the combination of minor and major systems) be capable of accommodating runoff during a 100-year storm event, and that all sanitary drainage systems be capable of accommodating contributions from the May 12, 2000 design storm event. Combined sewer drainage systems, as they collect stormwater runoff, are also expected to meet the 100-year storm event standard.

OTHER MATTERS

Growth Analysis Update

Residential and Non-Residential Update

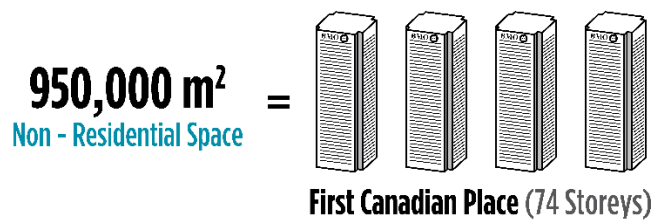
The TOcore staff report from May 2014 was accompanied by a background report entitled "Trends, Issues, Intensification: Downtown Toronto." It provided a comprehensive collection of data related to the TOcore area and the Study's various building blocks. Much of the data in the 2014 background report was based on May 2011 data, the last Census date. Staff have since analyzed buildings completed and occupied during the period since the last Census, between May 2011 and June 2015, to estimate the current residential population of Downtown and to determine the amount of gross floor area of both residential and non-residential space.

The Downtown population in May of 2011 was 199,495 people. Since then, 26,220 residential units have been completed Downtown which includes over 2,000,000 square metres of residential space. Using a person-per-unit (PPU) multiplier ranging from 1.60 PPU (the average for an apartment in a building of 5 or more storeys) to 1.71 PPU (the average for Downtown in 2011), the completed units have the potential to represent an additional population living Downtown ranging between just over 40,000 to just under

45,000 persons. This is the equivalent of bringing the entire population of Charlottetown into Downtown Toronto over the past 4 years. This translates to a potential Downtown population of 240,000 to 245,000, which is larger than the population of Saskatoon and represents a potential population growth of over 20% in just 4 years. An up-to-date population of Downtown will be confirmed with the 2016 Census results which should be available in 2018.

The amount of non-residential space has also increased Downtown since May of 2011. Since then, 950,000 square metres of non-residential space has been completed Downtown. This is the equivalent of 4 First Canadian Place towers.

Non-Residential space increase



Analysis of the Development Pipeline

Staff have prepared an analysis of the 'pipeline' – projects represented by development applications submitted but not yet approved, those which are approved and projects under construction – which totals 76,687 residential units as of June 30, 2015. Using the same assumptions on persons per unit as outlined above and assuming all proposed units are built and occupied, this translates to a potential additional population of between 122,000 and 131,000. This represents a potential population growth of 61%-65% over the population reported by the 2011 Census. It is important to note that this potential population is dependent on a number of factors such as whether or not applications are amended or approved, the absorption rate of units and macroeconomic variables such as interest rates.

Downtown Population as of May 2011		
Downtown Population (2011 Census)		199,495
Potential Current Population to June 30, 2015		
	# of Units	Population (*Note – all population numbers are based on a PPU of 1.6-1.7)
# of units completed between May 2011 and June 2015	26,220	40,000 - 45,000

Total Potential Downtown Population		240,000 - 245,000
Downtown Development Pipeline (as of June 30, 2015)		
	# of Units	Potential Population
Planning applications submitted	31,554 (*Note – this number of units are proposed only, not approved)	50,000 – 54,000
Building permit applications received or building permits issued	28,812	46,000 – 49,000
Projects under construction	16,321	26,000 – 28,000
Total Pipeline	76,687	122,000 – 131,000
Total Potential Downtown Population		
		362,000 – 376,000

Where is growth going?

As part of an early analysis of growth in the Downtown, staff mapped planning applications to see where development was occurring (Attachment 4). A distinct pattern is evident. Development is primarily occurring in the form of an inverted "T", with numerous applications in the King/Spadina and King/Parliament *Regeneration Areas* and within the *Mixed Use Areas* located through the centre of Downtown, in the Railway Lands and along the Yonge, Bay, Church and Jarvis corridors, as well as the area around Yonge/Bloor and in Yorkville. The *Neighbourhoods* and *Apartment Neighbourhoods* land use areas within the Downtown have seen very few applications indicating that existing Official Plan policies are limiting growth in those areas as intended. In fact, tracking of development applications has shown that approximately 90% of the applications Downtown are located in the areas targeted for growth by the Official Plan – within *Mixed Use* and *Regeneration Areas*. The master planned developments along the waterfront also fit into this locational pattern of potential growth.

Population Projections

The City Planning Division is in the process of completing an update to citywide population projections to 2041 for the City as part of the Municipal Comprehensive Review. These projections will be publically available in late 2015 or early 2016 and their application to Downtown infrastructure analysis and strategy development will form an important part of Phase 2 of TOcore.

Stakeholder Consultation and Public Engagement

Stakeholder consultation and public engagement for TOcore is intended to reach all who live, work, learn in, play and visit Downtown. The engagement strategy for Phase I was

multifaceted, including community consultation meetings, Planners in Public Spaces (PiPS) events, stakeholder and specialized consultations and online through the Study's website at www.toronto.ca/tocore. A total of almost 15,000 people have been engaged at 41 events and through the Study website. A summary of the consultation and engagement that has occurred to date can be found at Attachment 5 and summaries of all the events can be found on the Study website.

Public engagement and stakeholder consultation will be on-going for the duration of the Study. An engagement consultant has been hired to develop both a communication strategy and an engagement strategy for the project as a whole. Additional specialized consultations on individual Study directions are planned for Phase II. PiPS will also extend into the fall (2015) and winter (2016) months and are planned to be indoors, in places such as the PATH, libraries and community centres.

Vulnerable Populations

Important to any planning study is the need to look at issues through the equity lens. Among other challenges, is the provision of services in locations close to where vulnerable populations live or work. As such, TOcore will assess where the services are lacking as well as identify strategies for the provision of such services. This assessment will include engagement with vulnerable populations living and using services within the Downtown including the significant aboriginal population.

The CS&F Inter-divisional Working Group, including staff from Shelter Support & Housing Administration and Toronto Employment & Social Services determined that vulnerability is contextual and will depend on circumstances, environment and resources. Key factors leading to vulnerability include: poverty, structural inequalities, social networks/supports, personal limitation and physical location. A large part of this work is related to the CS&F work which is described in the section above as well as the citywide initiatives that are underway.

There are currently a number of aligned initiatives that are addressing the needs of vulnerable persons in the Downtown including the Toronto Strong Neighbourhoods Strategy 2020, Toronto Poverty Reduction Strategy and Working as One: A Workforce Strategy for Toronto. For Affordable Housing, this includes: OP large site review, TCH Revitalization, Mayor's "Open Door" Affordable Housing Program, Rooming House Review, George Street Revitalization and the 519 Church CRC Expansion. These broader initiatives will have the most significant outcomes for the Downtown's vulnerable populations. The work from TOcore will be provided to the lead staff of each initiative to ensure coordination.

Housing

The Official Plan seeks to achieve a full range of housing by form, tenure and affordability within neighbourhoods and across the City. There is strong policy support for the protection of rental housing and encouraging new affordable rental and ownership housing. The achievement of a range and mix of housing within all of the City's

neighbourhoods is critical to creating complete communities and providing opportunities for people to live their lives in their chosen neighbourhood.

The City has been successful in securing and preserving affordably priced rental units which is important given that almost half of the City's households are renters. The City has been less successful in encouraging and achieving new affordable housing. To address this, City Planning is engaged in a number of initiatives to review components of the Official Plan's housing policies and collaborate with other Divisions including the Mayor's Open Door Initiative.

A new definition of Affordable Ownership is proposed that would be more consistent with housing market and income definitions, compared to the existing definition which is based on average market rents. The intent of the revisions is to facilitate some renter households to enter into the ownership market and, in so doing, to make available some existing rental housing for households whose income precludes entry into the ownership market. The large sites policy review is examining the impact of modifying the policy so that it is directed at large scale development in terms of intensity rather than land area which is more characteristic of land parcels and current development trends across the City. The Mayor's Open Door is an inter-divisional initiative taking a multi-pronged approach to implement actions that would encourage the development of new affordable housing.

Collectively, the initiatives underway in City Planning and other City Divisions seek opportunities and initiatives to improve the creation of new affordable housing. A citywide approach to the policy and program framework for affordable housing is necessary to ensure the provision of a range of housing in all neighbourhoods across the City. Within the Secondary Plan there may be policy recommendations associated with Downtown specific housing challenges.

Publically Owned Land

Recommendation 9:

Compile an inventory (using information made available to the City) of all city, provincial and federally owned properties in Downtown Toronto, including those owned by all Agencies, Boards and Commissions of the City.

Lead Division – Real Estate Services

One of the objectives of TOcore is to improve and expand the public realm Downtown. One of the challenges in achieving this objective is the high cost of land Downtown. One strategy being explored by the Study team is to expand the public realm by maximizing the use of land that is already publically-owned. A key input into this analysis is an up-to-date inventory and map that shows the location of all publically-owned land. Once Real Estate Services has provided a list of addresses for all publically owned parcels of land,

City Planning can map the parcels and begin the analysis. This will be one of the inputs into the development of the Parks and Public Realm Plan.

MOVING FORWARD

Study Phase 2 Commencing

With the completion of the first "Taking Stock" phase of TOcore, the Study will be transitioning into Phase 2, "Planning and Analysis." In this phase, City Staff will move forward on the Next Steps as described in this report and begin to draft strategies and policies as outlined in the Recommendations. Public engagement and consultation will continue in Phase 2 through a variety of events and meetings that are in line with the engagement strategy to be prepared by the engagement consultant.

In the third and final phase, the draft plans and policies will be finalized. New and amended policies and infrastructure strategies will be brought forward in early 2017. The statutory public meeting for final policies and strategies is intended for mid-2017.

Aligned Initiatives

TOcore is an initiative that is operating at the scale of the entire Downtown. This mid-level scale places TOcore between city-wide initiatives and projects (such as the Recreation Facilities Master Plan or the Bikeway Network) and local, neighbourhood based studies and projects (such as the King-Spadina Secondary Plan Review and the George Street Revitalization project). TOcore will be both informed by, and will inform, the aligned city-wide and local area studies as Phase 2 begins.

TOcore is the framework that unites all the proactive measures underway, including recent and current policy changes and initiatives. This report has offered a series of Recommendations and Next Steps that both support current aligned initiatives and identified new actions. All divisions continue to ensure that capital projects within the TOcore Study area are being implemented in ways that align with the goals and objectives of TOcore. These include many of the streetscape improvements and street reconstructions led by Transportation Services, the John Innis feasibility study led by Social Development, Finance & Administration as well as park improvements such as Grange or Berczy parks.

A list of key Aligned Initiatives can be found at Attachment 6.

Financial Strategies

Recommendation 10: Convene a Financial Strategy Reference Group to develop the financial strategies that will be part of the infrastructure strategies.

Lead Division – City Planning

Support Divisions – Financial Planning, Corporate Finance, Parks, Forestry & Recreation, Children's Services, Toronto Water, Social Development, Finance & Administration and Real Estate

The Growth Plan for the Greater Golden Horseshoe guides infrastructure planning and strategic investment decisions to support and accommodate forecasted population and economic growth. Its policies require that infrastructure planning, land use planning and infrastructure investment be co-ordinated to implement the plan.

Strategic Action #26 of the City of Toronto Strategic Actions 2013-2018 calls for an integrated City-wide approach to finance the city's growth, ensuring alignment with the City's Official Plan and Long-Term Fiscal Plan. It speaks to the need to ensure City infrastructure requirements, social development and other City objectives are considered at the outset of growth initiatives. And it talks about the imperative to align financial policy and tools, including development charges, to address infrastructure needs.

Linking planning and growth management to infrastructure provision is a core objective of TOcore. The infrastructure strategies being developed under the project will point to both state of good repair and new strategic infrastructure investments, both physical and social, required to service existing and project future population and employment in the core. Each infrastructure strategy will need to develop order of magnitude costs and required phasing and will provide recommendations on a funding strategy. Overall the Study is about providing a framework for improved service planning that considers the trajectory of growth and the location and magnitude of future development.

With the support of the Corporate Finance and Financial Planning divisions, Phase 2 will see the establishment of a financial strategy reference group that consists of the capital planning personnel from each of the 14 Divisions participating in the project.

Parkland Dedication and Acquisition

Recommendation 11:

Prioritize parkland acquisition opportunities and continue to secure parkland dedication on all appropriate sites through the development review process, within the Downtown.

Lead Division – Parks, Forestry & Recreation

Support Division – City Planning

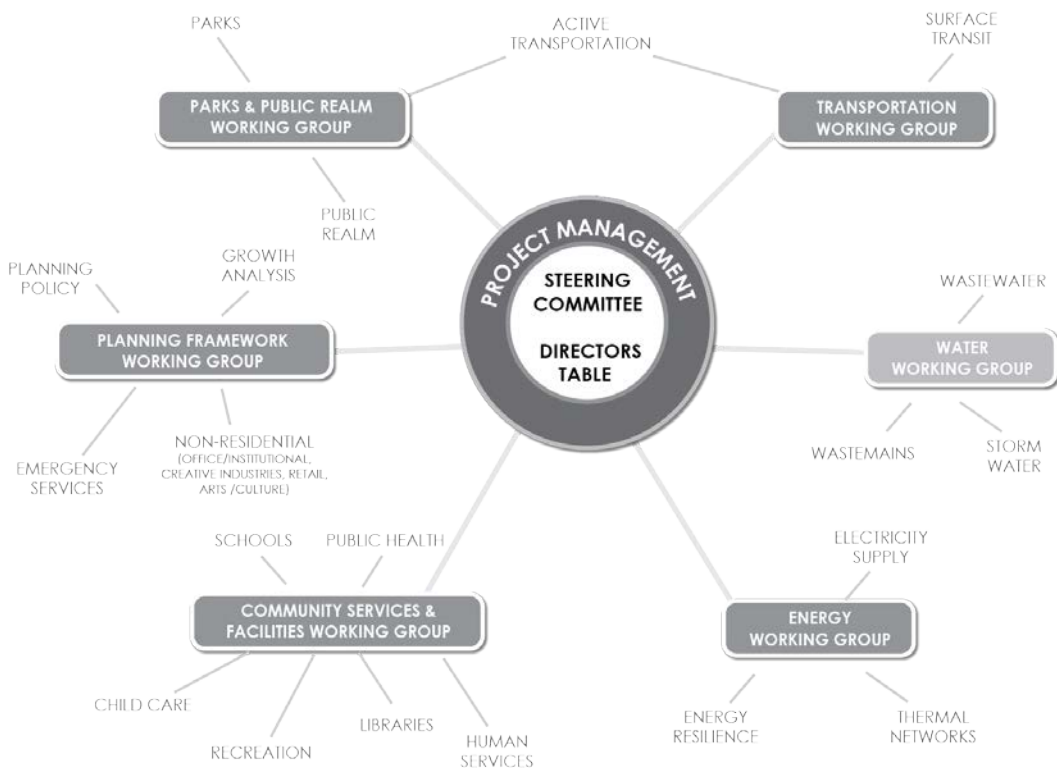
As Torontonians increasingly live closer together, parks and the public realm becomes more important as the outdoor living room of the City. Many Downtown parks and open

spaces are more intensely used than those elsewhere in the city due to higher densities of residents, workers and visitors. Through Section 42 of the *Planning Act*, the City can require parkland dedication (on site) through any Zoning By-law Amendment application if staff believe that the resultant dedication is appropriate. By securing parkland through development the City has the ability to add to the parks and public realm network. This network will be clearly defined through the development of the Parks and Public Realm Plan (Recommendation #5). When a parkland dedication on-site is not appropriate the City collects cash-in-lieu which can be used to purchase parkland accessible to the area in which the development is located. Staff will continue to actively pursue opportunities to acquire parkland Downtown using the funds that have been secured through parkland cash-in-lieu payments.

Inter-Divisional and Inter-Agency Collaboration and Accountability

TOcore is an inter-divisional project led by City Planning that has seen collaboration to date among 14 Divisions (see Attachment 1) and 7 supporting partners including Toronto District School Board, Toronto Catholic District School Board, Toronto Public Library, Toronto Parking Authority, Toronto Transit Commission, Toronto Fire Services and Toronto Paramedic Services.

A governance structure to support the Study has been developed and is depicted in the diagram below. A Steering Committee, Directors Table and a series of Working Groups (all inter-divisional) each have set responsibilities to advance the Study's objectives.



The project's ongoing success is based on senior-level leadership to sustain the required inter-divisional collaboration, commitment of resourcing and staffing to working groups and coordination of the TOcore work program with the aligned initiatives of various Divisions. The responsibility for successful implementation is shared between all the involved City Divisions.

CONCLUSION

The direction and scope of work for Phase 2 of TOcore is summarized by the Recommendations and Next Steps outlined in this report. A Secondary Plan for Downtown and associated infrastructure strategies will better link continued growth with the provision of physical and social infrastructure to ensure that Downtown remains a great place to live, work, learn, play and invest. Inter-divisional collaboration, established through Phase 1, will continue through Phase 2 to ensure a successful outcome of the Study.

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ATTACHMENTS

Attachment 1: Phase 2 Implementation Matrix
Attachment 2: Standards for Tower Separation Consultation
Attachment 3: Illustration of all parks built and secured since 2005

Attachment 4: Map of development applications Downtown
Attachment 5: Stakeholder Consultation and Public Engagement Summary
Attachment 6: List of Key Aligned Initiatives

Attachment 1: Phase 2 Implementation Matrix

Legend O Lead Division X Support Division		City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
Recommendation 1 Develop a Secondary Plan for Downtown		O	X		X		X								
1A	Develop a 3-D model of Downtown.	O													
1B	Strengthen existing and develop new Land Use Official Plan Policies.	O					X								
1C	Strengthen existing and develop new Built Form Official Plan Policies.	O													
1D	Strengthen existing and develop new Quality of Life Official Plan Policies.	O	X				X								
1E	Integrate physical and social infrastructure priorities into the Secondary Plan.	O													
1F	Provide population growth projections and related growth analysis data to Toronto Fire and Toronto Paramedic Services to support service planning in the Downtown.	O													
Recommendation 2 Prepare an OPA and/or ZBA on Tower Separation		O													

Legend O Lead Division X Support Division		City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
Recommendation 3 Develop an office, institutional and creative industries strategy for Downtown		O					O								
3A	Analyze commercial growth potential in the Downtown and adjacent areas (Liberty Village, Port Lands, Unilever site and South of Eastern) including a breakdown by office typology and location under various scenarios.	O					X								
3B	Undertake a focused creative sector growth analysis and strategy.	X					O								
3C	Review the expansion needs, opportunities and barriers facing Downtown institutions.	O					X								
3D	Engage with relevant stakeholders to explore sector-specific strategies for film, music and tourism.						O								
3E	Review Priority Retail Street zoning by-law provisions and large-format exempt areas.	O					X								
3F	Explore the potential to create a best practices manual on retail design (in collaboration with BILD and TABIA).	X					O								

Legend O Lead Division X Support Division		City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
Recommendation 4 Develop a transportation strategy that supports the Parks and Public Realm Plan that prioritizes walking, cycling, surface transit and essential access and identifies networks and other improvements to address movement, connectivity and accessibility for the growing number of people living, working and visiting Downtown.		O	O		X		X								
4A	Undertake the King Street Visioning Study – ideas for surface transit priority, active movement and placemaking.	O	X		X										
4B	Continue streetcar operational improvements.		O												
4C	Coordinate with Cycling Infrastructure and Programs Unit on integrating bicycle network priorities and address gaps in bicycle accessibility.	X	O												
4D	Coordinate with the Pedestrian Projects Team to make a more walkable Downtown with a focus on pedestrian safety, comfort, accessibility and connectivity.	X	O												
4E	Analyze the need for an upgraded north-south surface transit route on the fast-growing east side of Downtown (e. g. Parliament Street).	O	X												

Legend O Lead Division X Support Division		City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
4F	Explore improvement to express bus route from east of the Don River (around Danforth Avenue) into Downtown, as an interim relief measure.	O	X												
4G	Coordinate with Curbside Management Team on traffic management, parking and loading issues.	X	O				X								
Recommendation 5 Develop a Parks and Public Realm Plan for Downtown to improve the quality and connectivity of public spaces, and identify parkland improvement and acquisition priorities within an intensifying core.		O	X		O		X								
5A	Undertake a Public Life Study.	O	X		O										
5B	Assess Park Provision in the Downtown (aligned to city-wide parks acquisition process).				O										
5C	Inform and support placemaking initiatives such as Cumberland Street and King, John, Yonge and George Streets.	O	X		X		X								
5D	Support the advancement of the city-wide parkland acquisition strategy.	X			O										

Legend O Lead Division X Support Division		City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
Recommendation 6 Develop a community services and facilities strategy for Downtown Toronto that is responsive to the needs of a growing and diverse population for recreation, child care, libraries, schools, human services and public realm.		O			O	O		O	O	O	O		X	X	
6A	Moss Park Redevelopment Feasibility Study.	X			O	X		X	X	X	O			X	
6B	Harrison Baths/University Settlement House Visioning Study	O			O	X			O	X	O			X	
6C	Explore opportunities for future potential community hubs/shared locations for locally-based organizations and City operating divisions to run a wide range of programs and services (e.g. Brant St Public School).	O			O	X			X	X	O				
6D	Explore opportunities for a new aquatic facility for the Waterfront West community.	X			O										
6E	Undertake a review of the current Below Market Rent program.	X									O			X	
6F	Identify a range of new and/or expanded child care facilities to service projected population and employment growth.	X							O						

Legend O Lead Division X Support Division		City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
6G	Work with TPL Board and assess future growth (e. g. 25 years) and identify the need for new and/or expanded library facilities.	O													
6H	Initiate partnerships with key health care providers, including the LHINs to develop an overall strategy to provide for increased health care services to respond to growth pressures.					O									
6I	Assess capital expansion needs of AOCCs to respond to future growth in the Downtown.	X			O						O			X	
6J	Understand the community services needs of people living and working Downtown.	O			O	O		O	O	O	O				
6K	Understand space needs for locally-based human service organizations that require to be close to their client groups including shared space models and collaboration and/or clustering of specialized services.	X				X		X	X	X	O			X	

Legend O Lead Division X Support Division		City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
Recommendation 7 Develop an energy strategy that addresses electricity demand, resilience to power outages and opportunities for local energy solutions.		X										O			
7A	Prepare MURB backup power guidelines in collaboration with EMS, Fire, Police, OEM, Public Health and Building Services (aligned with Resilient City Initiative).	X										O			
7B	Establish a framework for thermal network implementation, outlining stakeholder roles & responsibilities.	X										O			
7C	Collaborate with Toronto Hydro and the IRRP by providing more detailed population and employment projections.	X										O			

Legend O Lead Division X Support Division		City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
Recommendation 8 Undertake a water infrastructure assessment informed by ongoing Environmental Assessments, growth estimates and current capital budget priorities.				O											
8A	Update the existing sewer hydraulic model.			O											
8B	Finalize the WSSMP Update.			O											
8C	Update the existing watermain hydraulic model for Districts 1, 1W and 2.			O											
8D	Update the WWFMG.			O											
8E	Update policies and procedures regarding the discharge of groundwater from development sites into city sewers.			O											
8F	Assess the priority for the Basement Flooding Program to be applied to the Downtown.			O											

Legend O Lead Division X Support Division	City Planning	Transportation Services	Toronto Water	Parks, Forestry and Recreation	Toronto Public Health	Economic development and Culture	Shelter Support and Housing	Children's Services	Toronto Employment and Social Services	Social Development, Finance and Administration	Environmental and Energy	Financial Planning	Real Estate Services	Corporate Finance
Recommendation 9 Compile an inventory of all city, provincial and federally owned properties in Downtown Toronto, including those owned by the Agencies, Boards and Commissions of the City.	X												O	
Recommendation 10 Convene a Financial Strategy Reference Group to develop the financial strategies that will be part of the infrastructure strategies.	O	X	X	X				X		X		O		O
Recommendation 11 Prioritize parkland acquisition opportunities and continue to secure parkland dedication on all appropriate sites through the development review process, within the Downtown.	X			O										

Attachment 2: Proposed Criteria for Tower Separation Consultation

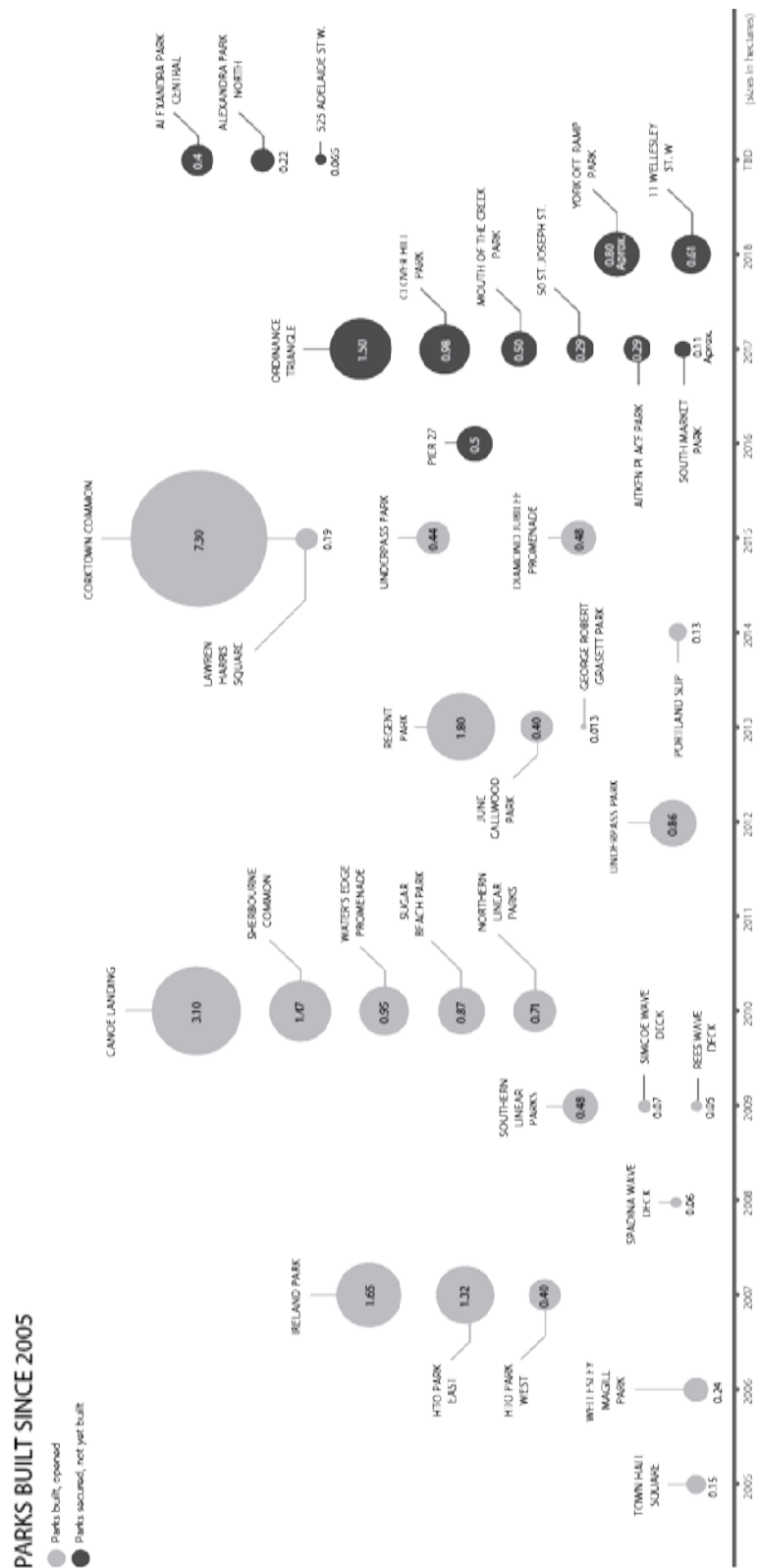
Stakeholder and public consultation on tower separation distances will be based on the following proposed criteria, taken from the "Tall Building Design Guidelines" (May 2013):

1. Setback tall building towers 12.5 metres or greater from the side and rear property lines or centre line of an abutting lane.
2. Provide separation distance between towers on the same site of 25 metres or greater, measured from the exterior wall of the buildings.
3. On small sites, apply the recommended minimum tower setbacks and stepbacks to determine the resultant floor plate size and feasibility of the site dimensions to accommodate a tall building.

In addition, the following criteria will be considered:

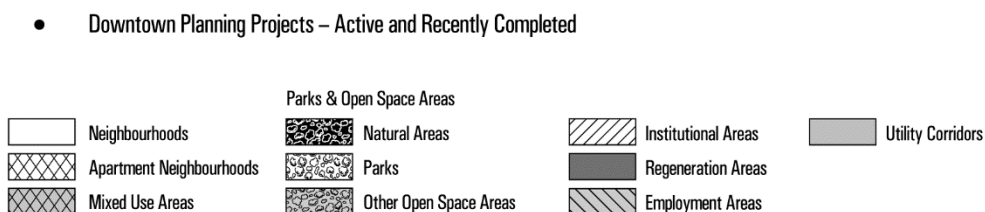
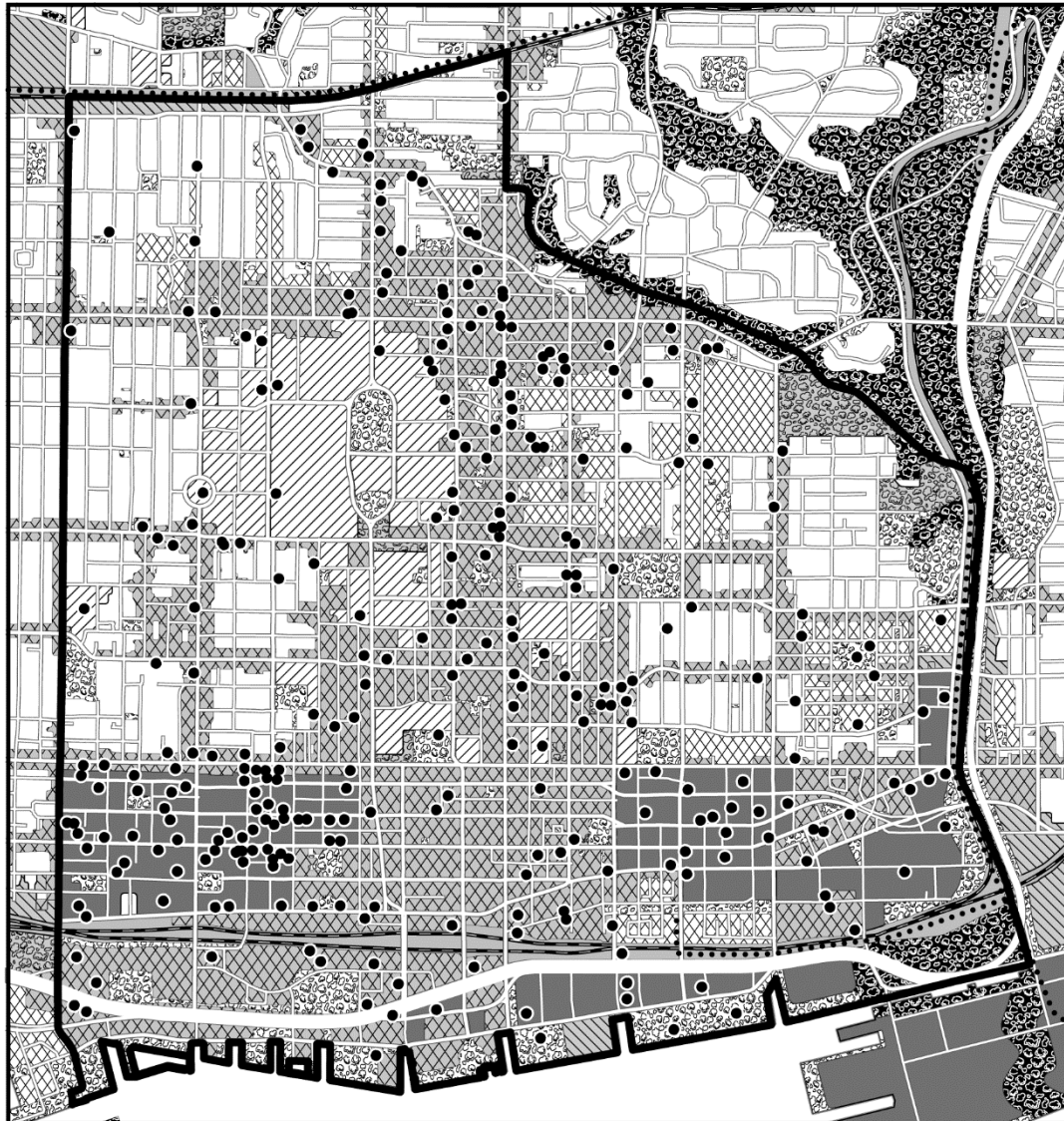
1. A greater separation distance than 25 metres between towers, and/or 12.5 metres from the side and rear property lines, for super tall towers.
2. The use of a tower area ratio on a block or land area basis.
3. The appropriate height at which the setbacks and tower separation distances are required.
4. Site area and location attributes.

Attachment 3: Illustration of all parks built and secured since 2005



Attachment 4: Downtown Planning Projects – Active and Recently Completed

Map shows Planning Projects submitted between January 1, 2010 and June 30, 2015 or submitted prior to January 1, 2010 and active between 2010 and 2015 but not yet built and Planning Projects ready for occupancy and completed between May 1, 2011 and June 30, 2011.



Source: Toronto IBMS/LUISII, June 2015

Attachment 5: Stakeholder Consultation and Public Engagement Summary

Community Consultation Meetings

Community consultation meetings were held in each downtown ward (Wards 20, 27 and 28). Twenty-two information panels showing the challenges and opportunities of each of the TOcore's eight Study goals were displayed. These panels can be found on the Study website.

Each consultation started with an open house followed by a City Staff presentation on the overview of the TOcore Study. Following the presentation and a question and answer session, the public was encouraged to visit each of the panel stations to provide their views on the TOcore Study goals in writing, as well as through conversations with City Staff from 6 collaborating divisions (City Planning; Parks, Forestry & Recreation; Transportation Services; Economic Development & Culture; Toronto Water; and Environment and Energy Division).

Altogether, the meetings were attended by approximately 120 people, including residents and workers in the Downtown and those who visit Downtown. The issues raised included:

- Build more combined community services facilities with a mix of services (library, recreation and childcare in one building);
- Widen sidewalks for growing populations and use green corridors to connect green spaces;
- Need for more dedicated streetcar and bus lanes and close streets to vehicles and open them up for pedestrians during specific hours;
- Include policies in the Official Plan which specifically address the capacity in infrastructure;
- Build affordable spaces for arts and culture, and retail;
- Improve tree canopy and layer in smaller parks through new development;
- Preserve and enhance laneway system for pedestrians;
- New development should contribute to transit infrastructure;
- Build services and facilities which meet the needs of families in the Downtown; and
- Include policies that address issues around a changing climate, such as reducing the risk of flooding.

Additional feedback, comments and concerns raised by the public can be found in the community consultation summary report. This summary report can be viewed online at the TOcore website (www.toronto.ca/tocore) under the "Events & Meetings" tab.

Planners in Public Spaces Events

From July to September, City Staff hosted 9 Planners in Public Spaces (PiPS) events. This public engagement initiative for TOcore provided opportunities for the public to

engage with planners, one-on-one, in their communities, on issues that affect the Downtown. Altogether from the 9 PiPS, City Staff, including staff from City Planning and Parks, Forestry & Recreation, engaged with approximately 950 people, including residents and workers of the Downtown and those who visit the Downtown.

The issues raised by those engaged included:

- Build more landscaped parks as opposed to hardscaped parks;
- Plan for and build safer and more connected bike lanes across the Downtown and coming into and out of the Downtown;
- Lack of family-sized units and family-oriented services and facilities (childcare, playgrounds, recreation, etc.);
- Lack of comfortable and animated open spaces for workers;
- Downtown is becoming unaffordable for students and low income residents;
- Units in condominium buildings are too small;
- Lack of space for small businesses in the creative industry;
- Density and growth is positive for the Downtown, but not without more transit;
- Build more midrise development;
- Connect resiliency with street trees, groundwater, and water pipes;
- Need to be thinking about and planning for aging populations;
- Lack of accessibility on streets and in shopping;
- Open spaces should include sports fields;
- Construction of condos is not properly coordinated or managed;
- Close down certain streets during the summer and provide spaces for people to sit and relax and enjoy something to eat;
- Build more light-rail transit in the Downtown;
- Streetcars are not frequent enough to satisfy demand;
- Need more recreational facilities which can be shared with other community facilities;
- Sidewalks should be widened and include more street furniture, such as benches;
- Permit more laneway housing;
- Expand the PATH system north and south;
- Plan for more shared streets and for more pedestrian-oriented places like Kensington Market; and

All feedback was collected and produced in a summary report. This summary report can be viewed online at the TOcore website (www.toronto.ca/tocore) under the "Events & Meetings" tab. We will continue to update these reports with new feedback.

Stakeholder Consultation

Stakeholder consultations were held in the early stages of TOcore to introduce the Study and begin building awareness and obtaining initial feedback on the direction, scope and phasing of the Study. These stakeholder consultations included:

- Building Industry and Land Development Association of the Greater Toronto Area;
- Resident's Associations in the Downtown wards (20, 27, and 28);
- The Business Improvement Areas in the Downtown wards (20, 27, and 28), including but not limited to the Financial District BIA; Downtown Yonge BIA; Toronto Entertainment District BIA; St. Lawrence Market BIA; Bloor-Yorkville BIA; Waterfront BIA;
- Waterfront Toronto; and
- Ports Toronto.

TOcore Website

TOcore has its own web pages on the City of Toronto website. This site has been a portal for visitors to learn about the different Study goals, be informed of events and meetings that are upcoming or have been completed and download reports, meeting minutes, display boards and notices. Visitors can also subscribe to the listserv to receive the latest information and updates. From its launch date to October 22, 2015, the website has been visited a total number of 16,034 times.

Specialized Consultations in Community Services and Facilities

Specialized consultations were held for community services and facilities. These consultations included eight focus group meetings, five key informant interviews and two stakeholder roundtables that reached over 200 human service agencies located in the Downtown. City Staff met with internal divisions involved in community services and facilities as well as external agencies such as Toronto Hostels, Toronto Public Library, the Toronto District School Board, the Toronto Catholic District School Board, non-profit organizations, recreation and youth recreations groups, and health care services groups.

In addition to the specialized consultations on retail and community services and facilities, a York University student project for the completion of a Master's Degree in Environmental Studies (Planning) reported out on how child friendly Downtown Toronto is according to children from the ages of 6 to 14. The study engaged with 81 children from Rose Avenue Child Care, Lord Dufferin Community Daycare, St. Michael's Catholic School and the University of Toronto Schools. The study looked at the children's experiences with the Downtown from the lens of parks and public realm, community services and facilities and transportation and transit.

Meeting minutes and reports can be viewed online at the TOcore website (www.toronto.ca/tocore) under the "Materials" tab and then "Reports" and "Consultations" tabs.

Attachment 6: List of Key Aligned Initiatives

Project/Initiative/Study	Interdependency
<ul style="list-style-type: none"> • City-wide planning policy reviews (e.g., Feeling Congested? OP Transportation Review, Urban Design, Environmental Policies) • Municipal Comprehensive Review • Secondary Plans underway (University of Toronto, Yorkville) • Local planning studies in the Downtown (Lower Yonge Precinct, King-Spadina, College Street, Bloor-Bathurst Four Corners, Bathurst Quay, St. James Town CIP) • Heritage Conservation District studies (Garden District, Historic Yonge Street, King-Spadina, St. Lawrence, Kensington) • Planning studies in areas adjacent to Downtown • Growing Conversations • Waterfront Toronto / Waterfront Secretariat plans and initiatives • Fire and EMS Service Planning 	Planning Framework
<ul style="list-style-type: none"> • Ongoing studies related to water supply and wastewater treatment plants requiring additional capacity • Toronto Water capital budget process and capital works program • Wet Water Flow Master Plan, Management Policies & Management Guidelines • EAs needed to support changes to water infrastructure • Infrastructure studies adjacent to Study Area 	Water
<ul style="list-style-type: none"> • Relief Line Assessment Study • Metrolinx Yonge Relief Network Study • Smart Track • Billy Bishop Toronto City Airport Review • Ten Year Cycling Network Plan • Downtown Transportation Operations Study (DTOS) implementation • EAs (Gardiner East, East Bayfront Transit etc.) • Surface Transit Operational Improvement Projects • Various State-of-Good-Repair Projects (Transportation Services) 	Transportation

Project/Initiative/Study	Interdependency
<ul style="list-style-type: none"> • Parkland Acquisition Strategy (city-wide) • 20 Year Parks and Recreation Facilities Master Plan • Complete Streets Guidelines • Outdoor Café Design Guidelines update • 360 Wayfinding • Green Streets Technical Guidelines: Green Infrastructure Standards for the Public Right of Way • John Street Cultural Corridor • “Revitalizing Yonge” Functional Street Design Study 	Parks and Public Realm
<ul style="list-style-type: none"> • TO Prosperity: Poverty Reduction Strategy • Parks and Recreation Facilities Master Planning Process • Children’s Services Service Planning for 2015-19 • Toronto Public Library’s Service Delivery Model • George Street Revitalization • Housing Opportunities Toronto: An Affordable Housing Action Plan 2010-2020 	Community Services and Facilities
<ul style="list-style-type: none"> • TransformTO: Climate action for a healthy, equitable and prosperous Toronto • Energy Reporting and Benchmarking Initiative • Central Toronto Integrated Regional Resource Plan 	Energy