

Golden Mile Market Analysis and Economic Strategy Study – Final Report by urbanMetrics Inc.

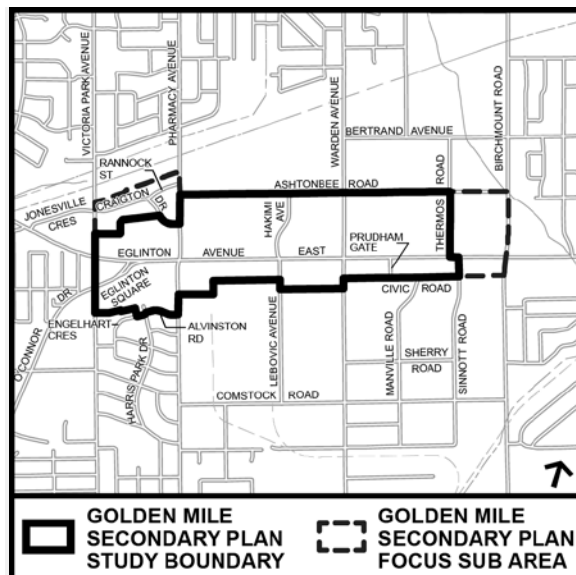
Date:	March 7, 2017
To:	Scarborough Community Council
From:	Director, Community Planning, Scarborough District
Wards:	Ward No. 35 – Scarborough Southwest and Ward No. 37 – Scarborough Centre
Reference Number:	File No. 15 204970 EPS 00 TM

SUMMARY

The purpose of this report is to table the Final Report of the "Golden Mile Market Analysis and Economic Strategy" completed by urbanMetrics Inc. in December, 2016. urbanMetrics Inc. was retained by City Planning (Community Planning, Scarborough District) in conjunction with Economic Development & Culture (Scarborough District) to undertake the Golden Mile Market Analysis and Economic Strategy Study in 2016.

The intent of the Market Analysis and Economic Strategy Study is to provide an understanding of current economic and employment conditions for the Golden Mile Secondary Plan Study Area and Sub-areas (as noted below). The Study is also intended to suggest an economic strategy for the Study Area that would be used to inform and assist in the preparation of a vision and planning framework for the Golden Mile area, in advance of the Eglinton Crosstown LRT.

The findings of the urbanMetrics' Final Report will be reviewed and considered by the City and all stakeholders during the next stage of the Golden Mile Secondary Plan Study – in the development of a vision and planning framework for the Golden Mile area.



Financial Impact

There are no financial implications.

DECISION HISTORY

Eglinton Connects Planning Study:

In May, 2014, City Council adopted the "Eglinton Connects Planning Study" which examined future land use, built form, public realm and road layout for the 19 kilometres of the Eglinton Crosstown Light Rail Transit (LRT). The Eglinton Crosstown LRT is a major public transit line approved and under construction along Eglinton Avenue from Weston Road to Kennedy Road. The LRT is expected to open in 2021. In conjunction with construction of the LRT, the City is developing a long-range plan for the Eglinton Avenue corridor that includes economic growth, intensification and beautification.

The Eglinton Connects Planning Study identified six "Focus Areas" along the Eglinton Avenue corridor with the capacity to accommodate future residential, mixed use, and/or employment growth. Each Focus Area was identified as requiring further study. The Golden Mile Focus Area was identified as lands along Eglinton Avenue East from Victoria Park Avenue to the west, Ashtonbee Road to the north, Thermos Road/Sinnott Road to the east, and an irregular boundary to the south. This area was identified as one of the Focus Areas having the capacity to accommodate significant mixed-use, residential, and/or employment intensification and redevelopment through more detailed planning and analysis.

Further information on Eglinton Connects, including staff reports and study material, can be found at www.toronto.ca/eglinton.

Golden Mile Focus Area Secondary Plan Study:

At its meeting of April 5, 2016, Scarborough Community Council received, for information, a report from the Acting Director, Community Planning, Scarborough District, dated March 15, 2016, advising that City Planning had initiated a "Golden Mile Secondary Plan Study" for the lands known as the Golden Mile Focus Area, as recommended in the Eglinton Connects Planning Study. For the purposes of developing a planning framework and economic strategy for the Golden Mile area, the study area has been expanded to include two focus sub-areas. One of these sub-areas extends east along Eglinton Avenue East to Birchmount Road, and the other sub-area is the *Apartment Neighbourhoods* designation immediately north of the Golden Mile Shopping Centre between Victoria Park and Pharmacy Avenues. The intent of the Golden Mile Secondary Plan Study is to build upon the findings of the Golden Mile Market Analysis and Economic Strategy and to develop a vision and policy framework for further reinvestment and new development within the Golden Mile's *Mixed Use Areas*, *Apartment Neighbourhoods*, *Parks and Open Space Area- Parks* and *Employment Areas*.

As noted in the March 15th report, the Golden Mile Study includes two key study components:

A Market Analysis and Economic Strategy Study: to provide an understanding of current economic and employment conditions and to suggest an economic strategy for the Golden Mile area that would assist and inform the development of a land use policies, guidelines and a concept plan for the Golden Mile area; and

The Golden Mile Secondary Plan Study: to build upon the findings of the Golden Mile Market Analysis and Economic Strategy Study and develop a vision and planning framework for the Golden Mile Secondary Plan area.

Further information on the March 15, 2016 report on the Golden Mile study tabled at the April 5, 2016 Scarborough Community Council Meeting can be found at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.SC13.17>

COMMENTS

urbanMetrics Inc. was retained by City Planning (Community Planning, Scarborough District) in conjunction with Economic Development & Culture (Scarborough District) to undertake the Golden Mile Market Analysis and Economic Strategy Study. This Study was completed in December, 2016. The "Executive Summary" is attached to this report (See Attachment No. 2). The full report (247 pages) is available on the City Planning website at: www.toronto.ca/renewgoldenmile

Recognizing that the construction of the Eglinton Crosstown LRT has the potential to be a driver for new investment and change in the Golden Mile area, urbanMetrics was retained to enable the City to gain a better understanding of the current economic and employment conditions within the Golden Mile area and to recommend strategies to enhance existing employment uses and jobs in the area and to attract new employment investment.

The findings of the urbanMetrics' Final Report will form the foundation for the next stage of the Golden Mile Focus Area Study: the development of a vision and planning framework (Secondary Plan) for the Golden Mile area. The second stage, the Golden Mile Secondary Plan Study has begun. A consultant team consisting of experts in land use planning, urban design, transportation, servicing, community infrastructure, public art, heritage expression and public engagement has been retained to work with City Planning and other City Divisions to develop, together with the Golden Mile residents, workers, landowners, employers and the general public, a vision and planning framework for the Golden Mile area in advance of the completion of the Eglinton Crosstown LRT.

Terms of Reference for the Study

The terms of reference for the Market Analysis and Economic Strategy Study were prepared by City Planning and Economic Development and required urbanMetrics to:

- Review and evaluate the viability of current building stock and employment mix and uses within the existing *Employment Areas*, *Apartment Neighbourhoods* and *Mixed Use Areas* of the Golden Mile area;
- Review landholdings and leasing information to determine what may or may not be happening with long term leases on the large format retail lands;
- Determine the viability of the Golden Mile as an employment generator;
- Recommend short (less than 5 years), medium (between 5 and 15 years) and long term (greater than 15 years) term horizons for redevelopment of sites based on existing conditions, lease patterns and Planning frameworks; and,
- Recommend strategies to enhance and support an increase in the overall amount of employment floor space within the study area.

Study Approach:

UrbanMetrics undertook a three phase approach to the completion of the Study including:

Phase 1 - Data Collection & Review of Existing Conditions

Phase 2 - Economic Sector Analysis & Data Synthesis

Phase 3 - Economic Development Framework & Recommended Implementation Strategy

Key Findings of Phase 1 & 2:

- i) The residential market (for the Golden Mile Study area) has not yet materialized as low (to) high-rise residential land values in western Scarborough make investment less desirable;
- ii) While the market for mixed-use development has not yet materialized in the Golden Mile, the area has a number of characteristics that would make it a prime target for intensification;
- iii) A large-scale mixed-use redevelopment of a big-box retail site would represent a catalyst for further development;
- iv) The current strength of the retail market is both an asset and a liability. Most large-scale retail land-owners have indicated that they plan to maintain/increase the amount of retail. Strong retail sales, coupled with large redevelopment costs have made developers hesitant to initiate large scale transformation projects;
- v) The current market for office development exists in only select locations in the GTA. Office development is challenging in most locations, including the Golden Mile;
- vi) Industrial uses within the Study Area are not expected to expand;

- vii) An “Innovation Centre”, as proposed in the City’s Eglinton Connects Study, should be further explored during the Secondary Plan process;
- ix) Transit oriented development should be encouraged; and
- x) The Study Area has several positive attributes that may help to attract development interest on *Mixed Use Area* lands and *Employment Areas* to enhance employment.

Strategic Objectives:

Based upon the market findings, stakeholder input and discussions with City Divisions, urbanMetrics recommends the following strategic objectives for the Golden Mile Study Area:

- 1) Sustain/ Grow Employment, by:
 - a) Creating an investment ready environment;
 - b) Positioning the Golden Mile as an employment generating area; and
 - c) Protecting and enhancing opportunities on lands designated *Employment Areas*.
- 2) Mixed Use Development:
 - Stimulating Mixed Use development in areas outside of designated *Employment Areas*.
- 3) Transit Connectivity & Orientation:
 - Planning for building formats and densities that encourage transit usage, pedestrian activity and cycling.
- 4) Distinguish Golden Mile:
 - Establishing Golden Mile as a distinct community.

Phase 3: Economic Strategy/Implementation

The third phase of the Market Analysis and Economic Strategy Study called for urbanMetrics to suggest an economic development framework and an implementation strategy that would likely be most effective in enhancing existing employment uses and stimulating new investment and employment intensification within the Golden Mile Study area.

UrbanMetrics recommends that the City implement a strategy and implementation tools (including incentives, programs and policies) that apply to the three (of four) land use designations of the Golden Mile Study Area (*Mixed Use Areas*, *Employment Areas* and *Apartment Neighbourhoods*). The fourth land use designation within the Golden Mile Area, *Parks and Open Spaces – Parks*, has not been included in the urbanMetrics implementation strategy since residential/employment development is generally prohibited within this land use category. Based on market trends, existing conditions and analysis, the implementation strategy that urbanMetrics provides is based closely upon the timing of the opening of the Eglinton Crosstown LRT.

The following implementation strategy and tools are recommended by urbanMetrics. Not all strategies/tools apply to all land use categories. Applicable land use designations and the timing of the strategy/implementation tools is more fully detailed in the executive summary (attached) and the full report (available of the City's Planning Website).

UrbanMetrics recommends that City implement:

Development Incentives (including):

- 1) Golden Mile Community Improvement Plan;
- 2) Golden Mile Fast Track Development Review Team & Economic Assistance;
- 3) Tax-Increment Equivalent Grants;
- 4) Development Charge Exemption for all Office Space including ground floor; and Parkland Levy Exemption for Office (including Office as part of Mixed Use buildings);

Parking:

- 5) Reduced parking standards, gradual reduction of parking standards and a prohibition on surface parking for new development;
- 6) Centralized parking facility;

Programmatic and Institutional:

- 7) Encourage a Golden Mile Business Improvement Area (BIA):

Land Use Policy:

- 8) Density and Height increases permitted through a re-zoning should be tied to Section 37 benefits, and to the delivery/ provision of desired outcomes identified by the Secondary Plan including:
 - Provision of office space in mixed use projects;
 - Elimination of surface parking spaces;
 - Infill proposals;
 - Re-purpose older industrial buildings in Employment Areas and encourage land assembly to create viable development parcels for employment purposes;
 - Provision/ construction of (or financial contributions towards) specific community enhancements (i.e. public art, seating, plazas or services/ facilities identified in the Secondary Plan);
 - Enhanced pedestrian connections to LRT stops; and
 - Active street frontage and uses that are not auto-dependent.

- 9) Design Guidelines to set the direction for future development.

Next Steps:

The findings of the urbanMetrics' Market Analysis and Economic Strategy Study (Final Report) is intended to assist and inform the development of a vision and planning framework for the Golden Mile area. As noted earlier in this report, City Planning (Scarborough District), with the assistance of a Consultant team (consisting of experts in land use planning, urban design, transportation, servicing, community infrastructure, public art, heritage expression and public engagement) have initiated the Golden Mile Secondary Plan Study which is to be completed in 2018. The intent of this study is to develop a Secondary Plan for the Golden Mile area. The findings/recommendations of the urbanMetrics report will be considered within the context of the Golden Mile Secondary Plan and will assist in forming the foundation of the planning framework for the Golden Mile.

CONTACT

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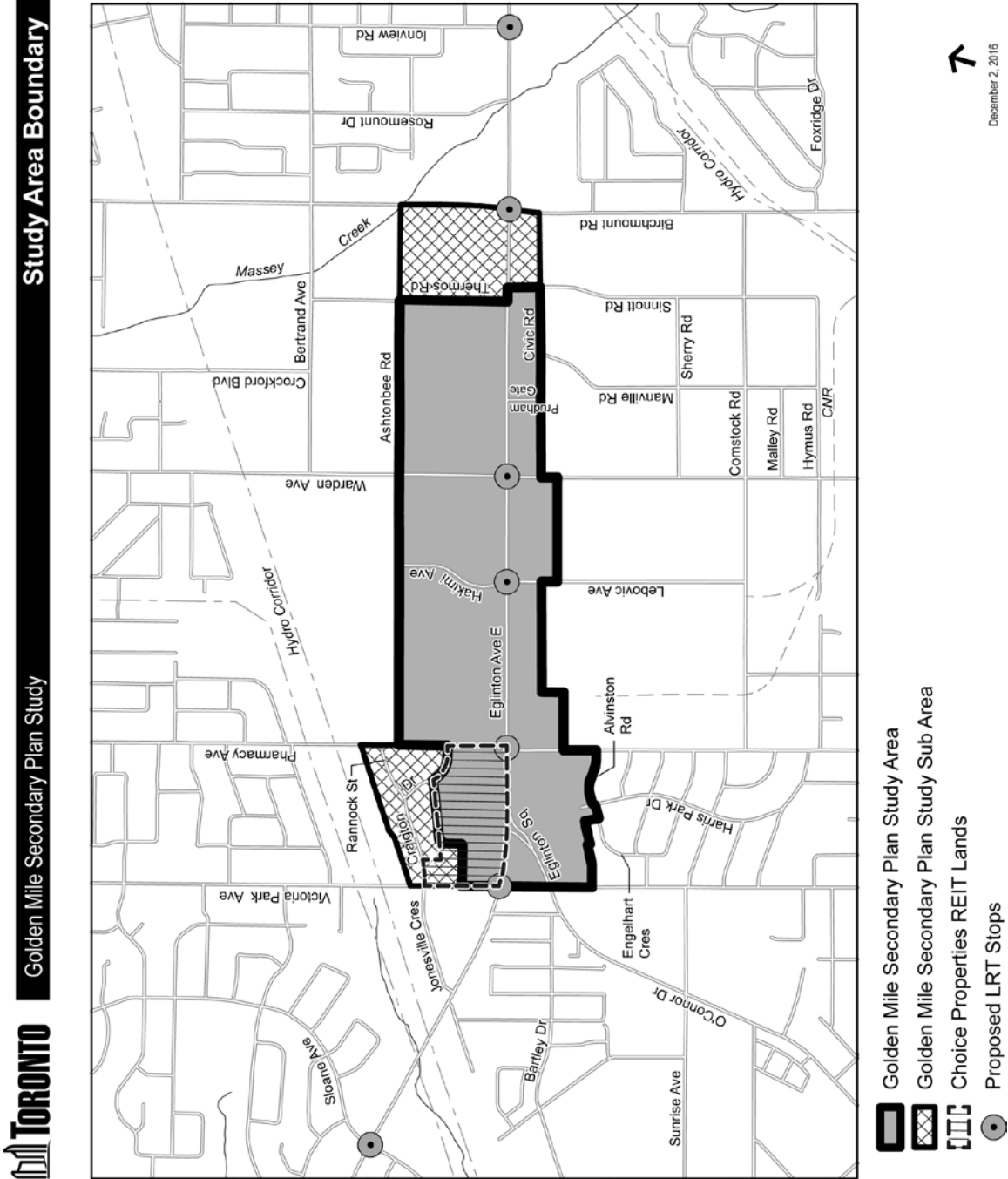
SIGNATURE

Paul Zuliani, Director
Community Planning, Scarborough District

ATTACHMENTS

Attachment 1: Golden Mile Secondary Plan Study Area
Attachment 2: Executive Summary: Golden Mile Market Analysis & Economic Strategy
Final Report, 18th December 2016.

Attachment 1: Golden Mile Secondary Plan Study Area



Golden Mile Secondary Plan Study

Study Area Boundary

Attachment 2:
Executive Summary: Golden Mile Market Analysis & Economic Strategy
Final Report, 18th December 2016.

Executive Summary

ES.1 Purpose of Study

urbanMetrics Inc. was retained by City Planning (Community Planning, Scarborough District) in conjunction with Economic Development & Culture (Scarborough District) to undertake a Market Analysis and Economic Strategy Study for the Golden Mile area. Recognizing that the construction of the Eglinton Crosstown LRT has the potential to be a driver for new investment and change in the Golden Mile area, urbanMetrics was retained to enable the City to gain a better understanding of the current economic and employment conditions within the Golden Mile area. The overall purpose of the study is to recommend strategies to enhance existing employment uses and jobs in the area, and to attract new employment investment, in order to support an increase in the overall amount of employment floor space within the study area.

ES.2 Background

The Golden Mile Study Area (“Study Area”) is located at the Eglinton Avenue East gateway into Toronto’s Scarborough community. Once the “Golden Mile” of industry, the Study Area extends from Victoria Park Avenue to Birchmount Road, including lands on both sides of Eglinton Avenue East. As Canada’s manufacturing sector declined in the 1980’s and 1990’s,

the area proved attractive to large format retailers, leading to 2.1 million square feet of retail and commercial space within the Golden Mile today.

Figure ES-1: Golden Mile Study Area



Source: urbanMetrics (Image Credit: Google)

ES.3 Eglinton LRT

The Eglinton Light Rail Transit (“LRT”) is scheduled to open in 2021 and includes five above ground stops within the Golden Mile Study Area. A significant part of the above ground section of the planned LRT will be within the Golden Mile Study Area. The City of Toronto’s Eglinton Connect study states that the LRT will be accompanied by a complete street re-design, which could include dedicated LRT lanes, bicycle lanes, and enhancements to the public realm

Figure ES-2: Eglinton LRT Map (with Golden Mile stops)



Source: Metrolinx with urbanMetrics annotations

ES.4 Land Uses

The Official Plan includes four land use designations:

- The *Mixed Use Areas* designation located primarily on the north side of Eglinton Avenue East of the Study Area, comprises the largest land area. *Mixed Use Areas* permits a range of retail, office and residential uses. Existing retail uses compromise the largest component of land area in the *Mixed Use Areas* designation. There has been no residential development on these lands to date.

The *Employment Areas* designation located primarily on the south side of Eglinton Avenue East of the Study Area, permits a range of industrial, manufacturing, warehousing type uses,

offices and small scale retail uses. Existing retail uses comprise the largest component of land area in the Employment Area designation. There are presently no industrial uses within the Employment Area designations, other than the Flexible Packing Corporation operation.

- The *Apartment Neighbourhoods* designation located at the north-west portion of the Study Area permits apartments, parks, local institutions and small scale retail and offices. This area consists of low-rise rental apartment buildings.
- The *Parks and Open Space Areas- Parks and Other Open Space Areas* designation located in the west part of the Study Area; one area (a parkette) is located within the *Apartment Neighborhood* area and the second park located north of Eglinton Square mall at the intersection of Eglinton Avenue East and Victoria Park Avenue. This designation permits generally parks and open spaces.

ES.5 Study Objectives

The Market Analysis and Economic Strategy will assist and inform the development of a future Golden Mile Secondary Plan, to include strategies to facilitate and support appropriate residential and non-residential growth within the *Mixed Use Areas* designation, while protecting and encouraging new employment and office

development and investment within the *Employment Areas* designation.

A key component of the study is to determine the future re-development potential of these existing commercial areas, as well as assessing which economic sectors offer the most potential in terms of retaining viable employment opportunities within Study Area. The study objectives include:

- To review the viability of the current building stock and employment mix and uses within existing *Employment Areas* and *Mixed Use Areas*.
- To review landholdings and leasing to determine what may be happening with long term leases on large format retail lands.
- To examine the market outlook and investment attraction opportunities for the Golden Mile by land use/ sector.
- To determine the viability of the Golden Mile as an employment generator.
- To make recommendations about short (<5 years), medium (5>15 years) and long (>15 years) term horizons for redevelopment of sites based on existing conditions, lease patterns and planning frameworks.

- To recommend strategies to enhance and support an increase in the overall amount of employment floor space within the study area.

ES.6 Approach

In preparing the Golden Mile Market Analysis & Economic Strategy, urbanMetrics undertook a three-phase approach to the completion of the Study:

- Phase 1: Data Collection & Existing Conditions
- Phase 2: Economic Sector Analysis & Data Synthesis
- Phase 3: Economic Development Framework & Implementation Strategy

ES.7 Key Findings

The key findings from our background research and stakeholder consultation (Sections 1 & 2) include:

- Presently, the **residential market** has not yet materialized, as low high-rise residential land values in western Scarborough make investment less desirable, particularly due to the strong residential market throughout other parts of Toronto and other parts of the Greater Toronto Area (GTA).

- While the market for **mixed-use development** has not yet materialized in the Golden Mile, the area has a number of characteristics that would make it a prime target for intensification, including: several very large land parcels with very low intensity big box retail uses; proximity to the regional highway system; proximity to the downtown core and midtown; and an LRT system on the horizon.
- A large-scale **mixed-use redevelopment** of a big-box retail site, would represent a **catalyst** for further development. Several landowners are planning to **intensify** their existing commercial *Mixed Use Area* sites as mixed use developments in the future. Landowners are anticipating a stronger residential market in the future. Landowners have indicated that they plan to generally maintain the existing amount of retail space on their respective sites and will reconfigure their sites to integrate residential uses. This is part driven by the need to leverage existing land assets that may otherwise be underutilized. The anticipated arrival of the Eglinton LRT also plays a part, in that the improved accessibility supports the market rationale to develop residential units in an untested Golden Mile residential market. From a financial and feasibility perspective, the residential components of these mixed use developments are expected to significantly contribute to the

profitability and viability of each project as the residential market develops. This is largely why, to date, the types and formats of development concepts proposed and contemplated within the Study Area are mixed use.

- The current strength of the **retail market** is both an asset and a liability in terms of transforming the Golden Mile. Most large-scale retail landowners have indicated that they plan to maintain or even increase the amount of retail uses through any mixed use redevelopment of their site i.e. reconfigure existing *Mixed Use Areas* sites to maintain the same amount of retail space generally (but in potentially different formats) and add residential units. However, presently, strong retail sales coupled with the costs involved of undertaking large redevelopment projects, have made developers hesitant to initiate large scale transformation projects at this time.
- The current market for **office development** exists in only select locations in the GTA. In general, low rents coupled with high development costs make office development challenging in most locations, including the Golden Mile at present. Contributing to the construction costs is the cost associated with underground or deck parking.
- **Industrial** uses within the Study Area are not expected to expand. At present, there are three

industrial uses within the Study Area all situated within or part within the *Mixed Use Areas*. The Flexible Packing Corporation is one of the three firms and currently operates on a site that has an approved Official Plan Amendment in place to support a future mixed use development (1891 Eglinton Avenue East). The two remaining industrial firms Cosmetica and Kawasaki, will likely remain in the short term. It is, however, unlikely that commercial land values and emerging residential values would justify the development of new traditional industrial facilities within the Study Area given current wide-spread permission for stand-alone retail and commercial uses.

- An “**Innovation Centre**” was proposed on the north side of Eglinton Avenue East in the City’s Eglinton Connects study. The Centennial College campus and other nearby technical post-secondary training colleges / centres located north of the Golden Mile may assist in this respect. For example, Centennial College has made considerable recent investment in its Ashtonbee Campus. Recognizing the presence of these institutions, overall there does not appear to be any major specialized industry clusters or major land uses in the local area that are immediately apparent as an anchor for an “innovation centre”, as proposed in the Eglinton Connects Study. The Secondary Plan process will

present an opportunity to explore this concept further.

- The Eglinton LRT is on the horizon and the opportunity to create a transit oriented development should be encouraged. Due to its existing suburban character, initially, intensification in Golden Mile may take the form of a **hybrid urban-suburban** type development, characterized by:
 - interim surface parking (with a longer-term goal of total elimination of surface parking);
 - large-format auto oriented retail intermingled with high density residential development;
 - investment in both transit and parking structures, and;
 - planning for suburban parking ratios that occur over discrete development parcels while still allowing the development of active street frontage to proceed.
- With respect to future **employment** retention and attraction, the Study Area has several positive attributes that may help to attract development interest on *Mixed Use Area* lands and *Employment Areas*, which should help to enhance employment generating opportunities in the future:

- The Golden Mile is already a highly accessible area for the workforce due to its proximity to the Don Valley Parkway and the 401, its proximity to the Kennedy subway and Go stations. Transit accessibility will be significantly improved by the LRT.
- The LRT, including a re-designed Eglinton Avenue provides a catalyst to reinvigorate and attract both residential and employment development interest.
- The Golden Mile Secondary plan presents an opportunity to create a pedestrian friendly-mixed use neighbourhood which will help to entice businesses to the area.
- Many landholdings are of a large scale that permit land owners to undertake neighbourhood defining redevelopment projects i.e. larger parcels can more easily include public space, decked parking, a fine-grained street network and include a range of housing types for a mix of incomes.
- Based on landowner's intended development plans for intensification of existing commercial retail sites designated as *Mixed Use Areas* sites, there is the

potential for future significant residential growth within the Golden Mile to enhance local labour force.

- The build-out of well-designed mixed residential-commercial projects will enhance the overall desirability of the Golden Mile as a place to work through improved built form and new amenities including parks and pedestrian connections/ new streets throughout the area.

ES.8 Strategic Objectives

Based on these market findings and input from City staff and stakeholder interviews, the following strategic objectives have been set for the Golden Mile. The objectives guide the recommendations that follow, with respect to the recommended policy tools, incentives and programs modifications devised to stimulate development interest in the Study Area and attract new employment investment.

1. **Sustain/ Grow Employment**, by:

- a. Creating an investment ready environment that integrates existing businesses with future businesses.
- b. Positioning the Golden Mile as an employment generating area that can strengthen the wider South West Scarborough Employment District.

- c. Protecting and enhancing opportunities on the existing designated *Employment Areas*.
2. **Mixed Use Development:** Stimulate Mixed Use development in areas outside of designated *Employment Areas*, to create a new dynamic Golden Mile neighbourhood where people can live, work and play, in an intensified built form that makes more efficient use of land and services/ infrastructure that can support future Eglinton LRT transit ridership.
3. **Transit Connectivity & Orientation:** Plan for building formats and densities that encourage transit usage, pedestrian activity and cycling.
4. **Distinguish Golden Mile:** Establish Golden Mile as a distinct community from other parts of the City of Toronto and the Greater Toronto Area, so that it can attract investment by focusing on attributes including:
 - Proximity to downtown, midtown and Scarborough Centre.
 - Location of an LRT Corridor.
 - Adjacency to jobs and businesses.
 - Proximity to recreational trail network.

ES.9 Implementation Strategy

Based on the proposed strategic objectives and the review of policy and development tools for transit, we have recommended a strategy and implementation tools (including incentives, programs and policies) to capitalize on the attributes of the Golden Mile recognizing market factors.

The following table evaluates the key tools commonly used in planning for transit oriented development and intensification, and how they can be modified and applied in the Golden Mile to achieve the strategic objectives identified. A more detailed analysis of these existing City of Toronto programs and potential modifications can be found in Section 2.13.2 of this report.

Figure ES-3: Implementation Strategy

#	Tool	Timing		Land Use			Implementation
		Short Term	Medium/ Longer Term	Mixed Use	Emp	Apt	Instrument/ Organization
Development Incentives							
1	Golden Mile Community Improvement Plan	x	x	x	x	x	Golden Mile CIP
2	Golden Mile Fast Track Development Review Team & Economic Assistance: The Gold Star program applies to developments with a minimum of 5,000 square metres new contiguous GFA with no GFA minimum on industrial or institutional development	x		x	x		City Staff
3	Tax-Increment Equivalent Grants: Modification of the IMIT program as it relates to the Golden Mile. A higher tax increment financing grant of 70% (from its current rate of 60%) should be extended to the developments in <i>Mixed Use Areas</i> .	x		x			Golden Mile CIP

	Tax-Increment Equivalent Grants: Modification of the IMIT program as it relates to the Golden Mile. A higher tax increment financing grant of 80% (from its current rate of 70%) should be extended to developments in <i>Employment Areas</i> .	x	x		x		Golden Mile CIP
4	Development Charge Exemption for all Office Space including ground floor.	x	x	x	x		By-Law 1347-2013 and Golden Mile CIP
	Parkland Levy Exemption for Office (including Office as part of Mixed Use buildings)	x		x	x		By-Law 1020-2010 and Golden Mile CIP
Parking							
5	Reduced Parking Standards – gradual reduction of parking ratios standards.	x		x	x	x	Golden Mile Secondary Plan
	Reduced Parking Standards – full reduction in parking ratios. Prohibit surface parking for new development.		x	x	x	x	Golden Mile Secondary Plan
6	Centralised parking facility – built and operated as either a private-public venture or by Toronto Parking Authority. Would accommodate shared parking, reduce development costs and allow for densities to be maximized in the Golden Mile.		x	x	x		City of Toronto/ Toronto Parking Authority
Programmatic & Institutional							
7	Business Improvement Area (BIA): Encourage a Golden Mile BIA. A key role of the BIA would be to	x	x	x	x		City of Toronto BIA Office and

	establish a unique identity and brand for the Golden Mile, focusing on its unique history, as a bridge between Toronto and Scarborough, and its ties to a major business community, among other attributes. The image for the Golden Mile will be become more defined as planning, the LRT and private redevelopments become more advanced.						Local Businesses ¹
Land Use Policy							
8 & 9	<p>Density and Height increases permitted through a re-zoning can be tied to Section 37 benefits, and should be tied to the delivery/ provision of desired outcomes identified by the Secondary Plan. These might include:</p> <ul style="list-style-type: none"> • Provision of office space in mixed use project. • Elimination of surface parking spaces. • Infill proposals. • Land assembly in the areas south of Eglinton Avenue East. • Re-purpose older industrial buildings in <i>Employment Areas</i>. • Provision/ construction of (or financial contributions towards) specific community enhancements (i.e. public art, seating, plazas or services/ facilities identified in the Secondary Plan). • Pedestrian connections to LRT stop areas. 	x	x	x	x		Section 37 and Golden Mile Secondary Plan

¹ The decision to start a BIA can only be made by the local business people and property owners. The Secondary Plan public and stakeholder engagement process could provide a useful platform to initiate discussions between local businesses.

	<ul style="list-style-type: none"> Active street frontage and uses that are not auto-dependent. 						
10	Design Guidelines are recommended to set the direction for future development in the Golden Mile.	x	x	x	x	x	Golden Mile Secondary Plan

ES.10 Other Implementation Opportunities

In addition to the detailed recommendations above, the Economic Development and Culture Department proposed a number of other options, which the study team also supports for consideration and further study. These include:

- Requesting that the Toronto Catholic District School Board reduce or waive the current \$1.07/sq.ft. development charge on Non-Residential, Non-Retail development located in the Golden Mile Study Area
- Consider changing the eligibility requirements for the City of Toronto Eco-Roof Incentive Program to include existing Non-Residential, Non-Retail buildings and increase the incentive grant values for office and/or industrial development for green roof and cool roof projects in the Golden Mile Study Area
- The elimination or reduction in building permit fees and/or development application fees for commercial office or industrial development in the Golden Mile Study Area