

Site Selection for a New Consolidated Police Station - 54/55 Division

Date: January 10, 2018

To: Executive Committee

From: Deputy City Manager, Internal Corporate Services
Acting Chief Planner and Executive Director, City Planning

Wards: Wards 29, 30, 31, 32

SUMMARY

The Toronto Police Service (TPS) previously identified their 54 and 55 Divisions as priority buildings for replacement. 54 Division is located at 41 Cranfield Road, and 55 Division is located at 101 Coxwell Avenue. Capital funding for the replacement of 54 Division and renovation of 55 Division has been approved since 2012. The projects were previously deferred by the Toronto Police Services Board (TPSB) to explore opportunities to consolidate the two Divisions. The TPS determined that consolidation was feasible and began the process of exploring potential sites, for which they requested Real Estate Services (RES) assistance.

The Toronto Police Service's Transformational Task Force (TTF), was created with a mandate to 'propose a modernized policing model for the City of Toronto that is innovative, sustainable and affordable'. Their final report 'Action Plan: The Way Forward', reaffirmed the need to consolidate the two Divisions. In addition to aligning with the TTF report, the consolidation of 54 and 55 Divisions aligns with the City's real estate goals seeking to co-ordinate, modernize and maximize the value of City assets.

The purpose of this report is to inform City Council of the work done by RES, City Planning and the TPS, in consultation with other City stakeholders, including local Councillors (Wards 29, 30, 31, 32), the Toronto Transit Commission (TTC) and the Toronto Realty Agency (TRA), on the site selection process and to recommend a preferred site for a consolidated police station for 54 and 55 Divisions. Council is asked to approve a set of draft principles to guide the development of the recommended site. These principles were developed by City Planning staff in consultation with the four (4) local councillors, are based on feedback received from the public consultations, and will be further refined in consultation with the local community.

RECOMMENDATIONS

The Deputy City Manager, Internal Corporate Services, and the Acting Chief Planner and Executive Director, City Planning, recommend that:

1. City Council approve the preferred site – the current Toronto Transit Commission's Danforth Garage, located at 1627 Danforth Avenue – for the location of a new consolidated 54 and 55 Police District facility.
2. City Council approve the draft principles found in the Comments section of the report, to guide the future development of the preferred site, and direct the City Planning Division to consult on, and finalize, the draft principles.
3. City Council direct the Deputy City Manager, Internal Corporate Services and the Acting Chief Planner and Executive Director, City Planning, to:
 - a. Convene an interdivisional working group to undertake a master plan for the site, which will include community consultations, technical studies, confirmation of required Toronto Transit Commission uses to be included on the site, the exploration of other potential partners and uses, and conceptual site plans. The working group will include staff from the following Agencies and Divisions, with additional participants as determined through the master planning process:
 - i. City Planning;
 - ii. Real Estate Services;
 - iii. Toronto Realty Agency;
 - iv. Toronto Transit Commission;
 - v. Toronto Police Service; and
 - vi. Toronto Public Library
 - b. Report to the Executive Committee with a progress report on the master planning process, identified redevelopment partners and a phasing strategy in the second quarter of 2018. The phasing strategy will outline the individual timeline requirements of each partner, including the Toronto Transit Commission and Toronto Police Service, with a plan to meet these timelines. This includes the commencement of design planning in 2018 and construction in 2019 for a new consolidated 54 and 55 Police District facility.
 - c. Report to the Executive Committee with a business case, including funding strategies in the first quarter of 2019, to include funding plans for site redevelopment in addition to the new consolidated 54 and 55 Police District facility, for which funding is included in the 2018 -2027 Capital Budget and Plan.

FINANCIAL IMPACT

This report recommends that Council approve the preferred site for the location of a new consolidated 54 and 55 Police District facility. Funding of \$32.425 million for this new facility is included in the Toronto Police Service 2018-2027 Preliminary Capital Budget and Plan.

This report further recommends that City staff proceed with master planning of the preferred site, including community and stakeholder consultations, technical studies and high level conceptual site planning. The costs associated with completing this next phase is \$0.300 million and will be funded through an allocation within the Facilities, Real Estate and Environment & Energy Division's 2018 to 2027 Preliminary Capital Budget and Plan.

Potential future financial impacts resulting from the next steps will be outlined in the recommended progress report in the second quarter of 2018, and the recommended business case and funding strategy planned for the first quarter of 2019. Other than state-of good repair for current uses and the Police 54 /55 Division project, there are no financial provisions for redevelopment of this site in the 2018 -2027 Preliminary Capital Budget and Plan.

The Acting Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

City of Toronto

On February 18, 2015, the Toronto and East York Community Council adopted the letter from Councillor McMahon – Potential Heritage Designation – 1627 Danforth Avenue. The Community Council requested the Director of Urban Design to report to the Toronto and East York Community Council on the potential inclusion "listing" of the property at 1627 Danforth Avenue on the City of Toronto's Heritage Register under Part IV of the Ontario Heritage Act.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.TE4.79>

On May 24, 25 and 26, 2017, City Council considered and adopted a new real estate service delivery model for the City government that centralizes all real estate activities City-wide, including all real estate strategy and portfolio planning, major building projects, developments, real estate transactions and facilities management.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.9>

On November 7, 8 and 9, 2017, City Council adopted the October 19, 2017 staff report from the City Manager commenting on the potential impacts of the Task Force recommendations on City Divisions. The report noted that RES and City Planning were working with the TPS on the site selection for a new police station which would consolidate 54 and 55 Divisions, the results of which would be documented in a future report.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX28.5>.

Toronto Police Services

At its meeting on February 23, 2017, the TPSB approved the TTF final report as the Toronto Police Service 2017- 2019 business plan. It requested comment on the plan by Council, and approved the commencement of implementation of the recommendations contained in the report, subject to changes that may be made as a result of comment by Council or other consulted bodies.

<http://www.tpsb.ca/component/jdownloads/send/42-2017/554-february-23>

Toronto Transit Commission

On September 28, 2016 the TTC Board approved the “Status and Future of Danforth Garage” report which presented information on the current uses of the property, and how they will need to continue to function in the future.

https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2016/September_28/Reports/10_Status_and_Future_of_Danforth_Garage.pdf

On September 5, 2017, the TTC Board adopted the staff report titled Status and Future of Danforth Garage – Update. Within this report the TTC Board approved a recommendation that “staff work closely with Toronto Realty Agency, Build Toronto and City Real Estate to jointly develop the site strategy for the betterment of the City and report back by mid-2018 regarding additional TTC uses proposed for the property.”

https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2017/September_5/Reports/7_Status_and_Future_of_Danforth_Garage_Update.pdf

ISSUE BACKGROUND

54 and 55 Divisions

54 and 55 Divisions were previously identified by the TPS as priority buildings for replacement. 54 Division was constructed in 1951, and 55 Division was constructed in 1972. These buildings were identified as a priority due to several issues, including the buildings being undersized, having inefficient floorplates for operational requirements, lack of parking and poor building conditions.

There has been approved capital funding for the replacement of 54 Division and the renovation of 55 Division since 2012. The projects were deferred by the TPSB to explore opportunities to consolidate the two Divisions. The TPS determined that consolidation of the operations was feasible, and they began the process of exploring potential sites, for which they requested the assistance of RES.

The TTF, co-Chaired by the Chief of Police and the Chair of the Toronto Police Services Board in partnership with public volunteers and TPS members, was created to conduct an independent study and review of the TPS to modernize the police service delivery model. Their final report was approved by the TPSB on February 23, 2017, and contains 32 recommendations to modernize the TPS service delivery model for the City of Toronto in a manner that is innovative, sustainable and affordable. Included in the report is recommendation 16, where the TTF outlined the need for the TPSB to adopt a phased redesign of TPS's Divisional structure and a geographical realignment of their facilities and service areas, resulting in fewer total facilities and reaffirming the need to consolidate 54 and 55 Divisions.

Following the TTF recommendation, the TPS is moving to a district model and the TPS's service area boundaries will change, including those for a consolidated 54 and 55 District. TPS staff have determined that potential boundary changes will not impact the site selection process or the recommended preferred site for the consolidated 54 /55 Division facility.

Site Selection Process

Guiding Principles

Staff from TPS, RES and City Planning have been working collaboratively to identify a site for the consolidation of 54 Division and 55 Division, following the TTF's recommendations. To guide the site selection process, RES developed the following guiding principles:

1. Meet the TPS core site requirements to allow for effective community policing;
2. Reflect a strategic approach to the use of City properties; and,
3. Be informed by a community vision.

TPS Core Site Requirements

RES consulted with TPS to identify their core site requirements to enable effective police operations and services. These requirements would inform the search parameters for a potential property. The TPS core site requirements include:

1. Being located within the service area (Wards 29, 30, 31 and 32);
2. Having sufficient land area to accommodate a 25,000 square foot building footprint;
3. Having sufficient land area to accommodate 250 large parking spaces;
4. A minimum of two vehicle entry and exit points on the site; and,
5. The potential for on-site fuel pump for police vehicles.

Search for Potential Properties

A list of all City-owned properties and several privately owned properties within the consolidated Divisions' service area was created. Over 500 properties were filtered down to five (5) sites that had potential to accommodate the consolidated Divisions. This list was filtered based on the following:

- Criteria identified within the TPS core site requirements (i.e. minimum property size, vehicle entry/exit points, potential for fuel pump)
- Property type: unsuitable properties (i.e. reserve strips, railway land, parks) were removed from the list
- RES included assessment of the sites ability to accommodate both TPS requirements and the requirements of Divisions occupying potential sites

Evaluation Framework

RES and TPS, in consultation with City Planning, developed an evaluation framework to assess the five (5) remaining properties objectively. Senior management consulted with local Councillors who were provided with the evaluation framework for their review. The development and use of this type of evaluation framework is in alignment with prior Council-approved real estate projects, including the Etobicoke Civic Centre relocation.

The evaluation framework was designed to determine which sites are the most suitable for a new consolidated police station, and are most aligned with the project's guiding principles. The framework is not meant to prescribe design or planning parameters for the new station.

The evaluation framework includes 15 measures to assess four (4) major categories. The major categories include:

1. TPS service delivery;
2. Ability to meet functional requirements;
3. Community presence; and,
4. Affordability/ sustainability of acquiring and developing potential sites.

A list of the major categories and their corresponding measures is provided in Table 1:

Table 1 – Evaluation Framework	
Category	Measures
1. Service Delivery (20%)	<ul style="list-style-type: none"> • Travel Time for Officers on Duty • Proximity to Residents Served
2. Functional Requirements (30%)	<ul style="list-style-type: none"> • Site Security (defensibility hazards) • Entry/ Exit Points for Vehicles • Overlooking Buildings • Size
3. Community Presence (30%)	<ul style="list-style-type: none"> • Transit Accessibility • Cycling and Walking Accessibility • Recognizability • Opportunities for New Community Engagement • Proximity to Community/ Institutional Uses
4. Affordability / Sustainability (20%)	<ul style="list-style-type: none"> • Net Building Costs • Land Acquisition Costs • Impact of Previous Uses • Ease of Acquisition

The first two categories are designed to measure which sites allow the TPS to deliver their service most effectively and efficiently. The second category was identified by TPS as more significant to the site selection process due to the nature of their operations, and therefore is weighted more heavily.

The third category is designed to measure each site's potential fit with the local community, its ability to contribute to city building opportunities, and other potential community impacts. Criteria was added to reflect themes of city building from the City of Toronto's Strategic Actions, as well as the City Manager's Review of Opportunities from the June 2016 report 'City-Wide Real Estate Review,' found here: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.4>.

The Strategic Actions refer to city building as ensuring Toronto's urban form is well planned with efficient, accessible and integrated City services and transportation systems. Maximizing the value of the City's real estate assets by finding savings through co-location and reducing the City's state of good repair backlog was identified as an opportunity. Therefore, criteria was added to assess the potential for integration of multiple City services on the potential sites, and to create a civic hub which serves additional community needs and brings important services closer to residents.

The fourth category, affordability/ sustainability is included to reflect the costs and other challenges associated with the acquisition and development of the site.

Further detail on the methodology behind each measure is included in Appendix A.

Short-listed Sites

City staff prepared a short-list of potential sites based on the results of the evaluation framework, and consultations between senior management and the local Councillors. From the five (5) sites identified, a short-list of the three highest scoring sites was developed:

1. The East York Civic Centre at 850 Coxwell Avenue (score of 76%);
2. The current 55 Division at 101 Coxwell Avenue (score of 78%); and
3. The TTC's Danforth Garage (score of 81%).

Public Consultations

Purpose

The third guiding principle in the site selection process was that it be informed by a community vision. To achieve this principle, RES procured a third-party facilitation consultant to assist in the preparation of a consultation plan and to facilitate the public meetings. Key objectives of the public consultations were developed to achieve the following:

- To present and seek feedback on the criteria used to evaluate the three (3) short-listed sites;
- To understand the community's vision for a modern police station; and,
- To understand how the short-listed sites fit with the community's vision.

Consultation Approach

RES, in consultation with Strategic Communications and City Planning, conducted the following activities as part of our outreach:

- Notice flyers were delivered to approximately 12,000 households and businesses within a minimum radius of 350 metres from the short-listed sites, as well as 54 Division. Delivery areas were further extended to reach major streets and encompass whole neighbourhoods. This was done in excess of typical requirements associated with development applications to provide notice to residents within a 120 metre radius;
- Full page notices were included in the local newspapers, the East York Mirror and the Beach Mirror, with a combined circulation of 58,650; and
- The City of Toronto, the TPS and the local Councillors promoted the meetings via their social media accounts.

The public consultations included two (2) meetings attended by local Councillors and staff from RES, City Planning, the TPS and the TTC, with details as follows:

- Meeting 1: October 10, 2017 at the East York Civic Centre - 90 people attended;
- Meeting 2: October 17, 2017 at SH Armstrong Community Centre - 45 people attended; and,
- An on-line survey: 109 individual responses

The meeting locations were selected to access both the East York community to the north, and the Beaches community to the south. A dedicated website was established on the TPS website to provide information, presentation material and other documents to the public. The website included an opportunity for the community to participate in consultations via an on-line survey for those who could not attend the meetings. The website can be found here:

<https://www.torontopolice.on.ca/TheWayForward/new-54-55-building.php>.

The meeting structure was developed by the third-party consultant, together with RES, TPS, City Planning and local Councillors. The structure was as follows:

- 30 minute open house;
- TPS and RES presentation to outline the project background, evaluation criteria and information on the three (3) short-listed sites; and,
- Facilitated question-answer period and small table discussions.

Feedback on the Vision for a Modern Police Station

A majority of respondents want to see a welcoming and highly visible police station that is inviting to all. Many participants emphasized the importance of well-designed architecture and strongly recommended avoiding having a “fortress”. They envisioned a station located in the community that acts as a community hub with various co-located City services, educational classes and workshops, rooms for community uses and active community engagement in the building. However, some participants disagreed that a police station should be highly visible in the community, and shared a vision of a “low-profile” police station, located outside of a community.

Feedback on Short-Listed Sites

55 Division

The current 55 Division site generated the least discussion in the consultations. It fit with the “low-profile” vision. Some participants thought it was appropriate and least disruptive considering that it is currently a police station. However, many comments were received that the site was too far south to adequately serve northern residents in the service area, and that it was not large enough to offer other community uses.

East York Civic Centre

The East York Civic Centre generated more discussion. A small percentage of participants supported this site as it is close to residents and offers co-location opportunities with other public services. However, a majority of the feedback was not supportive as concerns were expressed over added traffic congestion, incompatibility with surrounding uses such as a nearby school and childcare centre, and loss of green space, flowerbeds and walkways. The schedule coordination with other planned construction in the area was also a major concern.

TTC's Danforth Garage

The TTC's Danforth Garage generated the most discussion both at the meetings and online. Overall, it generated the most support as it fit with the vision of many participants for a new police station in that it should be welcoming, approachable, visible and accessible to the public. It is centrally located within the service area and has the greatest potential to create a vibrant multi-use hub.

There were some concerns, however, regarding the ability of a police station to help in any revitalization efforts of Danforth Avenue, and whether it may preclude any of these efforts. Several organized community groups submitted a joint list of questions for clarification. Senior management, in consultation with the local Councillors, responded to the concerns by meeting with the community groups. The meeting is further detailed in the next section of the report.

Feedback on Process and Evaluation Criteria

The majority of feedback regarding the evaluation criteria was positive. The criteria was considered to be good, well thought out and well aligned with TPS needs and Real Estate Services' guiding principles. Some of the feedback indicated that more detail on the criteria should be provided to be able to provide feedback, and some expressed concern that criteria to assess community impacts was lacking.

The majority of feedback regarding the process was also positive. The City's efforts to undertake community consultation was supported. However, some of the feedback indicated that the community consultations felt rushed. These concerns were responded to in several ways, detailed in the following section of the report.

Response to Consultation Feedback

City staff responded to the feedback heard at the public consultation in several ways.

October 10, 2017 and October 17, 2017 Meetings

A key piece of feedback received regarding the City's process was that the community consultations felt rushed. To address to this concern, the report to Executive Committee was rescheduled from November 2017, to January 2018. This allowed staff to complete a Feedback Tracking Table, and schedule an additional meeting with organized community groups who submitted a joint list of questions for clarification.

The Feedback Tracking Table was prepared by the facilitator to include all of the major feedback heard in the public consultations. This was provided to staff to prepare detailed responses regarding how feedback would be considered or implemented, and the reasoning behind it. This document was emailed to all participants, and is available on-line:

<https://www.torontopolice.on.ca/TheWayForward/new-54-55-building.php>

December 4, 2017 Meeting

The purpose of the meeting was to respond to the organized community groups who submitted a joint list of questions that focused on the ability of a police station to co-locate with a mix of uses if the Danforth Garage was selected. The meeting was attended by staff from City Planning (Community Planning and Heritage Preservation Services), RES, TPS, TTC, and the TRA, as well as the local Councillors. The answers to the submitted questions can be found online:

<https://www.torontopolice.on.ca/TheWayForward/new-54-55-building.php>

City Planning staff also discussed in detail the opportunity that selecting the Danforth Garage site represents. This includes the revitalization of Danforth Avenue, enhancing and adding to existing uses on the property, and bringing new community-serving and employment uses to a key civic site. Staff do not feel that including TPS on the Danforth Garage site would preclude any ability to revitalize this site as a vibrant, multi-use hub, and will work with the community and existing users of the property through the planning process to ensure a positive outcome is achieved for all stakeholders.

COMMENTS

Draft Principles

In response to the feedback received during the public consultations City Planning staff, in consultation with the local Councillors, Real Estate Services, the Toronto Realty Agency, the Toronto Police Service, and the Toronto Transit Commission, created the following set of Draft Principles to guide the future development of the shortlisted sites. The Principles will be refined in consultation with the local community upon Council's approval of the preferred site:

Principle 1: Utilize City-owned lands to provide a key city building opportunity

Principle 2: Create a multi-functional site that will be home to various civic and employment-generating uses

Principle 3: Incorporate multiple public uses

Principle 4: Preserve and adaptively re-use existing heritage buildings

Principle 5: Provide employment opportunities

Principle 6: Development process to be led by meaningful community consultation

Principle 7: Align with other City-initiatives, studies, and policies

Principle 8: Appropriately integrate design within the existing neighbourhood context

Principle 9: Development to be guided by a fulsome planning process

Principle 10: Ensure universal accessibility

Recommended Preferred Site

The recommended preferred site is the TTC's Danforth Garage, located at 1627 Danforth Avenue, for the following reasons:

1. The site has the most potential to be a vibrant, multi-use hub that is home to various City serving uses such as a police station, existing and future TTC uses, library and other public uses that will be determined in the planning process;
2. Intensification of the site will assist to provide new employment in the community, spur economic activity and support local businesses along Danforth Avenue;
3. The redevelopment of the site provides an opportunity to preserve a heritage structure with potential for City and community uses. City staff have identified the property as having heritage potential and will be reporting in the first quarter of 2018.
4. The site achieved the highest suitability score of all of the sites within the service area. The Danforth Garage allows for the most effective and efficient policing operations of all site options;
5. The Danforth Garage received the majority of support as it was the most aligned with the community's vision for a new modern police station;
6. Selection of the Danforth Garage to create a civic hub will be aligned with the following strategic actions for the City:
 - Strategic Action #1&2: City Building - Direct employment and cultural growth to the Danforth Avenue. Improve quality of place.
 - Strategic Action #4&5: Economic Vitality - Provide a catalyst for revitalization and economic activity along the Danforth Avenue.
 - Strategic Action #14&19 Good Governance - Achieving civic participation through the site selection, overall planning and future phases of the process, with the end result to improve resident access to City services in the community.

TTC Considerations

The Danforth Garage property presently contains essential TTC operations. The TTC has relocated some of the outdoor storage functions from the property, and there may be an opportunity to relocate additional interior storage functions offsite. The property remains the location of the Danforth Subway Transportation and Stations staff who check in and out, pick up uniforms, observe breaks, and complete shift sign-ups from this site.

The TTC has planned future uses for this property that will contain offices and key support functions for critical functions of corporate IT Services and operating divisions, including the existing and future Subway Transportation and Stations staff. These uses are critical and TTC aims to have these uses accommodated on the Danforth Garage property by 2022.

Heritage Considerations

Background

The Danforth Garage, historically known as the Danforth Carhouse, is a property of heritage potential that has been determined to have design, associative and contextual values. The complex is an important surviving example of buildings associated with the origins of vehicular public transportation, which serviced the growing suburbs of the City of Toronto.

On the public face of the building complex remains classical architectural detailing, which was constructed in 1914. This was a year before the opening of the Toronto Civic Railway (TCR) Danforth line. The original office building and earliest streetcar barns, a combination of repair and storage facilities, continue to stand within the complex that was substantially enlarged in 1921 to coincide with the amalgamation of the TCR and the newly created Toronto Transportation Commission (renamed in 1954 as the Toronto Transit Commission). Further alterations to the complex took place in the 1960's when the site was converted to a bus garage.

While incrementally altered over time to deliver new modes of transit, the original structure of the Danforth Garage remains and contributes to the transportation history of Toronto and is a local landmark in the East Danforth neighbourhood.

Upcoming Report

It has been determined that the property meets Ontario Regulation 9/06, the criteria prescribed for municipal designation under Part IV, Section 29 of the Ontario Heritage Act and City staff will recommend it for inclusion on the City's Heritage Register.

Properties on the Heritage Register will be conserved and maintained in accordance with Official Plan Heritage Policies. Designation enables City Council to review alterations to the site, enforce heritage property standards and maintenance, and refuse demolition.

Official Plan Section 3.1.5 - Heritage Conservation

In Section 3.1.5 of the Official Plan, Heritage Conservation, Policy #8 states that, "when a City-owned property on the Heritage Register is no longer required for its current use, the City will demonstrate excellence in the conservation, maintenance and compatible *adaptive reuse* of the property."

The TPS has a proven track record in the adaptive reuse of heritage properties including their 11 Division and 51 Division police stations. 51 Division is considered one of Toronto's most modern police stations that involved the award winning restoration of the historic Toronto Gas Company (later Consumers Gas) gas purification building with a new addition.

Master Planning Process

Upon City Council's adoption of this report, an interdivisional working group will be created to undertake a master planning process for the preferred site, the Danforth Garage. The planning process will provide a framework to guide redevelopment. The process will entail:

- Community consultation throughout the redevelopment process, beginning with refining the draft principles
- Undertaking technical studies (e.g. heritage impact assessment, traffic, noise, environmental);
- Bringing existing and future users of the property, together with community partners, into the redevelopment process;
- Evaluating different options to arrange development on the site;
- Applying the planning principles to the site specific circumstances; and,
- Identifying and resolving any challenges to co-locate community uses on the site.

This process will ensure that the needs of all potential partners are met, that the site is redeveloped to reflect a strategic use of City-owned real estate assets, and that redevelopment is aligned with the community's vision and adaptive reuse best practices. A footprint plan for the new TPS facility will be determined to support the design process planned for this 2018, and construction planned for 2019 -2020. Staff do not feel that including TPS, together with the TTC, on the Danforth Garage site would preclude any ability to create a multi-use hub with additional City partners.

City staff recognize that all potential partners will have individual timeline requirements for the delivery of their services, and will have varying budget availability in their 10 year capital plans. These circumstances will be identified and taken into consideration during the creation of a redevelopment phasing strategy, designed to meet all timelines. Furthermore, potential partners will be consulted to determine the level of participation that is feasible given their capital plans. Funding strategies will be included with the business case report to Executive Committee in the first quarter of 2019.

Next Steps

City staff have recommended the TTC's Danforth Garage property be approved as the preferred site for the consolidation of the current 54 and 55 Divisions. This approval will enable staff to consult on the draft principles, undertake a master planning process to study the site by conducting technical studies (traffic, noise, environmental etc.), hold community and stakeholder consultations, and to work collaboratively as part of an interdivisional working group to develop the site for a multi-use hub.

Furthermore, staff will identify potential partners, develop a phasing strategy, and report to Executive Committee with a progress report in the second quarter of 2018. The phasing strategy will outline the individual timeline requirements of each partner, including the Toronto Transit Commission and Toronto Police Service, with a plan to meet these timelines. This includes the commencement of design in 2018 and construction in 2019 for a new consolidated 54 and 55 Police District facility.

Staff will then report to the Executive Committee with a business case and funding strategy in the first quarter of 2019. The business case will outline financial impacts as determined by the master planning process, and include potential funding strategies for redevelopment of the site. These funding strategies will be for redevelopment in addition to the new consolidated 54 and 55 Police District facility, for which funding exists.

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ATTACHMENTS

Appendix A: Evaluation Criteria