



STAFF REPORT ACTION REQUIRED

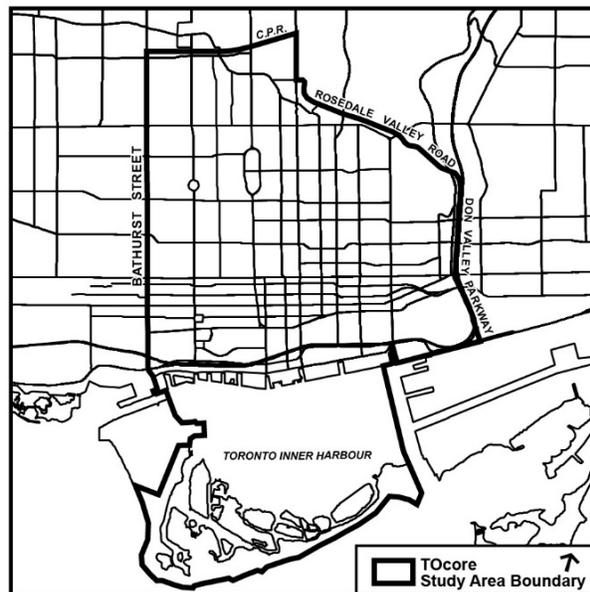
TOcore: Planning Toronto's Downtown – Proposals Report – Secondary Plan Directions and Update

Date:	October 27, 2016
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 seeks Council’s endorsement of the TOcore Proposals Report which provides proposed policy directions that will inform the development of a draft Downtown Secondary Plan. The report also provides updates on the Phase 2 consultations undertaken, population growth projections for the Downtown, and the status of infrastructure strategies underway that will support the implementation of a new Downtown Secondary Plan. These policy directions will be the subject of the next round of public and stakeholder consultation to inform the development of that plan.

TOcore: Planning Downtown is a three-year, inter-divisional study, led by City Planning. Building on Downtown's existing planning framework, TOcore's purpose 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 future growth will be accommodated and shaped, and b) what physical and social infrastructure will be needed, where it will go and how it will be secured.



TOcore is a response to the rapid growth and intensification of Downtown that is placing pressure on finite physical and social infrastructure assets and that is occurring in a pattern and at an intensity that is beginning to threaten the liveability of the heart of the city. The new Secondary Plan will update the Downtown planning framework to shape future growth and link 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 office, transportation, parks and public realm, community services and facilities, and energy are in development as part of this review, along with a water infrastructure assessment. Financing approaches will be included as part of each infrastructure strategy.

TOcore is aligned to Council's Strategic Plan and will inform the update to the Long Term Financial Plan, which calls for strategic investment in infrastructure to maintain city residents' high quality of life.

RECOMMENDATIONS

The City Planning Division recommends that:

1. City Council request that City Planning Division staff undertake stakeholder and public consultation on the policy directions outlined in Attachment 1: "TOcore: Planning Downtown, Proposals Report" of this report, dated October 27, 2016 from the Director, Community Planning, Toronto and East York and the Director, Strategic Initiatives, Policy & Analysis, to inform the development of the Secondary Plan for Downtown;
2. The Chief Planner and Executive Director, City Planning Division bring forward a draft Secondary Plan for Downtown, based on the "TOcore: Planning Downtown, Proposals Report" contained in Attachment 1 and the policy directions summarized in Attachment 2 of this report informed by the consultations in Recommendation 1, by mid-2017; and

Financial Impact

The recommendations in this proposals report have no financial impact at this time. A future final report, including final recommendations is where the financial impacts will be reflected.

As part of TOcore, there are infrastructure-related strategies and assessments, which are being prepared in parallel with the Downtown Secondary Plan. These strategies will address: parks and public realm, community services and facilities, transportation, office, and energy, as well as water needs. Potential financial impacts for each of the strategies and Secondary Plan policies will be coordinated through the established Financial Strategy Working group, being co-lead by Corporate Finance and the Financial Planning divisions.

Funding options will be identified through the development of each of the final strategies and assessments, there will be an emphasis on growth-related tools that best align revenues with these strategies. The fiscal capacity of the City, including the funding for large city building initiatives, will be considered within the context of the City's Long Term Financial Plan (LTFP).

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact statement.

DECISION HISTORY AND RELATED STUDIES

At its May 2014 meeting, Toronto and East York Community Council considered a staff report entitled "Comprehensive to the Core: Planning Toronto's Downtown." This report launched this Study, now called TOcore: Planning Downtown. 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 that 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>

At its December 2015 meeting, City Council adopted a staff report entitled 'TOcore: Planning Toronto's Downtown – Phase 1 Summary Report and Phase 2 Directions.' The report summarized the first 'taking stock' phase and provided an overview of the Study's directions. The report recommended the development of a Secondary Plan for the whole of the Downtown geography to be accompanied by several infrastructure-related strategies and assessments aimed at better aligning growth with the provision of infrastructure needed to support liveability. The report can be found here:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.TE12.43>

City Council in July 2014 adopted the Final Report for the Condominium Consultations lead by City Planning Division that examined 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 living in vertical communities. 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 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>

Provincial Policy – Infrastructure to Support Growth

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

The Province's Growth Plan requires the City to plan for an appropriate range of community infrastructure to meet the needs resulting from population changes and to foster complete communities. The proposed Downtown Secondary Plan is a direct response to this Provincial policy. It is essential that the amount and location of growth permitted and anticipated over the coming decades be scaled to the corresponding level of planned physical and social infrastructure. It is this linking of related amounts of growth and infrastructure that is the fundamental objective of TOcore.

BACKGROUND

Study Overview

'TOcore: Planning Downtown' is an initiative to prepare a 25-year plan for Toronto's Downtown along with a series of six infrastructure-related strategies and assessments, which will address: parks and public realm, community services and facilities, transportation, office, and energy, as well as water. This plan, working in tandem with its accompanying strategies, will provide a blueprint to manage the growth and intensification being experienced and anticipated to continue in the Downtown.

A new Secondary Plan will be developed for the Downtown geography, establishing a renewed vision and local development policies to guide growth and development. The Downtown study area is bounded by Lake Ontario to the south, Bathurst Street to the west, the mid-town rail corridor and Rosedale Valley Road to the north and the Don River to the east. The Secondary Plan will provide an integrated planning framework and structure addressing elements of land use, built form, heritage, housing, office, institutional, retail, parks and open spaces, community facilities, streets, transit, energy and water. Emphasis is being placed on keeping Downtown an inclusive and affordable place for vulnerable populations.

Amendments are also anticipated for Section 2.2.1, the Downtown section of the Official Plan document, to update the planning policies. Existing Secondary Plans (SPs) and Site and Area Specific Policies (SASPs) within the Downtown will remain in force and are likely to require amendments to bring them into conformity with the new Downtown Secondary Plan and to rationalize the overall policy framework. Existing SPs are anticipated to transition in status to Site and Area Specific Policies upon adoption by Council of the new Downtown Secondary Plan. The relationship between the new Downtown Secondary Plan and the existing planning framework is discussed in more detail below.

The first phase of the TOcore study, which ran from mid-2014 to late 2015, assessed existing conditions and trends in the Downtown, determined opportunities and challenges for growth management and infrastructure development, and then recommended emerging directions to Council. This report concludes the second phase of the Study, which involved a detailed assessment of how the planning framework for Downtown needs to be recalibrated to manage growth. Phase 3 will involve the fine-tuning and adoption by Council of the Downtown Secondary Plan and the accompanying physical and social infrastructure strategies.

Phases 1 and 2 of TOcore have involved substantial community engagement and stakeholder consultation. More outreach is scheduled in early 2017 as staff commence consultations on the policy directions outlined in this report as adopted by Council.

The work of TOcore is an inter-divisional and inter-agency effort led by the City Planning Division. Thirteen City Divisions as well as agencies, boards and commissions have participated in a series of working groups organized around 7 building blocks. The building blocks are: buildings and neighbourhoods; economy; community services and facilities; parks and public realm; mobility; water; and energy. This work has been supported by a fulsome community and stakeholder engagement process which is discussed later in this report.

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

Infrastructure to Support Downtown's Growth

By initiating the TOcore study, Council signaled the importance of Toronto's Downtown both as the economic and cultural hub of the city and region and as a series of communities where 1 out of every 10 Torontonians lives. Council was clear in its direction to staff: an updated planning framework was needed to manage the high levels of growth being experienced and anticipated in the Downtown and that the plan needed to be accompanied by strategies to secure the infrastructure necessary to support that growth.

The analysis undertaken by TOcore to date shows that previous generations' infrastructure investments have been subsidizing Downtown's recent growth. We are fast approaching the limits of this capacity. The Downtown's current growth trajectory will compound the existing infrastructure deficits. This is not a sustainable path for a city that prides itself on liveability. A course correction is required.

Securing the physical and social infrastructure for new residents, workers and visitors is an imperative if future development Downtown is to be accommodated while maintaining liveability. The Province's Growth Plan requires the City to plan for an appropriate range of community infrastructure to meet the needs resulting from population changes and to foster complete communities. The Downtown Secondary Plan and its associated strategies will need to put in place the mechanisms that allow the City to more directly tie and associate development approval with the securing of new infrastructure within the mature urban fabric. It is essential that the amount and location of growth permitted over the coming decades be balanced with the required physical and social infrastructure to support that growth. It is this linking of growth and infrastructure that will ensure that the liveability of Downtown continues.

POLICY DIRECTIONS

Proposals Report

The TOcore Proposals Report contained in Attachment 1, outlines a comprehensive set of policy directions for the new Downtown Secondary Plan that address both today's issues and tomorrow's challenges. This is not the plan itself. That will come later following consultation on the policy directions during the winter of 2017 and upon the completion of ongoing analysis and studies.

The TOcore Proposals Report begins by framing the current debate about the future of downtown. It articulates the importance of Downtown to the whole city and region as a place to live, work, learn, play and invest. It summarizes Downtown's journey to its present day circumstances, highlighting previous generations' city building accomplishments and the policy decisions and infrastructure investments that have shaped the heart of the city. It discusses the Downtown's major growing pains, those challenges that the new Secondary Plan will seek to address.

The TOcore Proposals Report then proposes an updated vision for Downtown and a set of 5 guiding principles that have been informed by an extensive public engagement campaign during the spring of 2016. The document then sets out a series of 128 policy directions, pointing to the choices we need to make now to ensure the Downtown contributes to the overall quality of life of the whole city and that it sustains its role in keeping our city globally competitive and remains a liveable place for current and future residents. A summary of the TOcore Proposals Report policy directions is contained in Attachment 2.

One of the cross-cutting themes of the Proposals Report is the impact that the proposed policies can have on public health. Many socio-economic and environmental factors affect health. The way cities are built and how well they perform on economic and social factors are critical in providing an environment where people can stay healthy and lead productive lives. Equitable and inclusive cities are healthier. Mixed-use areas, opportunities for employment, built form, public realm, affordable housing, parks and public spaces, complete streets, walking, cycling and transit infrastructure, access to community facilities, energy, and safe water and wastewater treatment all have an influence on health.

Another cross-cutting theme of the proposals report is the concept of Toronto's "Downtown DNA": what are the underlying values that have consistently shaped the success of our Downtown over time, which we must continue to nourish going forward. Toronto stands out from so many other North American cities for its consistent dedication to the 'idea of Downtown' – as the strong, healthy and beating heart of the city and the region. Have we developed a North American downtown in Toronto like no other? While our Downtown is indeed facing growing pains that need to be addressed, the Proposals Report sets forth a series of core "strands" of the "Downtown DNA" that we will need to steward through our Downtown Secondary Plan.

Rationalization of the Existing Policy Framework for Downtown

The new Downtown Secondary Plan will provide a renewed, comprehensive planning framework for the whole Downtown area. It will bring forward a cohesive vision to guide development over the next 25 years. This new framework will include a revised Section 2.2.1 in the Official Plan and a new Secondary Plan for the Downtown area.

Currently, the Downtown geography includes 10 existing Secondary Plans and 46 Site and Area Specific Policies that provide local guidance for growth and development. The existing plans include those that have been in place for decades and have guided whole-scale redevelopment of brownfield areas (e.g. the Railway Lands), re-imagined our former industrial ‘brick-and-beam’ districts (King/Spadina and King/Parliament), and protected the special open space and historic character of unique areas such as the University of Toronto campus. Other existing plans have been more recently adopted and address areas under development pressure (North Downtown Yonge), areas recently opened up for mixed-use developments (Dupont Street and Queen-River) and Toronto Community Housing revitalization projects including Regent Park and Alexandra Park.

One of the outcomes of the TOcore study will be a rationalized and simplified planning framework for the Downtown as a whole. To simply overlay a new Downtown-wide Secondary Plan on the existing planning framework would not lead to this outcome. Inconsistencies between existing policies and proposed new policies need to be determined and clear direction on which policy prevails must be articulated.

As the new Downtown Secondary Plan is developed staff will reconcile existing policies with proposed Secondary Plan policies. Some policies may be repealed and others will be revised but will remain locally focused. No existing, in-force policy will be repealed until the revised policy framework is in-force. In the end, staff will propose an over-arching Secondary Plan for the Downtown, with all remaining and revised local area policies established as Site and Area Specific Policies.

POLICY DIRECTIONS

Growth Analysis Update

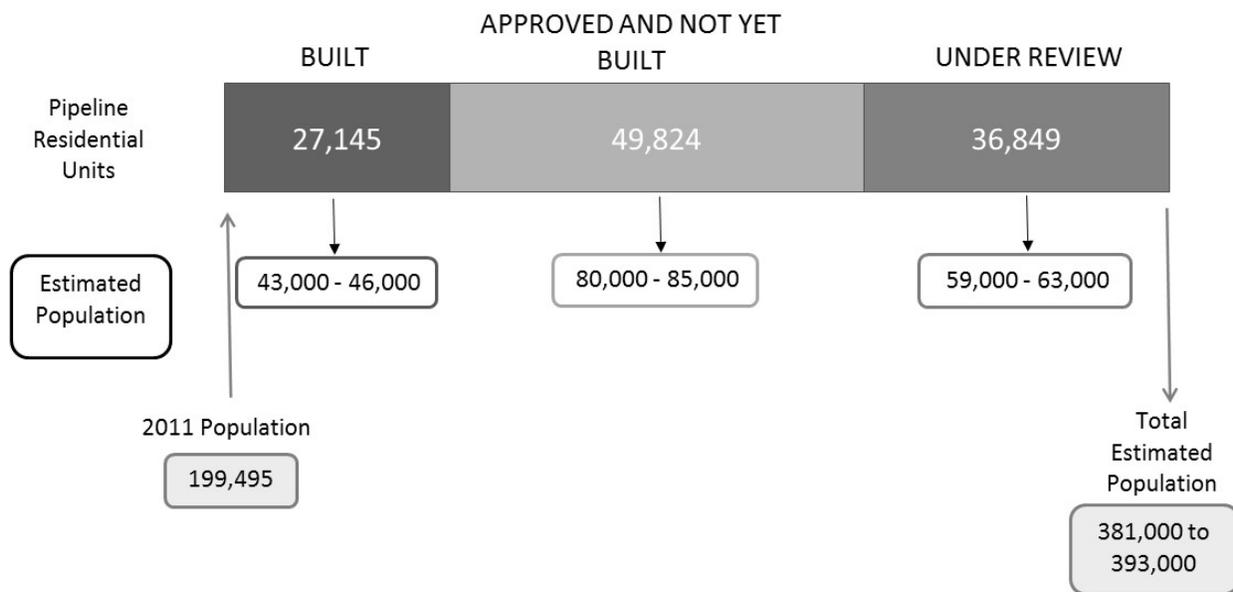
The Downtown is the most prominent location for development activity in the City and contains the largest percentage of proposed development. Downtown currently accounts for 37% of the residential units and 45% of the non-residential GFA proposed in the entire city. Since the last Census in 2011, Downtown's population has grown by an estimated 25 percent, potentially adding approximately 50,000 new residents. The population is projected to more than double from 200,000 people in 2011 to a potential population of 475,000 in 2041.



The development pipeline demonstrates the realization of the potential growth in Downtown. The pipeline provides an overview of development proposals recently completed and those that may be expected to see construction in the near-term. As shown in the graphic below, the pipeline includes built projects (since 2011), active projects (those that are approved, or for which building permits have been applied for or issued, or under construction but are not yet built), as well as proposed projects under review. Not all proposed projects are approved, and not all approved projects are built, however the pipeline is a strong indication of the near-term growth and potential development in Downtown.

DIAGRAM 1: Estimated Population* based on Development Pipeline:

January 1, 2011 to December 31, 2015.



**Estimated population based the Downtown person per household of 1.60 - 1.71, 2011 Census. Source: City Planning Division, Research and Information - October 2016*

As of December 31, 2015, the Downtown development pipeline totaled 86,673 residential units. Using a person-per-unit (PPU) multiplier ranging from 1.60 PPU (the average for Downtown in 2011 for households in apartments in buildings of 5 or more storeys) to 1.71 PPU (the average for all occupied units in Downtown in 2011), then assuming that all of the approved and proposed units are built and occupied, this translates to a potential additional population ranging from 182,000 to 195,000. It is important to note that this estimate of potential population is dependent on a number of factors, such as whether applications are amended or approved, the market absorption rate of units and macroeconomic variables such as interest rates. Further information on the development pipeline can be found in the recent bulletin Profile Toronto: How Does the City Grow?, September 2016.

It is also important to note that since December 2015, Downtown development activity has remained strong. In the first six months of 2016, there have been 25 new projects submitted to City Planning for review with a potential for an additional 12,062 future residential units.

A notable amount of non-residential activity is also occurring in the Downtown. Since May of 2011, 1.2 million square metres of non-residential space has been completed and projects in the development pipeline propose a further 304,000 m² of non-residential floor area.

The Provincial Growth Plan for the Greater Golden Horseshoe, as amended in 2013, includes population and employment forecasts to 2041 to be used by municipalities for managing growth. In addition, the Growth Plan identifies Urban Growth Centres (UGCs) as regional focal points, intended to accommodate additional people and jobs as well as major services, institutions and transit hubs. For the City of Toronto, the Growth Plan requires that each UGC in the city be planned to achieve, by 2031 or earlier, a minimum gross density target of 400 residents and jobs combined per hectare. The Downtown UGC is on track to achieve or exceed the UGC density target by 2031. We should note that the target is the average for the entire Downtown UGC area, and it is not for any one particular area within Downtown.

Infrastructure Strategies and Related Work and Studies – Update

In December 2015, City Council directed staff to prepare several infrastructure strategies and carry out other related work and studies to support the development of the Downtown Secondary Plan. These include the following Downtown-specific strategies:

- Parks and Public Realm Strategy
- Transportation Strategy
- Office, Institutional and Creative Industry Strategy
- Community Services and Facilities Strategy
- Energy Strategy
- Water Infrastructure Assessment

Attachment 3 provides an update on the progress for TOcore's six infrastructure strategies and assessments, related work with details on the Divisions with responsibility for leading, supporting and resourcing the work. The involvement of partner Agencies, Boards and Commissions is also noted.

Tower Separation – Update

City Council on October 5-7, 2016 approved a city-initiated Official Plan Amendment (OPA) and Zoning By-law Amendments (ZBLAs) updating the policies and performance standards for front, side and rear lot line setbacks for tall buildings in the Downtown. The OPA and ZBLAs are built on the Tall Building Guidelines work and a detailed review undertaken to update the setback requirements for any portion of a building above 24 metres in height. These updated setbacks implement important planning principles such as providing access to sky views, light, and privacy, enhancing a development site's ability to provide high-quality public realm improvements, and protecting the development potential of other sites within the block. These policies and performance standards are a starting point in updating the Downtown planning

framework and ensuring that future growth positively contributes to the liveability, sustainability and health of Toronto's Downtown. The staff reports can be found here: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.TE18.7>

Stakeholder Consultation and Public Engagement – Update

To date, stakeholder consultation and public engagement for TOcore has been diverse and focused on reaching a full range of people who live, work, learn, play and visit Downtown. The engagement strategy for Phase 1 included community consultation meetings, Planners in Public Spaces (PiPS) events and stakeholder and specialized consultations, as well as information posted online through the Study's website at www.toronto.ca/tocore. Approximately 15,000 people were engaged at 41 events and through the Study website for Phase 1. With Phase 2, that number has more than doubled with an estimated 40,000 people engaged.

This summary provides an overview of the focused opportunities of engagement that took place for Phase 2 between April 4, 2016 to August 29, 2016. A full description of the consultation outreach can be found online at www.toronto.ca/tocore. The next period of engagement will begin in early 2017 and will focus on the draft policy directions identified in Attachment 2, as well as work emerging from the infrastructure strategies.

Phase 2 has included a combination of events and online engagement tools designed to appeal to various audiences from the broad public with limited knowledge of the study to the targeted key stakeholders that have been following TOcore closely. As a result of the communication and outreach strategy, TOcore experienced a high level of engagement, in particular with the online survey, the Favourite Places mapping exercise, two videos and through social media on Twitter. The videos received over 31,000 views on YouTube and there were 3,191 tweets with the hashtag "DTadvice". The list below highlights the communications and outreach tools used to date:

- Website
- Video 1 – "What's Your DTadvice?"
- Video 2 – Toronto Officials Read your Mean Tweets
- Postcards
- Bus Shelter Ads
- Avatars
- Toolkit
- Twitter #DTadvice
- Text Messaging
- Tumblr
- Favourite Places Mapping
- Online Survey
- Planners in Public Spaces (PiPS)
- Speaker Series (2 events)
- Toronto Planning Review Panel
- Expo Event
- Stakeholder Workshop
- Leadership Table

On April 2, 2016, staff presented TOcore to the Toronto Planning Review Panel, and tested the toolkit exercises and Avatar stories with them. Members of the Panel are tasked, in particular, with helping to ensure that initiatives are well aligned with the values and priorities of all Torontonians city-wide.

A speaker series included two sold out events; "Public Space for Public Life" and "Our Future King." These panel discussions kicked off the conversations for TOcore and are a format that will be continued into the next phase of engagement. Five PiPS events were also held for Phase 2, taking out the Favourite Places Mapping exercise to each of the 3 Downtown council wards and to raise awareness of the TOcore study.

The TOcore Expo was held at Metro Hall, on June 20-22, 2016. The three-day open house had more than 1,400 visitors. There were 40 display boards which presented background information on the study and emerging policy directions, a model of the Downtown, and several interactive feedback stations.

Building a Liveable Downtown: TOcore Phase II Stakeholder Workshop was held on June 21, 2016. Over 75 representatives from 61 organizations participated in the workshop. Invitees included 534 representatives of approximately 500 organizations working in the areas of community services and facilities, mobility, parks and public spaces, buildings and neighbourhoods, economy, energy, and water stakeholder groups. Materials were also provided to those unable to attend. The purpose of the workshop was to present and discuss emerging directions for an updated Downtown vision and elements of the planning framework including mixed-use areas and priority retail streets.

Important to any planning study is the need to look at issues through the equity lens. As part of the consultations during Phase 1, CS&F – Taking Stock, social service providers asked that the City prepare a toolkit that they could take back to their clients, many of them vulnerable, so that they could assist the City with TOcore engagement. The Toolkit was also seen as potentially useful in helping to facilitate discussion with groups such as tenants and youth who generally do not participate in traditional planning engagement.

The TOcore toolkit was created as a DIY engagement activity with two key areas of input: Tell Us Your Downtown Story and Vision for the Downtown. To encourage participants to share their Downtown story and to bring the diversity of perspectives into the planning process, the project team created 16 avatars, or virtual Torontonians. The TOcore Avatars are not based on real people—they are based on demographic data with stories that were created to make them relatable and to help explain how they relate to Downtown. The avatars were created for two reasons: to serve as a reminder to both City staff and the public about the diversity that exists in Toronto and the need to plan in a way that accommodates the many types of relationships people have with Downtown; and to help Torontonians reflect on their own experiences of, and relationships with Downtown. Avatars have served as a primary engine for feedback in the toolkit as well as on the TOcore Tumblr page, and have received international attention.

The toolkit has been widely distributed. Copies were sent to drop-in programs across Downtown, shared with indigenous groups through the Native Canadian Centre, and provided to the three Toronto Community Housing Tenant Councils along with a short presentation. In addition, copies of the toolkit were distributed to all Downtown libraries and many coffee shops and restaurants within the study area. Completed toolkits have been received, some of them have been from an English as a Second language café organized by Toronto Employment and Social Services, students

enrolled in the Maximum City summer program, and drop-in programs such as Margaret's whose participants are marginally housed and/or street involved. The distribution and outreach of the toolkit will continue as it has not only provided City staff with valuable feedback but also helped to increase general awareness of the TOcore study. TOcore is working to identify coordinated opportunities to work with our partners to continue the distribution of the TOcore Toolkit out as well as consult on the emerging policy directions identified in Attachment 1.

Engagement to date has also involved meetings with leaders of Downtown Indigenous service providers to understand how best to engage with them and their communities. Indigenous outreach is on-going and the feedback received to date will inform how the next phase of Indigenous outreach is implemented.

Other outreach initiatives include a Leader's Table, held on April 28th and September 26th, 2016, which was co-chaired by City Planning and Economic Development and Culture. Invitations were extended to the Mayor, Downtown Councillors and leaders who represent a wide range of organizations working within the Downtown to provide insight, influence and opportunities for potential partnerships. The group will continue to meet over the next phase of TOcore, with quarterly roundtable discussions about the study and identifying opportunities for further partnerships and collaborations.

Financial Strategy

Connecting the provision of infrastructure with the anticipated growth of residents and workers Downtown is critical to the continued liveability of Downtown Toronto. Ensuring that there is appropriate funding for the required infrastructure is key to balancing infrastructure with growth. The Secondary Plan and the corresponding infrastructure strategies will provide a long term direction for the Downtown over the next 25 years. The infrastructure strategies will need to be updated every five years which will assist in informing the City's Capital Plan over this same period.

Currently, a range of "growth-oriented" funding tools are available that leverage the value of development activity to fund necessary supporting infrastructure investments, such as cash-in-lieu of parkland dedication ("Section 42") funds, Section 37 benefits and Development Charges. Staff will analyze options to enhance the value of "growth-oriented" funding tools and other funding strategies.

An inter-divisional staff team will work to review the six emerging infrastructure strategies and identify a proposed funding approach focusing on the priorities identified for the first ten years. Further details are identified in Attachment 1: Proposals Report, Section L: Making It Happen.

Aligned Initiatives

The new Downtown Secondary Plan will cover 17 square kilometers in the core of Toronto. Given its geographic scale, the Study has been closely aligned with both city-wide initiatives as well as local area studies, allowing the focus of TOcore to be on policies that are applicable and relevant at the intermediate scale of the Downtown.

TOcore will continue to both inform and be informed by several city-wide and local initiatives. A list of these Key Aligned Initiatives can be found in Attachment 4.

MOVING FORWARD

The TOcore inter-divisional staff team, with support of consulting resources, will prepare a public consultation document and related web-based materials that summarize the TOcore policy directions, endorsed by Council and take it out for public consultation in early 2017. In addition, targeted stakeholder consultations related to the infrastructure strategies and related studies will be carried out.

By mid-2017 the draft Downtown Secondary Plan and the six infrastructure strategies and assessments – Parks and Public Realm, Transportation, Community Services and Facilities, Office and Institutional, Energy and Water will be finalized and presented to Council.

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ATTACHMENTS

Attachment 1: TOcore Proposals Report

Attachment 2: Summary of TOcore Policy Directions for Council Endorsement

Attachment 3: Infrastructure Strategies, Related Work & Studies –
Responsibility & Status

Attachment 4: Key Aligned Initiatives

Attachment 1: TCore Proposals Report

The TCore Proposals Report will be available prior to the Toronto and East York Community Council Meeting on November 15, 2016

Attachment 2: Summary of TCore Policy Directions

The Summary of TCore Policy Directions will be available prior to the Toronto and East York Community Council Meeting on November 15, 2016

Attachment 3:
Infrastructure Strategies and Related Work & Studies – Responsibility and Status

No.	Strategy / Study	Purpose	Divisions / ABCs *	Status
1	Office and Institutional Land Use Analysis	To develop employment estimates for the Downtown and shoulder areas, carry out a land capacity analysis and determine land use implications and policy options to sustain a robust economy.	CP (Lead) EDC	Primary research has been completed and office employment forecasting is underway. Estimated completion date is Winter 2017.
2	Creative Spaces Retention Strategy (King/Spadina)	Develop policy directions and strategies to retain and grow cultural spaces and culture sector employment in the King-Spadina area over the next 25 years and understand broader potential application.	EDC (Lead) CP	Stakeholder interviews, jurisdictional review and mapping of existing spaces complete. Estimated completion date is Winter 2017.
3	Downtown Parks and Public Realm (PPR) Plan	To develop a plan to improve the quality and connectivity of public spaces and identify parkland improvements and acquisition priorities within Downtown.	PFR (Co-Lead) CP (Co-Lead) TS EDC RES	Draft PPR Plan will be ready for public consultation early 2017. ,Final PRR Plan will be completed by Spring 2017..
4	Public Space Public Life (PSPL) Study	To assess how public spaces in select locations in the Downtown function to foster public life and recommend policies and actions for improvements.	PFR (Co-Lead) CP (Co-Lead) TS	Summer component of PSPL Study completed. Winter PSPL component scheduled for December 2016. Estimated completion date is Spring 2017.
5	Downtown Mobility Strategy	To develop a Downtown mobility strategy (supporting the PPR Plan) that prioritizes walking, cycling, surface transit and essential access and identifies networks and other improvements to address movement, connectivity and accessibility.	CP (Lead) TS TTC	Strategy development underway. Final strategy by Spring 2017.

No.	Strategy / Study	Purpose	Divisions / ABCs *	Status
6	King Street Pilot Study & King Street Modelling	To reimagine how the corridor can move people more efficiently and how the design of the public realm can be improved to create better transit and a better pedestrian street, while supporting a healthy retail and business environment along Toronto's busiest surface transit route.	CP (Lead) TS TTC TPA EDC	Public consultation on design options expected Winter 2016/2017. Pilot project options presented to the public in early 2017. Estimated completion date is Spring 2017.
7	Building for Liveability Study	To develop built form policy directions for the TOcore Secondary Plan that can guide growth and shape the scale and built form of new buildings in a way that is both sustainable and maintains the liveability of Downtown.	CP (Lead)	The study is targeted for completion by Summer 2017.
8	Community Services and Facilities Strategy	To 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.	CP (Lead) PFR TPH SSHA CS TESS SDFA FP RES TPL TDSB TCDSB	Phase 1 Needs assessment, stakeholder engagement and opportunities analysis by sector completed in June 2016. Phase 2 Community Services and Facilities Strategy has been initiated with interdivisional staff team. Support from a consultant is expected to begin early in 2017.
9	Downtown Energy Strategy	The Energy Strategy will address electricity demand, reduction of greenhouse gas emissions, opportunities for local energy solutions and resilience to power outages.	EED (Lead) CP TH	Minimum Back-up Power Design Guidelines and District Energy-Ready Guidelines for Multi-unit Residential Buildings drafted. Ongoing work on the preparation of a district energy framework, finalizing the "Getting to

No.	Strategy / Study	Purpose	Divisions / ABCs *	Status
				Zero Emission Building Plan" and the development of the updated Central Toronto Integrated Regional Resource Plan with the IEO and Toronto Hydro.
10	Water Infrastructure Assessment	To assess the need to implement water infrastructure expansion – sewer, watermain and stormwater management systems – to accommodate the anticipated potential residential and employment populations.	TW (Lead)	Hydrolic models for both water and sewer have been built and population estimates to 2041 are being inputted into the model. Results expected by early 2017 to identify required infrastructure upgrades.
11	Financial Strategy	To develop the financial strategies to support and implement each of the TOcore infrastructure strategies under development considering updates to the Long-term Financial Plan.	CF (Co-Lead) FP (Co-Lead) All other required Divisions	City staff working group has been established.

*** Legend:**

CITY DIVISIONS

CF	Corporate Finance
CP	City Planning
CS	Children's Services
EDC	Economic Development & Culture
EED	Environment & Energy
FP	Financial Planning
PFR	Parks, Forestry & Recreation
RES	Real Estate Services
SSHA	Shelter Support & Housing Administration
TESS	Toronto Employment & Social Services

TPH	Toronto Public Health
TW	Toronto Water

AGENCIES, BOARDS AND COMMISSIONS

TCDSB	Toronto Catholic District School Board
TDSB	Toronto District School Board
TH	Toronto Hydro
TPA	Toronto Parking Authority
TPL	Toronto Public Library
TTC	Toronto Transportation Commission

**Attachment 4:
Key Aligned Initiatives**

Aligned Initiative	Proposals Report Chapter
<ul style="list-style-type: none"> - Official Plan Review - Urban Design - Secondary Plans underway in the Downtown (University of Toronto, Yorkville, King-Spadina) - Local planning studies in the Downtown (Lower Yonge Precinct, College Street, Bloor-Bathurst Four Corners, Bathurst Quay, St. James Town CIP) - Waterfront Toronto / Waterfront Secretariat plans and initiatives - Fire and Emergency Medical Services Service Planning 	Land Use
<ul style="list-style-type: none"> - Official Plan Review - Urban Design - Secondary Plans underway in the Downtown (University of Toronto, Yorkville, King-Spadina) - Local planning studies in the Downtown (Lower Yonge Precinct, College Street, Bloor-Bathurst Four Corners, Bathurst Quay, St. James Town CIP) - Waterfront Toronto / Waterfront Secretariat plans and initiatives - Fire and EMS Service Planning - Outdoor Café Design Guidelines update - Tower Separation Official Plan Amendment and Zoning By-Law Amendments 	Built Form
<ul style="list-style-type: none"> - Housing Opportunities Toronto: An Affordable Housing Action Plan 2010-2020 - TO Prosperity: Toronto Poverty Reduction Strategy - The Toronto Senior's Strategy: Towards an Age-Friendly City - Official Plan: Large Site Study - Growing Up: Planning for Children in Vertical Communities - Promoting Affordable Housing Act, 2016 	Housing
<ul style="list-style-type: none"> - John Street Cultural Corridor - Music Strategy - Creative Spaces Retention Strategy 	Culture

Aligned Initiative	Proposals Report Chapter
<ul style="list-style-type: none"> - Heritage Conservation District studies (Garden District, Historic Yonge Street, King-Spadina, St. Lawrence, Kensington) 	Heritage
<ul style="list-style-type: none"> - Toronto Water capital budget process and capital works program - Wet Water Flow Master Plan, Management Policies & Management Guidelines - Ongoing studies related to water supply and wastewater treatment plants requiring additional capacity 	Water
<ul style="list-style-type: none"> - Relief Line Assessment Study - Metrolinx Yonge Relief Network Study - Smart Track - Waterfront Transit 'Reset' - Official Plan Review – Feeling Congested? - Billy Bishop Toronto City Airport Review - Ten Year Cycling Network Plan - Complete Streets Guidelines - Road Safety Plan - Curbside Management Study - 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
<ul style="list-style-type: none"> - Parkland Acquisition Strategy (city-wide) - 20 Year Parks and Recreation Facilities Master Plan - Downtown Public Squares Review - Toronto Islands Master Plan - Don River Valley Park - Rail Deck Park - Moss Park Revitalization - The Bentway - Capital Projects, Parks, Forestry & Recreation 	Parks and Public Realm

Aligned Initiative	Proposals Report Chapter
<ul style="list-style-type: none"> - Capital Projects, Transportation Services - Complete Streets Guidelines - Outdoor Café Design Guidelines update - 360 Wayfinding - Green Streets Technical Guidelines - George Street Redesign - John Street Cultural Corridor - “Revitalizing Yonge” Functional Street Design Study 	
<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 - 20 Year Parks and Recreation Facilities Master Plan 	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 - Green Streets Technical Guidelines: Green Infrastructure Standards for the Public Right of Way - Central Toronto Integrated Regional Resource Plan - Green Streets Technical Guidelines: Green Infrastructure Standards for the Public Right of Way (note Toronto Water funded and co-project managed with City Planning) 	Energy